On the cover: CCL client Sangeeth Varghese, head of LeadCap in India. Read his profile on page 8.

CONTENTS

President’s Message ........................................... 1
Greg Pryor, Juniper Networks ................................. 2
Leading in a Networked World
Eva Vandor, Barclaycard Academy ......................... 4
Connect, Collaborate, Innovate
William Pryor, Cape Fear Valley Health ................. 6
Transforming Healthcare Leadership
Sangeeth Varghese, LeadCap ................................. 8
Building a Nation of Leaders
Deb Delisle, Ohio Department of Education ............ 10
Navigating Turbulent Waters
Chris Ernst and Kelly Hannum, CCL ...................... 12
Crossing Boundaries, Discovering Frontiers
Dr. Arega Yirdaw, MIDROC Technology Group ........ 14
Distinguished Alumni Award Winner
Awards and Accolades ......................................... 15
Global Clients Served ........................................... 16
Participant Demographics ..................................... 16
Scholarships ......................................................... 17
Governance ........................................................ 18
Supporting CCL .................................................... 20
Message from the CFO .......................................... 23
Financial Highlights ............................................. 24
CCL’s Global Locations .......................................... 25

ABOUT THE CENTER FOR CREATIVE LEADERSHIP

Now in its 41st year, the Center of Creative Leadership (CCL®) ranks as one of the world’s top-tier executive education enterprises, standing out with our exclusive focus on leadership education and research. Our esteemed faculty, researchers and coaches bring unparalleled expertise to addressing leadership challenges faced by clients around the globe. We believe leaders are made — not born — and that they can adapt to new and changing conditions. Above all, we believe in putting our clients first, no matter whether they represent private industry, nonprofit or government sectors. Our nonprofit heritage and educational mission give us a unique flexibility in a world where profit motives often drive actions. We have the freedom to focus the success of our clients, consistent with our mission — to advance the understanding, practice and development of leadership for the benefit of society worldwide. For complete information on our Center’s programs, products, services and history, please visit us online at www.ccl.org.
President’s Message

A RECENT IBM SURVEY of chief human resource officers came to this urgent conclusion: Working effectively across geographic and functional boundaries is increasingly crucial for driving business performance. The trouble is that most leaders simply are not very good at it. In fact, Boundary Spanning Leadership, a new book co-authored by my CCL colleague Chris Ernst, reports that only 7 percent of the senior leaders we surveyed believe they are very effective at this skill.

That’s a troubling admission. But here’s the good news: There still are many superb examples from which we can learn. This year’s Annual Report tells the stories of leaders who have committed themselves to spanning boundaries on behalf of their organizations. “Working across boundaries has never been more important,” Eva Vandor, head of Barclaycard Academy, explains as she discusses how innovation starts with widespread collaboration across the global credit card company. At Juniper Networks, one of the world’s largest providers of networking technology, there’s a similar mindset. Greg Pryor tells us how insights into boundary spanning are helping align Juniper’s values with its vision, business strategy and brand to drive global growth.

In this report, you will see, too, how boundary spanning plays an equally vital role in building vibrant communities. In Bangalore, Sangeeth Varghese runs a nonprofit that is breaking down barriers to leadership training. On the other side of the world in Ohio, public education executive Deb Delisle found innovative ways to bridge the gaps between educators and lawmakers to drive student achievement.

At CCL, we feel extremely privileged to partner with such talented women and men — and many more like them around the globe. As we share our knowledge with clients and friends, we also learn a great deal from them. It is this virtuous cycle that will continue to nourish our thriving CCL community in the year ahead and make all of us more effective leaders.

Warm Regards

JOHN R. RYAN
President and CEO
Evolving from an independent to an interdependent model...

Greg Pryor,
Juniper Networks
CONNECT EVERYTHING. EMPOWER EVERYONE.

That’s the vision behind Juniper Networks, the 15-year old company that is one of the largest providers of networking technology “that flattens the world.”

Juniper’s technology and its 9,000 employees worldwide are the force behind much of the networked world. Google, Comcast, Netflix and Facebook — along with thousands of service providers, business enterprises and public sector organizations — rely on Juniper innovation to connect the planet.

In short, Juniper has engineered much of our hyper-paced, deeply interconnected world.

Being on the forefront of networking technology also requires new ways of leading and working, according to Greg Pryor, Juniper’s vice president of Leadership and Organization Effectiveness.

“The exponential demands of the networked world aren’t just about the technology,” says Greg. “Our business is interconnectivity. We enable the interoperability of the global technology network. The big question is, How do we ensure the connected culture we need to achieve our vision while growing so quickly?”

Greg contacted CCL’s Chris Ernst, curious if the Center’s research and current thinking would help Juniper harness the collective wisdom of Juniper colleagues, customers and partners to empower the network behind the network.

CCL’s organizational leadership development work hit home with Greg and Juniper’s senior leadership team. “When we saw that Juniper’s business and strategy required us to evolve from an independent to interdependent operating model, it was a moment of incredible clarity,” Greg recalls. “It was an elegant idea that actually reduced the complexity for us.”

With interdependence as the frame — one that has resonated with the leadership team — increasing Juniper’s ability to span boundaries became an important path forward.

