



Cleveland Leadership Center **Endowment Summary**

Civic leadership has pushed Cleveland's resurgence into the national conscience. It was civic leaders who mobilized to secure the Republican National Convention, transform Public Square, reshape public education and redevelop urban neighborhoods. They continue to accelerate the momentum of our progress and pride.

Developing civic leadership is at the core of Cleveland Leadership Center's work. We connect public, private, nonprofit and government leaders, challenge them to collaborate on addressing the community's issues, and inspire them to drive positive and sustainable change.

Creation of the CLC Endowment Fund will provide financial resources to accelerate CLC's innovative and entrepreneurial activities and expand the positive impact CLC and our alumni have in the community. New and permanent philanthropic support will enable CLC to:

- Respond to community requests to marshal and deploy civic and intellectual capital to address pressing needs.
- Incubate, test and invest in new initiatives that can have meaningful impact but may not immediately be self-sufficient.
- Expand offerings to provide more transformative experiences for promising, rising and established leaders.
- Harness the collective talents of individuals who want to make a positive impact.
- Preserve and promote civic leadership as the means of moving the region forward.

Endowment Q&A

Why CLC?

Leadership makes Cleveland successful; CLC makes leaders successful. CLC is the common denominator among the leaders of our business, government and nonprofit communities, and advances an understanding of service to those in need while encouraging leaders to commit resources to this work.

Our rich history of more than 40 years of programming provides the stability of an institution deeply rooted in the community. CLC's programs each serve a different audience: Leadership Cleveland for senior executives, Cleveland Bridge Builders for early- to mid-career, OnBoard Cleveland for highly promising early-career individuals, Campus Cleveland for college students (formerly known as (i)Cleveland), Look Up To Cleveland for high school students and Civic Leadership Institute for adults of all ages. CLC also offers customized programs and opportunities for anyone to become change-agents through such programs as the annual Accelerate: Citizens Make Change civic pitch competition and the annual We Are Cleveland: Leading for Change leadership conference.

The mission of Cleveland Leadership Center is to build a continuum of civic leaders committed to our community's excellence by serving as a catalyst for civic engagement.

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With over a century of combined longevity and permanence, these programs collectively have touched the lives of more than 7,000 leaders and, in recent years, more than 3,000 program and event attendees per year. They, in turn, touch the lives of countless others across Cleveland.

Our alumni are on the front lines of human services as they lead, volunteer and serve on boards of agencies that care for the most vulnerable in our community. We make them better leaders so that they can better serve those in need.

Why now?

The concept of an endowment was sparked by a seed funding gift from Marc Byrnes, Chairman of the Oswald Companies, who saw the difference an endowment could make. The Board of Trustees believes it critical to begin growing the endowment now by inviting contributions from a group of potential donors who know our programs and impact.

The momentum of Cleveland's resurgence needs to be experienced by all in our community. Leaders who have become connected through CLC are positioned to create the positive change that addresses challenges such as poverty, quality of education, neighborhood development, housing and public safety. The endowment will better position CLC to identify and deploy these individuals.

The approach of Leadership Cleveland's 40th Anniversary year in 2018 provided a unique and timely opportunity to announce an endowment. Leadership Cleveland began producing alumni in 1978; over the years many of those individuals have displayed generosity in their support of CLC and are in a position and life stage to plan their legacy and impact. For CLC's 35th Anniversary, for example, alumni contributed very generously to support CLC and LC. Our hope is that many of the more than 2,200 Leadership Cleveland alumni, as well as alumni of all our programs, will be moved by their experiences to deepen their investment in CLC with an Endowment Fund contribution.

Why an endowment?

CLC's current revenue model does not provide the financial flexibility to develop innovative and entrepreneurial opportunities to transform Cleveland. It also does not provide the resources needed to respond to critical requests we receive regularly to help community partners launch new initiatives in response to emerging topics and trends.

Just over 40% of Cleveland Leadership Center's budget is from tuition and program fees. Around 57% comes from other sources that are subject to volatility from competing needs and outside markets: foundation grants, corporate philanthropic support, individual contributions and event sponsorships. With so many worthy requests being made for similar financial support, there is no guarantee that funding from those sources will remain at current levels.

The CLC Endowment Fund is much more than a long-term strategy for financial stability of the organization. CLC will be able to deploy your endowment investment in areas that can keep our

programming at the cutting edge of innovation, expand our continuum of leaders and deepen their impact, and create additional customized projects/programming that have significant impact.

