



## **Frequently Asked Questions Taken From the CSL Connection! Call Monday, August 26, 2024**

**Replay the extended CSL Connection! Call on Monday, August 26, 2024:**

<https://csl.zoom.us/rec/share/LAlcnfnriHUAsMw1z0rnQlmzlkXbjVJswaxbd4UieMuiQ5DWjplp3zPiByjfJaU0.05mOn978H16vCZDy?startTime=1724687948000>

**Passcode:** Q\$VQM&D2

**Join us for our monthly Connection! Call on the third Monday of the month** at 9 a.m. PT / 10 a.m. MT / 11 a.m. CT / 12 p.m. ET.

- Here's the Zoom link: <https://csl.zoom.us/s/933448796#success>

**Stay informed and engaged** by subscribing to our weekly newsletter: <https://csl.us17.list-manage.com/subscribe?u=b358808d38d772ee2ae0007fa&id=a550b451d8>

Explore CSL's departments, councils and teams on our website: <https://csl.org/>

Click here to see how our organization is structured:

<https://csl.org/wp-content/uploads/2024/08/CSL-Org-Chart.jpg>

### **“CHAT WITH THE CHAIR” on Monday, September 9**

Bring your unanswered questions and join Dr. Alice Reid, CSL Leadership Council Chair, for “Chat With the Chair” on **Monday, September 9**, 9 a.m. PT / 10 a.m. MT / 11 a.m. CT / 12 p.m. ET.

- Zoom link: <https://csl.zoom.us/j/95758227958>
- Meeting ID: 957 5822 7958

Dr. Alice will help you understand the breadth and depth of our organization, fiscally and structurally. CSL is a complex organization that is in a time of transformation. We truly are better together.

## TABLE OF CONTENTS

- Personnel Adjustments
- CSL 101: Resources About Who We Are
- Our Shared Leadership Model
- The Difference: Holmes Institute & CSL School of Spiritual Leadership
- Financial Snapshot: Holmes Institute
- Finances: Holmes Institute & CSL
- Fundraising for Holmes Institute
- Fundraising for CSL
- What About the Students?
- What About the Coursework?
- Alternative Solutions
- Efforts to Promote the Holmes Institute
- What's Next for School of Spiritual Leadership
- CSL Education Overhaul
- CSL Marketing & Publishing
- Science of Mind Magazine
- The Vision for CSL's Future
- Visioning Through All We Do
- Sale of the Home Office Building
- Camp Cedar Ridge Oregon
- Transaction to Transformational
- Other Questions Directly From You
- Want to Give? We Are Grateful

## PERSONNEL ADJUSTMENTS

- Committed giving to CSL is down by 30%. This is a nationwide trend for religious organizations and nonprofits.
- Payroll reduction of 10% (or more) will impact all employees at CSL Home Office, and the staff was reduced by the equivalent of 3.25 full-time employees.
- The reduction of pay, benefits and/or hours begins September 1, 2024.
- These reductions will result in a savings of \$20,000 a month or \$240,000 annually.
- The CSL Leadership Council and Executive Team want to thank and appreciate the dedicated CSL Home Office staff. The CSL Directors Team has been incredibly supportive and gracious, and they work for the best and highest interest of CSL as a whole.

## CSL 101: RESOURCES ABOUT WHO WE ARE

- All are welcome on our monthly Connection! Call and in our spiritual communities.

- This call is the third Monday of the month at 9 a.m. PT / 10 a.m. MT / 11 a.m. CT / 12 p.m. ET. **Here's the Zoom link:** <https://csl.zoom.us/j/933448796#success>
- On the August 26 call, we were asked about all the different parts of our organization and our affiliated partners.
  - CSL Org Chart: <https://csl.org/wp-content/uploads/2024/08/CSL-Org-Chart.jpg>
  - CSL Affiliated Partners: <https://csl.org/wp-content/uploads/2024/08/CSL-Affiliated-Partners.jpg>
- **We also received a question about our target demographic.** We want to reach all spiritual seekers, and we offer programming for youth, teens, NextGen (up to 40-ish), members, practitioners, ministers and retired ministers.
- Please refer to this “At a Glance” summary of the 2023 Annual Report from CSL communities: [https://csl.org/wp-content/uploads/2024/05/CSL\\_2023-At-a-Glance\\_handout-final.pdf](https://csl.org/wp-content/uploads/2024/05/CSL_2023-At-a-Glance_handout-final.pdf)

### **OUR SHARED LEADERSHIP MODEL**

CSL is a 501(c)(3) organization governed by an elected Leadership Council and a three-member Executive Team (the elected Leadership Council Chair, full-time Executive Director and elected Spiritual Leader). In our shared leadership model, our elected councils (<https://csl.org/about-us/#councils>) are connected and work collaboratively.