CCL’s boundary spanning leadership research and practice shows that as the world gets flatter and more interconnected, many barriers and boundaries remain. Leaders and organizations can either be stymied by these challenges or learn to span boundaries to find disruptive innovations.

Guided by CCL’s boundary spanning insights, Juniper embraced a major effort to renew and align its values with the company’s vision, business strategy and brand. “Drawing on the perspectives of employees across the business and around the world, we sought to clearly align who we aspired to be on the outside to customers and to the industry, with who we are on the inside,” explains Greg.

Deliberately bridging the five leadership boundaries, Juniper’s values, known as the Juniper Way, were renewed over a period of months. Then, the boundary spanning work shifted to engaging all colleagues and putting those values into action.

“How do people own the values and the processes? What are the practical tools for helping leaders manage their business in a way that works for them?” asks Greg. “The changes we’re making are increasingly part of our customer messages, our talent management process, our daily work.”

With a CCL team, Juniper is exploring new frontiers of what leadership means in a networked world. “Not only are we pioneering the next generation of networking technology,” says Greg, “but we are pioneering the next generation of organizational leadership.”
EVEN AS THE GLOBAL ECONOMY WAS IN TROUBLE, Barclaycard leaders were clear they needed to look to the future. The company was transforming beyond the traditional credit card business. Both innovation and implementation of strategy were essential to achieve the vision.

Eva Vandor, head of Barclaycard Academy, was tasked with ensuring that the company had the skills to transform the business while managing external turmoil.

The result: Barclaycard developed its Executing Strategy Programme, which was launched in 2010.

Eva, along with Head of Leadership James Prior and their team, sought to provide leaders a full and shared perspective on the direction of the business, but also to develop key leadership capabilities.

Among the most crucial: to collaborate effectively.

“Working across boundaries has never been more important,” Eva maintains. “Our agenda requires innovation. To innovate, we must work collaboratively across businesses, across functions, across levels, across geography. We also need to draw customers inside the organization and understand their needs.”

The Executing Strategy Programme — developed in collaboration with CCL and Ashridge Business School — was designed to boost managers’ ability to lead across boundaries, take risks, introduce change, accept uncertainty, inspire team members and stimulate their creativity to break through the status quo.

The nearly 100 leaders who participated in the Executing Strategy Programme have increased their leadership effectiveness, openness to others’ perspectives and ability to collaborate, according to a program evaluation conducted by CCL. Leaders also report a new focus on establishing strong connections, alliances and networks — and leveraging them to benefit the business.

“People are taking the initiative to connect with others in their group, across the organization and even outside the company,” says Eva. “They now see the value in spanning boundaries and have learned ways to do it effectively.

“The power of CCL’s approach to leadership development cannot be underestimated,” she adds. “It’s liberating and motivating for people when you tap into what they can do. This can have great payback in terms of the business, but it also has a deep impact on our people.”
Eva Vandor,
Barclaycard Academy
INDEPENDENT
Leadership cultures
assume leadership
emerges from
INDIVIDUAL
knowledge + expertise

INTERDEPENDENT
Leadership Cultures
view leadership
as a COLLECTIVE
ACTIVITY

William Pryor,
Cape Fear Valley Health
At Cape Fear Valley Health in Fayetteville, North Carolina, the culture of leadership is changing. Independent, competitive and isolated is out. Interdependent, collaborative and connected is in.

In just two years, the top 125 managers have “become the most cohesive leadership team I’ve seen,” says William Pryor, senior vice president of Human Resources. “Instead of a group of technically talented healthcare professionals working in silos, we now have a leadership team that is working effectively across disciplines to address system-wide growth and change.”

The shift began when Michael Nagowski, then the new CEO, hired William to spearhead leadership development for the rapidly growing healthcare system. Cape Fear Valley Health was in transition from a small county hospital to a regional player with 5,000 employees, five hospitals and nearly a million patient visits annually.

“Cape Fear Valley faces the same challenges that other hospitals and healthcare systems face: rapidly changing technologies, staffing shortages and turnover, and lots of uncertainty driven by costs and healthcare reform,” William explains. “To grow and provide quality care as a high-volume hospital, our leaders need to adapt and collaborate — and help other employees do the same.”

William, who had experienced a CCL leadership program earlier in his career, brought in the Center’s healthcare sector specialists to work closely with the Cape Fear Valley executive team to articulate the leadership needs and priorities of the organization.

They focused on two issues — how to boost individual leader effectiveness, as many of the top 125 were highly skilled nurses, technicians or other professional staff who had never been coached or supported as they took on larger leadership roles, and how to improve collaboration and foster shared interests, as the organization operated largely as independent departments.

To address these dual issues, CCL tailored a five-day skill-building and collaborative leadership development program for top managers. Held in a retreat setting at CCL’s Greensboro campus, the program included interactive sessions, personalized feedback and follow-up coaching for each participant. The executive team participated in a similar program, aimed at boosting their effectiveness and reinforcing a collaborative culture.

Results are in. A post-program evaluation showed individual improvement in key areas, including participative management, communicating effectively, perspective-taking and taking action. Cross-boundary and workgroup collaboration have improved and managers report a greater focus on the organizational mission.

“Our managers are more energetic, highly engaged and much better at finding creative solutions to patient satisfaction challenges and other operations issues,” William says. “The leadership team is committed to working together, crossing boundaries and being proactive as we face the opportunities and pressures that come at us every day.”
WHAT IF A MILLION PEOPLE IN INDIA discovered their leadership potential? That question has driven Sangeeth Varghese for the last four years.