For example, CLC was able to stretch resources to create and implement programs such as these in the past two years, and would be able to accomplish so much more with endowment support:

- Partnering with the Sisters of Charity Foundation of Cleveland to create The Innovation Mission: Fighting Poverty With Big Ideas, a ground-breaking initiative to inspire individuals to turn an idea into a real-life solution aimed at breaking the cycle of poverty.
- Creating a civic immersion experience that challenges high school seniors to appreciate the needs and assets of their city by exploring and engage in learning and service projects in such areas as housing, homelessness, environmental sustainability, food access, healthcare disparities, neighborhood revitalization, education and literacy.
- Career mentoring in Cleveland Metropolitan School district to expose students to work and career options they had not known existed and help them begin to see new pathways to success. In the past two years, more than 3,000 students in nearly a dozen schools were served by more than 50 volunteers coordinated by CLC.
- Your Voice Matter / Your Vote Matters: Collaborations with the Cuyahoga County Board of Elections and Cuyahoga County government to expose high school students to the political process, underscore the importance of voting when they are of age, and encourage them to become the civic leaders of tomorrow.
- Empower Cleveland Youth, which addresses the need for underserved and at-risk youth in the City of Cleveland to have access to opportunities for leadership training, interaction with leaders, mentoring from community members and job shadowing in fields of interest to them.
- CLC provides encore professionals who volunteer as mentors and/or as life coaches for Teach for America corps members – young teachers recently out of college who are dedicated to educational equity and excellence in urban education.

How does CLC know it has impact?

CLC has had an abundance of anecdotal evidence demonstrating our impact. For example, we know that the professional and personal connections leaders make throughout our programs helped accelerate the transformation of MetroHealth Medical Center and its surrounding near West Side neighborhood. Three individuals deeply involved in the transformation were brought together as Leadership Cleveland Class of 2015 classmates -- Dr. Akram Boutros, President & CEO of The MetroHealth System; developer Fred Geis; and Joe DiRocco, Regional President of Fifth Third Bank.

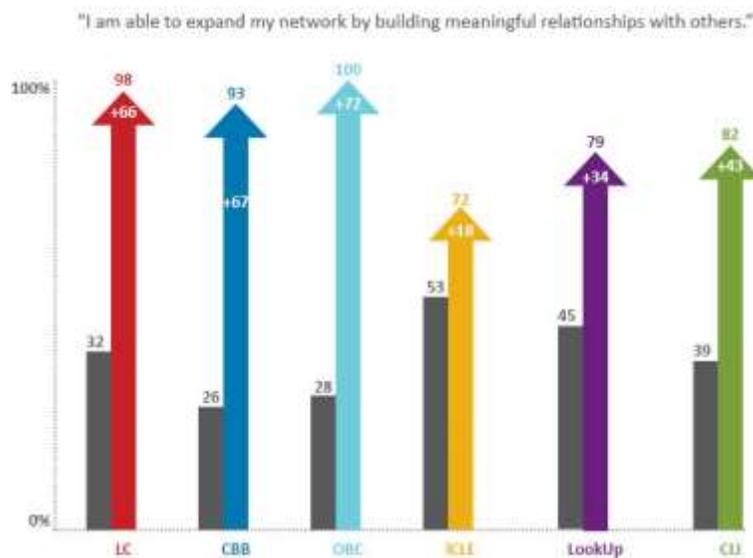
To help quantify our impact, last year we surveyed our alumni and documented the profound impact our organization has on the ability of leaders to make positive change.

Eighty percent of respondents agreed or strongly agreed that CLC programming made them feel confident and capable of having an impact in the community. Participants reported new learning about the community and its assets and issues, a much deeper understanding of the systems in place to address challenges, and the opportunity to build relationships with people from a variety of

backgrounds to understand diverse perspectives. The results were consistent among alumni across all program experiences.

Unequivocally, results showed that alumni believe strongly that CLC programming was significant in shaping their attitudes, practices and behavior regarding leadership in the community, while teaching them to appreciate the difference between collaborative civic leadership and organizational leadership.

These results corroborated annual assessments of the impact our programs have on participants. Each program uses a tool known as the retrospective pretest to gauge, at the conclusion of the program, how the program advanced the knowledge, skills and attitudes of participants. The test shows marked increase in all indicators we measure against organizational goals: impact on civic understanding, relationship building, collaborative leadership and civic readiness. The chart below shows the growth in just one of 16 measures across all programs:



Evaluation comments by program participants also are an indicator of our success:

"I believe my connection to Cleveland is permanently enhanced. I no longer expect to be a passive citizen of Cleveland, recognizing that I must contribute in a collaborative way to make it a better place." – Leadership Cleveland participant

"I have greater understanding of the civic realm. While I thought I was well versed in this area, in fact my view and experiences before CBB were limited. CBB has given me a new lens through which to view my passions." – Cleveland Bridge Builders participant

"I learned more about Cleveland and the many ways I can personally impact the city through civic engagement." – Civic Leadership Institute participant

"OnBoard serves as a launchpad for early career professionals to develop professionally and engage civically. It gives participants the knowledge they need and mentors their skills so they can become effective members of the community." – OnBoard Cleveland participant

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"I have always been familiar with CLE since I grew up in the area, but I never knew about all of the different neighborhoods that comprised the city. After learning more ... CLE has definitely earned its spot on my radar as a place to live after graduation." – (i)Cleveland participant

"If I hadn't joined this program I would have never learned so much about the CLE community & I would have never seen how many people are involved in making it a better place. Being able to see how passionate people are about this city really changed my perspective of the place I live." – Look Up To Cleveland participant

Aren't my current donations to CLC enough?