CSL has a total of 22 councils and committees along with a Strategic Planning Task Force, Sacred Activism Committee (originally a task force), Marketing Task Force (and messaging sub-group), Affiliate Agreement Task Force, Resource Development Committee (focused on a case for support, a fundraising campaign for 2025 and the benefits of CSL Home Office to the communities).

### **THE DIFFERENCE:**

#### **HOLMES INSTITUTE & SCHOOL OF SPIRITUAL LEADERSHIP**

- Holmes Institute offered a **master's degree in Consciousness Studies**, called “Wisdom Studies,” accredited by the **DEAC (Distance Education Accrediting Commission)**. **It is NOT our only ministerial education program. It is an advanced and separate degree designed to enhance minister's education choices.** The Holmes Institute website was deactivated when the closure was confirmed with the DEAC and the Colorado Department of Higher Education.
- CSL's physical address in Colorado is the Holmes Institute address, so the filing follows the requirements of the Colorado Department of Education.
- CSL's address is: 1090 S Wadsworth Blvd, Ste C PMB 131, Lakewood, CO 80226
- CSL's School of Spiritual Leadership is our ministerial education program for senior ministers, staff ministers, focus ministries and chaplaincy. **Learn more here:** <https://csl.org/become-a-minister/>
- Get details on the CSL Education website: <https://csl.org/education-3/>

## FINANCIAL SNAPSHOT: HOLMES INSTITUTE

- Closure of Holmes Institute is scheduled for January 1, 2025.
- We cannot change this decision. We appreciate your ideas and honor your suggestions.
- There are approximately 100 students impacted. All had individual meetings with the Holmes Institute team.
- The issues with funding Holmes Institute’s master program have been ongoing. Holmes Institute has not been self-sustaining for many years (*see table below*). In 2023 alone, CSL has subsidized the program by more than \$222,000. In our 2024 mid-year financial analysis, 2024’s results are projected to be a deficit of \$178,000.
- **Note:** *The \$150,000/year amount shared on the CSL Connection! Call on Monday, August 26, 2024, was an annual average.*

	<b>Total CSL net results surplus/(deficit)</b>	<b>Holmes Institute</b>	<b>Total revenue (in millions)</b>	<b>Percent of total net results</b>
2014	(720,857)	(111,884)	4.8	16%
2015	49,233	(112,344)	4.9	-228%
2016	(184,014)	(150,160)	4.9	82%
2017	195,727	(152,617)	5.0	-78%
2018	(238,878)	(198,160)	4.6	83%
2019	49,006	(134,107)	4.7	-274%
2020	(414,835)	(134,431)	3.3	32%
2021	276,596	(144,320)	4.3	-52%
2022	(272,384)	(113,081)	3.6	42%
2023	(340,724)	(232,956)	3.8	68%
2024(a)	(314,643)	(178,000)	3.3	57%
<b>11 year total</b>		<b>(1,662,060)</b>		
<b>Average annual</b>		<b>(151,096)</b>		

The CSL Leadership Council (<https://csl.org/about-us/#councils>) feels it is in the best interest of the entire organization to focus our Home Office staff and resources on consolidating our ministerial education program (CSL’s School of Spiritual Leadership) and our DEAC-accredited Holmes Institute master’s degree “Wisdom Studies” program. Because of cash reserves and the annual deficit for Holmes Institute, a decision had to be made in a relatively short timeframe.

### **Ministerial education and the core teaching of Ernest Holmes’ philosophy are here to stay.**

We’re closing a college-level accredited program so we can focus our efforts and resources on CSL’s certificated education for members, practitioners and ministers. We considered how many constituencies we’re serving with a master’s program vs. training ministers to go out in the world to do this good work.