As graduate student at the London School of Economics, Sangeeth studied the significance of effective leadership in the development of nations. Along the way, he concluded that leadership is a personal decision. Connecting the two themes, Sangeeth realized that India had a serious leadership deficit. A fast-changing nation of 1.15 billion people needed more and better leaders to realize its potential and improve the lives of its citizens.

Sangeeth returned to Bangalore. Rather than resuming his successful telecom career, he founded LeadCap, a nonprofit dedicated to building India as a nation of leaders. “LeadCap is built on a belief that leadership is a decision, not a position. Anyone can be a leader irrespective of birth or living conditions,” Sangeeth says. “This is not yet a common mindset in India.”

Sangeeth knew it would take unconventional strategies to overcome barriers to leadership. One step was to set up “Leadership Villages” for people living in rural and marginalized areas. LeadCap volunteers created leadership libraries, held book readings and hosted discussions between local people and outside experts.

Meanwhile, CCL had been pursuing innovative strategies and new partnerships for bringing leadership development to underserved populations and people all around the globe. CCL’s Leadership Beyond Boundaries initiative had emerged from work with social-sector organizations and populations at the grassroots in India and Africa.

“The idea was to distill powerful leadership lessons into tools and ideas that could be shared across language, culture, background and status,” explains CCL’s Lyndon Rego. “With the right partners, our deep knowledge and practices of how to develop leaders could be passed along, creating a cascading effect and inspiring leadership among people who historically have not seen themselves as leaders.”

For Sangeeth and LeadCap, the CCL Leadership Beyond Boundaries work was the missing piece. Using the Early Leadership toolkit (which includes curriculum, tools and assessments) LeadCap created workshops for young people who are eager to make a difference in their communities. Each person is then empowered with the toolkit to help others step up to lead.

“Seemingly simple techniques are very powerful,” Sangeeth explains. “The act of discovering their values, or identifying the attributes that they respect in a leader, opens people up. They understand that leadership is accessible to them. They realize who they wanted to be and why — and begin to see their true potential.”
Building a culture of Leadership...

Assessment

Challenge

Support

Cascading a leadership mindset.

Sangeeth Varghese, LeadCap
Deb Delisle, Ohio Department of Education
Deb Delisle is very clear about what makes her tick as a leader. The former superintendent of public instruction for the Ohio Department of Education is curious, connected and collaborative. And she was driven to give 1.9 million children access to a quality education.

Staying true to her core values while engaging multiple, competing constituencies is Deb’s approach to leading at the intersection of public education and state politics. In her state superintendent role, she was the voice of Ohio’s 614 school district superintendents and the bridge between educators and legislators.

“I can’t underscore enough the complexity involved in navigating all these waters. Some are very turbulent,” she admits.

Previously a district superintendent, principal and classroom teacher, Deb took on the top Department of Education role in 2008 — with Ohio facing enormous economic challenges and the call for comprehensive education reform heating up.

“Every day, I face difficult decisions that can’t be made in isolation,” Deb said before leaving the post recently. “My job is to deeply understand a situation. That requires seeking out multiple perspectives and engaging all stakeholder groups. I need to respect the history and culture of the Department of Education and our diverse school districts. At the same time, I need to make decisions about how to sustain, grow and improve our educational system.”

Deb attributes her ability to reflect on her leadership style and analyze her effectiveness to the Center for Creative Leadership. In 2004, she participated in the Ohio School Leadership Institute (OSLI) as the superintendent of the Cleveland Heights-University Heights district in Northeast Ohio. The program is sponsored by the Buckeye Association of School Administrators. CCL has developed and facilitated key portions of OSLI since it was first offered nearly 18 years ago.

“OSLI was such a rich opportunity. CCL created a space for me to explore my strengths, principles, beliefs and opportunities for growth,” says Deb. “OSLI centered me, grounded me as a leader. I realized that if I am clear about what I will go to the mat for, then the people around me aren’t guessing about what I believe or what is important.”

Another powerful lesson was the importance of connection and collaboration. “Throughout my career I knew to look outside my circle to learn and had built a wonderful network,” Deb explains. “At OSLI, I realized how vital those connections are for collaboration and leading in the public sector. In top-level management roles, it is especially easy to become isolated. Being part of OSLI Cohort 19 created a statewide network and provided a larger perspective for me, which was vital in my role as state chief.”
EVERY DAY, CHRIS ERNST AND KELLY HANNUM talk about spanning boundaries and leading across differences. But their commitment goes well beyond words.

Chris and Kelly — both CCL senior faculty — have been deeply involved in CCL’s groundbreaking Leadership Across Difference (LAD) research. The study originally focused on fostering collaboration among groups historically in conflict. The work eventually involved more than 50 collaborators, spanned 10 years and crossed six continents.

Building on this foundation of research and insight from numerous global partners, Chris, Kelly and their colleagues are now helping leaders and organizations from around the world deal with their most complex challenges.

Chris realized that the lessons of leading when different cultures and social identities clash could be applied more broadly. What if the vertical, horizontal, stakeholder, demographic and geographic boundaries in our organizations could be bridged effectively?

