



## About the CLC Endowment Fund

Civic leadership has pushed Cleveland's resurgence into the national conscience. Civic leaders have mobilized to reshape public education, redevelop urban neighborhoods, and reimagine our lakefront and riverfront to create access for all. They continue to accelerate the momentum of Cleveland's progress and pride.

Leading individuals to create change in the community is at the core of Cleveland Leadership Center's work. We connect public, private, nonprofit, and government leaders. We challenge them to collaborate on addressing the community's issues and position them to drive positive and sustainable change that promotes diversity, equity, inclusion, and civic engagement.

The CLC Endowment Fund provides financial resources that accelerate CLC's entrepreneurial activities and expands the positive impact CLC and its participants have across the entire community. The fund enables CLC to:

- Develop innovative programming.
- Launch initiatives to address pressing community issues.
- Help leaders deepen their impact.

For additional information, visit [www.cleveleads.org/endowment](http://www.cleveleads.org/endowment).

## Endowment FAQ

### Why CLC?

Leadership makes Cleveland successful; CLC makes leaders successful. CLC is the common denominator among the leaders of the business, government and nonprofit communities. Our offerings advance an understanding of service to those in need and encourage leaders to commit resources to this work.

The Leadership Center's rich history of more than 45 years of programming provides the stability of an institution deeply rooted in the community. Programs each serve a different audience: Leadership Cleveland for senior executives, Cleveland Bridge Builders for mid-career professionals, OnBoard Cleveland for young professionals, Campus Cleveland (formerly (i)Cleveland) for college students, Look Up To Cleveland for high school students, Civic Leadership Institute for adults of all ages, Advanced Leadership Institute for three generations of leaders, and Legacy Leaders for retirees.

CLC also offers customized programs designed in conjunction with organizations to advance their civic missions. We create opportunities for anyone to become a change-agent through such annual programs as the Accelerate: Citizens Make Change civic pitch competition and annual Spark: Grit to Great

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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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leadership conference. Way Forward Leader Lunch Breaks, instituted during the pandemic shutdown in March 2020, continue to be an important weekly platform for leaders and community members to engage about current issues.

CLC's programs collectively have touched the lives of more than 10,000 leaders, and more than 3,000 other event attendees per year. They, in turn, touch the lives of countless others across Cleveland.

### **Why now?**

The Board of Trustees believes it critical to grow the endowment to sustain CLC's impact into the future. 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 positive change that addresses challenges such as poverty, quality of education, neighborhood development, housing, and public safety. The endowment positions CLC to identify and deploy these individuals.

### **Why an endowment?**

CLC's current revenue model does not provide financial flexibility to develop innovative and entrepreneurial opportunities to transform Cleveland.

Just over 40% of Cleveland Leadership Center's budget is from earned revenue: tuition and program fees. More than 58% 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.

CLC will be able to deploy endowment funding in areas that can keep our programming at the forefront of innovation and deepen the impact of leaders.

### **How does CLC know it has impact?**

CLC has an abundance of evidence demonstrating its impact. Our triennial survey offered to all alumni consistently measures significant impact of our programs on alumni and of the impact these alumni have in the larger community in the years following their CLC program experience. For example, 79.9% of respondents in the last survey agreed that they feel confident and capable in their community as a result of their CLC experience. In addition, alumni reported being engaged with over 800 different organizations, initiatives, or causes. The survey found CLC respondents are much more likely than their peers among U.S. adults to devote time to volunteering.

Our robust evaluation process also includes measuring the Leadership Center's impact on individuals during their program year. We ask participants to evaluate each program session and, at the conclusion of the program experience, to reflect on personal growth across four learning objectives embedded in all our work: civic understanding, relationship building, collaborative leadership, and civic readiness. Unequivocally, results showed that alumni believe strongly that CLC programming was significant in shaping their attitudes, practices and behavior regarding leadership in the community.

Their written comments on evaluation offer qualitative evidence of CLC's impact as well:

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*"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."*

*"The diversity of the individuals in our class provides an opportunity to learn best practices."*

*"I learned more about Cleveland and the many ways I can personally impact the city through civic engagement."*

*"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."*

### **Aren't my current donations to CLC enough?**

Thank you for your current gifts! Those charitable contributions to CLC provide for immediate programmatic and operating needs, such as scholarships for high school and college students whose programs we offer at no- or greatly reduced costs to ensure they are accessible to all. Donations from individuals are an important and growing part of CLC's annual operating revenue mix as priorities may change among corporations and foundations that also have supported CLC.

We are grateful to have gained the trust and support of annual donors! But charitable giving is not able to fund the innovative and entrepreneurial activities our alumni seek and we know makes a difference, which is why it is also important to grow our endowment.

### **How will my gift have impact in the immediate future?**

CLC is a careful steward of its financial resources. Nearly 400 alumni contributed just over \$1 million in our first Endowment Fund Campaign, which concluded at the end of 2019. The fund so far can yield up to \$50,000 a year we can apply to special initiatives, which is significant revenue for an organization our size.

The first planned use of Endowment Fund proceeds will be to support CLC's newest initiative, Cleveland Thrives: From Vision to Vitality. The effort will lead the community toward meaningful impact on five social drivers of health: economic mobility, food security, gun violence, healthy neighborhoods, and safe and affordable housing.

At an August 9, 2023, Leadership Cleveland 45th anniversary summit, more than 150 leaders gained deeper understanding of the issues. Endowment funding will enable CLC to invite CLC alumni to help define and implement a well-articulated process that ensures the initiative moves forward and makes a difference in the lives of Clevelanders.

### **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 allows the Board to authorize spending up to 5% of the 12-quarter average market value each year 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, securities or retirement assets; deferred gifts such as a bequest by will or trust, planned giving opportunities, or recommendations from donor-advised funds. 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 Emeritus 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 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.

Moved by the campaign's fundraising success in its first year, Byrnes doubled his contribution by making an additional \$50,000 deferred commitment to the Endowment Fund, joining the Founders level of giving for those who contribute \$100,000 or more to the campaign.