We intend to bring over key elements from Holmes Institute that will make the School of Spiritual Leadership training more robust and relevant, like “World Religions,” “Diversity, Equity and Inclusion,” “Ethics” and “Financial Management.”

The decision to sunset the Holmes Institute is grounded in our commitment to financial sustainability and responsible stewardship of resources. By making this difficult but necessary choice, we are ensuring that our organization remains strong and viable for future generations.

### **FINANCES: HOLMES INSTITUTE & CSL**

**We’ve been asked why the financials for Holmes Institute “were so far off.”** The information is available to the public for analysis. Clear and concise financial summaries for every CSL department are posted monthly on “Our Community.” Log in to “Our Community” and follow this link to “Financial Reports”: <https://csl-org.my.site.com/community/s/financial-reports>

The decision to sunset Holmes Institute is not just about money. It’s about creating a sustainable operating structure of our organization and focusing our resources on serving CSL communities. The communities are struggling, and their giving numbers are down as well. Our goal is to have the most impact with the resources available to us at this time.

### **FUNDRAISING FOR HOLMES INSTITUTE**

**Why didn’t we organize a fundraising effort to make up the Holmes Institute deficit?** CSL Home Office and Holmes Institute don’t have the infrastructure to run a separate fundraising campaign. Closing Holmes Institute was the last thing we wanted to do. We’ve been seeing trends across the board: There’s a decrease in people attending classes at individual CSL communities and through CSL Education. These are uncertain times for us all.

**People voiced that this decision seems so sudden. The Holmes Institute team revamped the curricula in 2023 and pursued accreditation for a Ph.D. program. If the demise of Holmes Institute was so imminent, why pursue all these enhancements?** The enhancements were part of our effort to turn things around for Holmes Institute.

### **FUNDRAISING FOR CSL**

**Is our marketing team planning fundraising events?** We have a diverse and experienced Resource Development Committee that is working with CSL Development and the marketing team on a case for support. This case for support will guide a comprehensive fundraising campaign for early 2025.

- CSL has two annual giving appeals managed by the CSL Development department: a spring/summer campaign and a winter campaign.
- In 2023, we also ran a new “Giving Tuesday” promotion and enabled donations on Facebook through the PayPal Giving Fund.
- We’ve been asking for support for all CSL programs, and we continue to see the numbers declining (committed giving is down 30%).

## WHAT ABOUT THE STUDENTS?

- We are making sure current students can transfer credits and complete their master's degree education at a like-minded school.
- A total of 100 students are impacted and of those, about half (50) are with Holmes Institute to earn their master's degree.
- We are obligated, both by our human values and by our DEAC accreditation, to provide students with a place to land to complete their degree programs. We are in discussions with two accredited institutions to develop a teach-out agreement so students can receive credit for courses they have taken toward a master's degree in a similar program.
- National University has a program in Consciousness, Psychology and Transformation. Atlantic University's program is in Transpersonal Psychology with an emphasis in Consciousness. Both are accredited and offer courses online. We have provided information to both these institutions and are waiting for more from them; however, it's vacation season, so it's not moving as quickly as we would like.
- Our goal is to maximize the credit given for our courses by these programs or any other programs which students may wish to transfer to.

## WHAT ABOUT THE COURSEWORK?

- **Will the content from classes we've taken still be available, or will we be able to download that content?** Our learning management system, Moodle, is still available to students. You have access to all your coursework and any supporting documents.
- **As a fundraising idea, can you sell the curriculum to CSL communities?** That's an interesting suggestion, and we need to research the feasibility, necessary resources, etc.
- **Will the course content from the Holmes Institute be available for sale to those who would like to access it?** No. All students still have access to their information through Moodle (our learning management system).

## ALTERNATIVE SOLUTIONS

**Your ideas and caring feedback are inspiring and appreciated. Please know that through this document, we have tried to address every question asked during the CSL Connection! Call on Monday, August 26, 2024.**

**Can we sell Holmes Institute?** No, unfortunately we can't sell Holmes Institute because it's accountable to the DEAC, and they have strict accreditation protocols.