“We face many big, complex problems in businesses, in communities and in an increasingly globally connected society. These problems demand a new way of leading,” says Chris. “Independent action, ‘siloed’ organizations and disconnected thinking need to give way to interdependent, collaborative problem-solving.”

Working with Donna Chrobot-Mason of the University of Cincinnati (another LAD collaborator) and other CCL colleagues, Chris pursued this line of thinking. The result is the book Boundary Spanning Leadership: Six Practices for Solving Problems, Driving Innovation, and Transforming Organizations, along with a growing body of client work.

Kelly focused on helping people understand what works and what doesn’t when it comes to leading and living in a world where differences often result in tension and conflict. “We are always leading across difference. You don’t have to be working globally to struggle with differences,” she says. “Whether our differences are political, cultural or institutional, we have to live and work together effectively. It is ultimately in our own best interest to do so.”

Kelly, with co-authors Belinda McFleeters and Lize Booyse, created the training resource Leading Across Differences: Cases and Perspectives. The materials provide facilitators working in corporations, government agencies, nonprofit organizations and universities with a straightforward way to discuss differences and develop new perspectives and skills.

As Kelly, Chris and their many colleagues work with refugees in Sudan, NGO leaders in Europe, senior U.S. Department of Defense and State Department officials in Iraq, Latin American chief executives and businesses around the world, the idea of boundary spanning leadership as a way to understand, bridge and move beyond differences is taking hold.

“We are learning to reframe the idea of boundaries,” says Chris. “Boundaries are not just borders that limit and constrain. Boundaries are the frontiers where the most advanced, breakthrough thinking resides.”
Kelly Hannum and Chris Ernst, Center for Creative Leadership
“WE LIVE IN A TIME OF TREMENDOUS CHANGE,” says Dr. Arega Yirdaw. “The world is getting smaller. It is clear you cannot stay within your own boundaries anymore.”

With these words, the Ethiopian-born leader sets forth his vision of leadership. “ Leaders need the vision to cross boundaries — to step out of their own comfort zones and to help their employees to do the same,” Dr. Arega explains. “We always need to be learning, to be listening to others, to take on any assignment, to pursue any market.”

Dr. Arega has lived his vision, eagerly taking on challenges and bridging barriers as he schooled, lived and worked in Ethiopia, the UK and the U.S. He began his career with the famed Ethiopian Airlines in 1970. Later, while raising a family in the U.S., the engineer took on management roles, including one that brought him to a leadership development program at CCL in 1998.

Ten years ago, Dr. Arega returned to Addis Ababa, Ethiopia. “It was time to give back to the country that paid for my education,” he says. “I knew I could do this through leadership.” As CEO of MIDROC Technology Group, Dr. Arega oversees 17 companies (including Unity University and MIDROC Gold Mine) and more than 6,000 employees.

At MIDROC, Dr. Arega has established a culture of learning, from top management to the janitorial staff. He encourages formal training and education, as well as learning from experience and interaction with others. Under his leadership, the company has grown into one of Ethiopia’s most respected corporations.

Dr. Arega’s bond with CCL remains strong. He has encouraged CCL’s expansion into Africa, eager to adapt lessons of leadership to his home country and throughout the continent. As president of Unity University, he partnered with CCL in 2010 to open its first African office in Addis Ababa. In January 2011, CCL presented Dr. Arega with its 12th annual Distinguished Alumni Award in recognition of the leadership that Dr. Arega has shown to his employees and fellow citizens.

“The human brain has a lot to give,” asserts Dr. Arega. “It can be constrained by many boundaries: history, economy, politics, religion, culture. We also create our own boundaries. To improve our businesses, our countries and our world, people should be free to communicate, exchange ideas, learn and to act beyond our boundaries.”
CCL EXTENDS STREAK IN FINANCIAL TIMES RANKINGS

In the 2011 Financial Times worldwide survey of executive education, CCL completed a decade of excellence by becoming the world’s only provider of open-enrollment programs to rank in the Top 10 for 10 consecutive years. Additionally, CCL was the only ranked institution specializing in leadership education and research.

CCL’s Expertise Featured in Top Media Outlets

The Center’s profile in influential media outlets around the world continues to grow. Over the past year, highlights included a series of regular columns by President and CEO John Ryan on Bloomberg BusinessWeek.com, Forbes.com and WashingtonPost.com’s “On Leadership” forum. Senior faculty member Roland Smith published two columns about talent management on WallStreetJournal.com, while senior faculty members John McGuire and Chuck Palus wrote for Harvard Business Review about the nature of effective leadership cultures.

International media coverage also increased. Business Day, South Africa’s leading business newspaper, published a two-part series on CCL’s emerging work in the region, while Amharic News reported on the expansion of CCL’s work in Addis Ababa, Ethiopia. In Asia-Pacific, The Edge Malaysia (Malaysia), Business Standard (India), Business Times (Singapore) and South China Morning Post (Hong Kong) all featured articles on CCL’s services and expertise.

SENIOR CCL FACULTY MEMBERS WIN INDUSTRY HONORS

Two CCL senior faculty members won prominent awards for their contributions to the development and practice of leadership. Edward Marshall, a senior partner in CCL’s organizational leadership practice, made the list of “Top 100 Thought Leaders in Trustworthy Business Behavior” published by communications firm Trust Across America. David Horth, a CCL designer, trainer and expert in creativity and innovation, received the Creative Education Foundation’s Distinguished Leader Award.