Current charitable contributions to CLC help support immediate programmatic and operating needs. Thank you!

They also are a vital source of scholarships for those unable to pay full program fees, in particular high school and college students, as well as those from the nonprofit and government sectors and small business owners. Our next-generation programs are offered at no cost, or greatly reduced costs, to the participants; we offer them at a loss because of our belief that civic leadership development of future leaders is critical to the success of Greater Cleveland.

Current charitable giving is not able to fund CLC's innovative and entrepreneurial activities, nor its responsiveness to community requests.

How will my gift have impact in the immediate future?

CLC is a careful steward of its financial resources. Everything needs to start somewhere, and even a modest beginning to CLC's endowment will have impact. The fund was started with a \$50,000 donation, yielding \$2,500 a year. That's enough to support two part-time college interns to help deliver our new Empower Cleveland Youth program; that "little" bit of money could make a big impact on the underserved Cleveland teens who were exposed to career options and mentors.

When the endowment doubles, we'll have \$5,000 to invest in similar life-changing programs. The \$50,000 yield from a \$1 million endowment would represent a significant additional revenue for an organization our size.

What's in the future for CLC?

Leadership programs are a critical anchor in the community and must endure into the future for the city to continue its resurgence; Greater Cleveland's advancements are the result of the work of connected and engaged leaders. The Endowment Fund will enable CLC to expand its impactful programming, build on our commitments to creating catalysts for change, and remain an innovative partner with others in the community.

We were established as an organization in 2006 through the merger of Leadership Cleveland, Cleveland Bridge Builders, (i)Cleveland, and Look Up To Cleveland. The effort to streamline staff, infrastructure and governance created an efficient organization that has increased its impact by launching Civic Leadership Institute and OnBoard Cleveland, and expanding (i)Cleveland and LookUp to engage even more college and high school students. New events, such as the Accelerate civic pitch competition and a Leadership Conference, have further become anticipated and expected fixtures in the civic infrastructure.

Our programs have been serving the Cleveland community for a combined total of almost 115 years. That continued success builds continued ongoing future demand; many of our programs receive far more applicants than can be accepted, and individuals continually move into new leadership positions, creating additional pools of future applicants.

How will the Endowment Fund be managed?

The CLC Board of Trustees has adopted an Endowment Fund Policy that addresses management and use of the fund. The fund exists, per the document, to “provide a permanent source of income to be expended by the Cleveland Leadership Center in furtherance of its mission.”

The investment objectives are to preserve capital, earn real long-term returns (net of fees), and grow the portfolio to support future spending needs. It contains authorization to spend up to 5% of the 12-quarter average market value unless otherwise determined by the Board. The Investment Committee, a subcommittee of CLC’s standing Finance Committee, is charged with selection and oversight of investments and asset allocation.

What types of gifts will you accept?

CLC welcomes immediate or outright gifts, such as cash or securities; or deferred gifts such as a bequest by will or trust, or planned giving opportunities. Offers of gifts of real estate or tangible property are subject to Board review per CLC’s Gift Acceptance Policy.

Marc Byrnes: Why I Gave

The CLC Endowment Fund was created with a \$50,000 donation from Marc Byrnes, now Chairman of the Oswald Companies, after he served as CLC Board Chair. Supporting CLC’s work, he said, was a testament to the importance of leadership and to Oswald’s four core values: passion for excellence, integrity, resourcefulness, and commitment to community.

“We need to consistently engage and educate our leaders, from Millennials to Boomers with diversified backgrounds, to unite and have meaningful dialogues pertaining to important civic, business and charitable issues. CLC has the platform and the podium to bring people together from all sectors (public, private and nonprofit) to mutually share ideas and opportunities to enrich our region.” Byrnes said.

“CLC literally brings people together who otherwise, in all likelihood, would never know one another and work collaboratively together on projects including but not limited to United Way, Gordon Square, Public Square, Uptown, Lake Link Trail, the RNC, and, notably, bond issues supporting Metroparks, Cleveland Metropolitan School District and the library, to name a few.”

Byrnes said it is important for others to join him in building the endowment fund in order for CLC to use its proceeds to subsidize new initiatives and projects outside of the annual budget. “Leaders give back ... and, through their time and generous dollars make a *real* difference in successfully providing and protecting our community’s future,” he said.

For more information, contact Michael E. Bennett, Vice President of External Affairs, at (216) 592-2426 or mbennett@clevelandleads.org; or visit www.clevelandleads.org/Endowment.