CCL Honored for Succession Management Work

The Center received honors for its High Impact Succession Management Study from The World Diversity Leadership Summit — Europe (WDLS-EU). WDLS-EU granted the European Diversity Leadership Honours for the first time to companies with outstanding and trendsetting strategies, research findings and best practices for leveraging and promoting diversity. “CCL’s methodology for succession management at all levels of leadership is an excellent example for recruitment and retention in the 21st century,” WDLS-EU’s Beatrice Achaleke said.

CCL launched its first program to help top-performing individual contributors develop essential leadership skills early in their careers. The new program is called Leadership Fundamentals.
GLOBAL CLIENTS SERVED

Ageas
Allianz Global Investors Asia Pacific GmbH
Alstom Power
A.S. Watson Group
Aviva
AXA Global
BAE Systems
Ball Aerospace and Technologies Corp.
Bank Negara Malaysia
BASF
Bayer Corp.
BBVA
Bharti Airtel
Boston Consulting Group
Brambles
Bowne & Co. Inc.
Cadbury
Cape Fear Valley Health
Catholic Health Partners
CNN
Coach
Coty
DAKO
Denso
Diaverum
D’leteren
Duke Energy
EADS (European Agency for Defence Systems)
EFG-Hermes
Endesa
Experian
FAO
Fazer
Ford Motor Company
Fortum
Foschini Group
General Dynamics
Hydro
Julius Baer
Kohler
Lee Kuan Yew School of Public Policy
Lundbeck
Methanex Corporation
Mobilin
Mondi AG
National Life
Orkla
Palm Hills Developments
Pfizer Inc.
Philips
Rabobank
Raytheon Systems
RPM International Inc.
RTI International
SABIC
Santander
Saudi Electricity Company
S. C. Johnson & Son, Inc.
Singapore Economic Development Board
Singapore Workforce Development Agency
Smithfield
SNCF
Sodexo
Solvay
Sony Ericsson
South Carolina Department of Education
Sotheby’s
SPX Corporation
Surbana International Consultants Pte Ltd
Syngenta
Tata Management
The Dorchester Collection
The Ryland Group
Time Warner Cable
Titan Petrochemicals Group Limited
Total
Training Centre
Trelleborg
Turner Broadcasting System
TVS Motor Company Ltd.
U.S. Air Force
U.S. Army
U.S. Department of Defense
U.S. Marine Corps
U.S. Navy
Warnaco
Wells Fargo
Whirlpool Corporation
Wilh Wilhelmsen
World Bank/IFC
WWF
Xerox

Participant Demographics, Fiscal Year 2010-2011
(April 1, 2010 – March 31, 2011)

Program Participants by Sector

- Private 65%
- Nonprofit 10%
- Education 8%
- Public 17%

Level in Organization

- Executive 22%
- Middle 22%
- Upper Middle 32%
- Other 14%
- First Level 5%
- Top 5%

Gender

- Female 36%
- Male 64%

Number of Program Participants

- Custom 74%
- Open-enrollment 17%
- Network Associates 9%
In 2010-2011, the Center for Creative Leadership funded 136 scholarships at a value of more than $612,000 for leaders from the following nonprofit organizations to attend CCL programs:

Achieve, Inc.
Aga Khan Development Network
Aging Care Connections
Alamance Partnership for Children
American Heart Association
American Society of Interior Designers
ASAE & The Center for Association Leadership
Ashland University
Bergstrom-Mahler Museum
Better Cotton Initiative (BCI)
Buffalo Public Schools
California State University at San Bernardino
CaringBridge
Central Arizona Project
Central NC Chapter of the National Multiple Sclerosis Society
Chicanos por La Causa
City Harvest
Cleveland-Cuyahoga County Port Authority
College Summit Inc.
Columbia University, ICAP Nigeria
Columbus State Community College
Community Research Foundation
Compassion International
Concord Academy
Connecticut Center for Advanced Technology
Conservation Technology Information Center
CORE Community Resources
Creative Testing Solutions - Blood Systems
Elder Independence of Maine - Senior Plus
Elon University
Feeding America San Diego
Global Health Institute at Emory University
Grand Rapids Public Library
Greensboro Economic Development Alliance
Habitat for Humanity International
Hillel: The Foundation for Jewish Campus Life
Horizon Foundation, Inc.
Indiana Hemophilia & Thrombosis Center
Institute of American Indian Arts
Institute of Nuclear Power Operations
InterVarsity Christian Fellowship USA
Jewish Community Project of Lower Manhattan
Johns Hopkins University Applied Physics Laboratory
Kansas University School of Medicine - Wichita
Kate B. Reynolds Charitable Trust
Keystone Community Mental Health Services
Keystone Symposium of Molecular and Cellular Biology
Lutheran Social Services of Upstate New York
Metro Wastewater Reclamation District
Miriam's Kitchen
Muskogee Valley Presbytery
National Education Association
National Hispanic Leadership Institute
National Public Radio
North Carolina Biotechnology Center
NC Industrial Commission - NC Department of Commerce
North Carolina Pharmacist Recovery Network
NC State University Veterinary Medicine Library
Northern Illinois University
Oncology Nursing Society
Outward Bound USA
Pioneers
Platte River Power Authority
Presbyterian Church USA
Propel Schools
Queensland Academy for Health Services
Research Corporation for Scientific Advancement (RCSA)
Rhode Island School of Design
Rocky Mountain Conference of the United Methodist Church
San Diego Housing Commission
Sangari Institute
Simmons College
Society for Human Resource Management (SHRM)
St. Joseph's College
State of Oregon
Technical University of Lisbon: ISEG School of Economics and Management
Temple Shalom
Thunderbird Europe
Tufts University
UCLA Division of General Medicine
United Nations Population Fund
UNC Charlotte Department of Sociology
University of Arizona
University of California, San Francisco
University of North Carolina at Chapel Hill
University of North Carolina at Greensboro
University of North Texas
University of Texas at Dallas
University of Virginia
Virginia State University
Wake Forest University
Weld County of Colorado
XLRI School of Business & Human Resources
Yale School of Medicine
Youth Volunteer Corporation of America
YouthVille Detroit
Executive coach and strategic advisor Dr. Prasad Kaipa was named CCL’s new H. Smith Richardson Visiting Fellow for 2010-2011. The founder of Kaipa Group has worked with more than 100 senior executives and board members worldwide.
SENIOR FELLOWS

David P. Campbell, Ph.D.
H. Smith Richardson
Fellow Emeritus
Colorado Springs, CO

Jean Leslie, M.A.
Greensboro, NC

Cynthia McCauley, Ph.D.
Greensboro, NC

Marian N. Ruderman, Ph.D.
Greensboro, NC

Ellen Van Velsor, Ph.D.
Greensboro, NC

HONORARY SENIOR FELLOWS

Barry Berglund, MPA
James S. Bruce
Roger Conway, D.P.A.
David L. DeVries, Ph.D.
Robert C. Dorn, Ph.D.
Wilfred H. Drath III
Robert C. Ginnett, Ph.D.
Stanley S. Gryskiewicz, Ph.D.
Victoria Guthrie
Robert E. Kaplan, Ph.D.
Roger T. Kelley
Robert J. Lee, Ph.D.
Carole A. Leland, Ph.D.
Michael M. Lombardo, Ed.D.
Ann M. Morrison
Russ Moxley
David M. Noer, D.B.A.
Luke Novelli, Ph.D.
Gary Rhodes
William W. Sternbergh
Supporting CCL

Benefactor
Smith Richardson Foundation

Leadership Legacy Society
(Planned Gifts)
Joseph F. Carroll
Lily Kelly-Radford
Karen McNeil-Miller
Dr. Margaret M. Waddington

Leadership Circle
($10,000 - $24,999)
Individuals
General John W. Handy (USAF Ret.)
Marc Noël

Organizations
Cemala Foundation

Friends’ Society
($5,000 - $9,999)
Individuals
Peter L. Richardson
Tyler B. Richardson
John R. Ryan

Sustainers
($1,000 - $4,999)
Individuals
John Abele
David and Judith Altman
Joseph B. Anderson, Jr.
Raymond M. Burse
Bruce Byington
Eric R. Calhoun
Sue W. Cole
Leary and Joy Davis
in honor of David Campbell and in support of the Legal Profession Initiative
Vice Admiral Cutler Dawson (USN Ret.)
Paul J. Draeger
Robert W. Eichinger
Basil K. Fox, Jr.
Haynes G. Griffin
Jim (“Gus”) Gustafson
W. Winburne King, III, Esq.
Greg and Barb Laskow
Michael M. Lombardo
Victoria J. Marsick
Jennifer W. Martineau
in honor of Robert A. Rook
Cynthia McCauley
William A. Pasmore
Marilyn Jacobs Preyer and L. Richardson Preyer, Jr.
Thomas W. Ross
in honor of the wonderful staff of CCL
Bradley E. Shumaker
Mike and Susan Sirkis
Ingar O. Skaug
in honor of John Ryan
Meena S. Wilson
Carolyn Woo

Organizations
GE Consumer and Industrial
ICW Consulting Services (Ilene Wasserman)

in honor of the great staff at CCL and the celebration of 40 years
Kiwanis International
in support of the Youth Leadership Summit, CCL Greensboro, March 2011

Supporters
($500 - $999)
Individuals
John and Lynne Alexander
Henry Anthony
Aimée Cabanding
Allan Calarco

in honor of the EMEA Staff
Joseph F. Carroll
Heather Champion
Shera Clark
Mona Gillis Edwards
Lynn Fick-Cooper
in honor of Mike Renn on his retirement from CCL after 10 years of dedicated service
Jennifer Habig
Steadman Harrison, III

in honor of Weronika Czapla of S.W.E.E.T.
Nancy F. James
Cile Johnson
in honor of Weronika Czapla of S.W.E.E.T.
Suzanne Ernster
in honor of his mother, Mdm Florance Jeyamoney Nathan
Nenad Pacek
in honor of Steadman Harrison, Lyndon Rego, and Dave Altman
Kate Beauty
Thomas F. Bridgers, Jr.
Karen Dyer
Suzanne Ernst
Thomas Gaffney
E. Wayne Hart
Jeffrey Howard
Lisa Lopez
in honor of Sandra and Wayne Sherrill
Peggy McPartlan
in honor of Kelly and MacKenzie Bartz

Contributors
($250 - $499)
Individuals
William F. Adams
Michael Beachler
in honor of Steadman Harrison, Lyndon Rego, and Dave Altman
Kate Beauty
Thomas F. Bridgers, Jr.
Karen Dyer
Suzanne Ernst
Thomas Gaffney
E. Wayne Hart
Jeffrey Howard
Lisa Lopez
in honor of Sandra and Wayne Sherrill
Peggy McPartlan
in honor of Kelly and MacKenzie Bartz

Patrons
($25,000+)
American Express
Anonymous
for Leadership Beyond Boundaries (LBB) Programs through the Research, Innovation & Product Development (RIPD) Group
The Aspen Institute - ANDE Capacity Development Fund
Community Foundation of Greater Greensboro, Inc.
Economic Development Board of Singapore
Golden LEAF Foundation
Guilford County
David Moore
Russ Moxley
Tracy E. Patterson
Lyndon Rego
Gigi Renaud
Kathy Schaftlein
in memory of Larry Squicciarini
Laurita Sirimongkhon
David A. Thomas
Clemson Turregano
in memory of John E. Turregano
Laura Weber

Michael Cooley
Felecia Corbett
Shannon cranford
in memory of Rhonda Roberts
Corey Criswell
Toni Davis
Fred de Koning
Jennifer Deal
Stephanie Deir
Eric Dent
in honor of Dr. Peter Vaill
Lisa DesRochers
Ruth Deviney
David Dinwoodie
in honor of Luckey Ditton
Mr. and Mrs. Robert M. Dixon
Tracy L. Dobbins
Kris Downing
Kristin Droll
Diane Ducat
Regina Eckert
Barbara J. Eiser
Stephen Elliott
Rob Elsey
Chris Ernst
Cathrine Farrell
David Farrell
John Ferguson
John Fleenor
Earnest Flowers
Jenni Ford
Hanni Foster
Candice Frankovelgia
Susan James Frye
Marianne Ganley
Lisa Garrett
in memory of Lee Garrett
William Gentry
Vinnie Gordy
Julie Griffin
in memory of Robert T. Griffin
Ted Grubb
in honor of David Campbell
Jamie Gurley
Joan Gurvis Shields
Chip and Kay Hagan
Daniel Halbert
Pete Hammett
Darrell Handgraaf
Mark and Rachael Hanley-Browne
Kelly Hannum
Diane Harmon
E.M. Hassell
Jonathan C. Hoque
Kelly Holliday
in honor of Marianne Ganley
Mary Hollingsworth
Cindy Holmquist
in honor of Margie Bailey
David Horth
Lynn Houghton
Erin Howard
Bill Howland

Renée Hultin
Maria Cristina Isolabella
Mr. and Mrs. Burnett S. Kelly
Sue Kennedy
Jennifer Kok Mei Lin
Barbara Kovacevich
Katie Lally
Shirley Landry
Becky Launser
Joseph P. Lawrence, III
Kim Leahy
John J. Young, Sr. and Winifred R.
Legerton
Randi Leimkuhler
Karen Lewis
Stephanie Lieshke
Kevin Liu
Kelley Lombardino
Cathleen Loomis
Toby Lorenc
David Loring
Debra M. Lucenti
Arthur (“Art”) Lynch
Gail Malloy
Michelle Malloy
in honor of Martha Bennett
Ellen Manakas
Donna Mann
Edward Marshall
Julie Marshall
Stephen Martin
Amy Martinez
in memory of Joel Carlyle
Martha R. McAlister
Martin McCarthy
Sean McGinnis
Cynthia McLaughlin
in memory of Mary Lynn Pulley
Tommy McNeill
Selam Meharenah
Susan Melton
Dirk Metzger
Mary Michaux
in memory of John Red
Jane Milanese
in memory of John Brady
Flontina Miller
Sarah Miller
Yoosuf Moiz
in honor of Nargis Moiz
Grinnell P. Morris, Jr.
Paula Morrow
in honor of Paul and Barbara Morrow
Johan Naudé
Tim O’Connor
Jennifer Pak-Collins
Charles Palus
Anthony Pantoja
Katherine Pappa
in memory of John Red
Richard Parent
Edna Parrott
Alex Pascal
SUPPORTING CCL, continued

Lars Pedersen
Wendy Perrigo
Christine Petrou
Wendy Phlegar
Susan and Jerrold Pinsker
in honor of their children, Dan
Pinsker, Marlee Neal, and Preston
Neal
Rudi Plettinx
Jeni Powell
in honor of Lynn Fick-Cooper
Don Prince
Diane Quincy
Laura Quinn
Fred J. Reichley
in honor of Stanley S. Gryskiewicz
Diane Reinhold
Michael T. Renn
Doug Riddle
in memory of Karen Gervais
Tracy Roberts
Marsha Rosinski
Marian Ruderman
Alicia Saucedo
Ramona Scarpace
Harold Scharlatt
Don Schweighart
in honor of Steadman D. Harrison, III
Karen Jo Shapiro
James Shields
David Skinner
Bernie Smith
Melissa Smith
Roland Smith
Lori Spaulding
Kate Springford
in support of Steadman Harrison’s
work in Ethiopia
Nancy G. Staley
Kristine S. Stanley
Sarah Stawiski
Denise Stegman
Rebecca Stutzmann
Sara Sugerman
Valerie Swan
Lisa Szumigala
Joan C. Tavares
in honor of Bob Dorn
Ernestine Taylor
Lori Timm
Kristy Tjaden
Loretta Toler
Deborah Torain
Marie Tretiakova
Stephanie Trovas
Lorraine Truten
Hughes Van Stichel
Stephanie Walker
Matthew Ward
in memory of Raymond M. Ward
Genevieve (“Genny”) Williamson
Jim Wilson
Joel Wright
Debbie Zaleschuk
Sophia Zhao
Cheng Zhu

ORGANIZATION
ExxonMobil Foundation

SPECIAL SUPPORT

GIFTS IN KIND
The support of these individuals and
organizations, which provided CCL
with material gifts or services on
a pro bono or reduced-fee basis, is
gratefully acknowledged:

Ad Press Printing
Albuquerque Community Foundation
Al Calarco
Avanti Day Spa
Buffalo Wild Wings
Chick-fil-A
Clinton Press
Community Foundation of Greater
Birmingham
Continuum
Deep Roots Market
Divya Chaturvedi
Edward Marshall
Elissa Houghton
Embassy Suites Greensboro - Airport
Feeny’s Frozen Yogurt, Inc.
Forms & Supply, Inc.
Fred Staley
Furnitureland South
Greensboro - High Point Marriott
Airport Hotel
Haworth
Health Care Foundation of Greater
Kansas City
Howard Stableford
Institute for Ethical Leadership at
Rutgers University
Kate B. Reynolds Trust
M&M Tire and Automotive
Margaret Hosmer Martens
Michael Gardner
Michael Raper
Bonnie Raper
O. Henry Hotel
Pat Williams
Phil Morgan
Philomena Rego
Plant Management Associates
Print Works Bistro
Proximity Hotel
Quaintance-Weaver, Inc.
Red Robin® Gourmet Burgers
Sysco
Tara’s Cupcakes
The Cleveland Foundation

We’d like to thank the following
partners for their support of special
initiatives:

American Express
George Mason University
NC Bar Association
US Department of Justice

A very special and heartfelt thank
you to Quaintance-Weaver, Inc. for
making CCL’s 40th anniversary
celebration the wonderful success
that it was.

Thank you to all the volunteers who
gave their time and talent to help
support CCL’s nonprofit initiatives.

A John R. Alexander Scholarship
Fund*
B Thomas F. Bridgers, Jr. Center
Development Fund
C David P. Campbell Creativity &
Artistry Fund
D Lombardo & Eichinger Staff
Knowledge Dissemination Fund
E Francis Freeman Reference
Collection Fund
F Greensboro Leadership Fund
G Thomas K. Hearn, Jr. Scholarship
Fund
H Kenneth E. Clark Research Award
Fund
K Stanley S. Gryskiewicz Positive
Turbulence Fund
L H. Smith Richardson, Jr. Visiting
Fellowship Fund
M Walter F. Ulmer, Jr. Applied
Research Award Fund
N Youth Leadership Fund*

* Funding Priority for 2010-2011
WITH THE GLOBAL ECONOMY GRADUALLY RECOVERING, CCL’s revenues increased by a healthy 22 percent in the 2010-2011 fiscal year. Coupled with our continued focus on carefully managing costs and improving efficiencies across the organization, our growth enabled us to invest aggressively in CCL’s core mission: advancing the understanding, practice and development of leadership for the benefit of society worldwide.

Over the past year, we extended that mission in touching thousands of lives around the world. We launched Leadership Fundamentals, a new open-enrollment program that develops the talent of a group traditionally overlooked in executive education — young and emerging leaders in all sectors. We signaled our strong desire to serve the social sector in Africa with the expansion of our work in Addis Ababa, Ethiopia, the hub of our grassroots training initiative on the continent. Our expanding work in Asia-Pacific included the publication of a groundbreaking book on leadership development in India, based on our extensive research there.

Meanwhile, our dedicated team of fundraisers secured private gifts and major grants from leading foundations, agencies and other sources, including your generous philanthropic contributions. Those funds support first-rate training and scholarships for civic, educational and nonprofit organizations whose expertise in social services helps repair the economic devastation created by the recent recession. Please know how much we value the support of our clients, partners and many friends — and how vital you are to fulfilling our mission now and in the future.

Sincerely,

BRADLEY E. SHUMAKER
Executive Vice President, Chief Financial and Administrative Officer
Total operating revenue FY 2011 - $84.9 million

Distribution of Operating Revenue, Fiscal Year 2010-2011
(April 1, 2010 - March 31, 2011)

- Tuition, Program and Coaching Fees 85.1%
- Products and Publications 6.5%
- Donations and Other Income 0.9%
- Licensee Royalties and Fees 2%
- Grants and Research Contracts 5.6%

Allocation of Operating Expenses, Fiscal Year 2010-2011
(April 1, 2010 - March 31, 2011)

- Education and Research, Products and Publications 92.3%
- General Administration 7.7%
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.

Center for Creative Leadership, CCL®, its logo, and Leadership Development Program (LDP)® are registered trademarks owned by the Center for Creative Leadership. ©2011 Center for Creative Leadership. All rights reserved.