**Did we consider allowing the Institute to fight for itself?** The CSL Leadership Council (<https://csl.org/about-us/#councils>) feels it is in the best interest of the entire organization to focus our Home Office staff and resources on consolidating our ministerial education program (CSL's School of Spiritual Leadership) and our DEAC-accredited Holmes Institute master's degree "Wisdom Studies" program. Because of cash reserves and the annual deficit for Holmes Institute, a decision had to be made in a relatively short timeframe.

**Did we consider merging with Emerson Institute?** We've heard from our students, and some of us have experienced this firsthand: Emerson's education is not as robust as what CSL offers. Our experience has been that students who transfer from Emerson need additional CSL classes.

**Can nonprofits franchise?** The franchise model is more autocratic in its approach to franchisees than how CSL is designed. Through our Organization Design Model (ODM) CSL is designed to be more collaborative in its relationships with affiliated communities and ministries. For sometime Leadership has been considering the benefits of being an association or a denomination, in many ways we are both. In sum, nonprofits can structure themselves like a franchise, but that model is better suited to retail and for-profit businesses.

**Maybe we should consider merging with a successful organization like Unity or Agape International?** That's an interesting suggestion to consider. As collaborators with both Unity and Agape, we have found that all new thought organizations have their successes and challenges, any merger would need careful consideration.

**Have we considered selling the copyrighted material of Ernest Holmes?** Of the Holmes' copyrights owned by CSL, we do not plan on selling any of them. In fact, we have been renewing copyrights this year at an additional expense to the publishing department budget. We've also done a complete assessment of the Holmes' titles we own, unfortunately some are in the public domain or held by large publishers such as TarcherPerigee.

## **EFFORTS TO PROMOTE HOLMES INSTITUTE**

We heard your questions about marketing and fundraising efforts for Holmes Institute. The following promotions helped launch the new "Wisdom Studies" program in 2023 and 2024:

- Article by Dr. CC Coltrain, Senior Director of CSL Education, in the July 2023 edition of Science of Mind magazine; article highlighted on the first page:  
[https://csl.org/wp-content/uploads/2024/08/SoM\\_July2023\\_ESP.pdf](https://csl.org/wp-content/uploads/2024/08/SoM_July2023_ESP.pdf)
- Full-page ads in Science of Mind magazine, including cover placement, across multiple months (and using art concepts from Dr. Greg Salyer):  
[https://csl.org/wp-content/uploads/2024/08/SoM\\_July2023\\_HI\\_Wisdom\\_Studies\\_ad.pdf](https://csl.org/wp-content/uploads/2024/08/SoM_July2023_HI_Wisdom_Studies_ad.pdf)
- Promotional animation used at the 2024 convention and posted to the magazine's YouTube channel: <https://youtu.be/jn6XGMA9QXQ?si=-XgCXGsY9YyMnVFW>
- Home page animation featuring artwork associated with the "Wisdom Studies" courses
- Social media campaigns
- CSL Connection! Call spotlight
- 2024 Spiritual Living Convention flyer (collaboration with Dr. Greg Salyer)
- Targeted emails to practitioners about "Wisdom Studies"
- **We considered raising the cost of tuition.** When asked if they would be willing to pay more, students surveyed said no.



- **We were asked if CSL ministers talk about Holmes Institute in their communities.**  
CSL ministers are autonomous spiritual leaders. We would love for them to talk up our education programs, but it's up to each community to decide what they want to promote.

### **WHAT'S NEXT FOR SCHOOL OF SPIRITUAL LEADERSHIP**

We are in the process of streamlining our advanced education offerings to be more comprehensive and inclusive. School of Spiritual Leadership is being upgraded right now. Our team is working to best serve ministerial students. We're also moving from multiple campuses to one or two main campus(es) (in San Diego and/or Denver). **All learning is available online.**

We intend to bring over key elements from Holmes Institute that will make the School of Spiritual Leadership training more robust and relevant, including "World Religions," "Diversity, Equity and Inclusion," "Ethics" and "Financial Management."

Our goal is to train wise and effective spiritual leaders. We are in the process of developing improvements to the ministerial program, including the addition of more coursework in areas such as quality teaching, pastoral care, etc., as well as development of pathways for different ministry goals, such as chaplaincy, teaching, youth ministry, etc.

When the School of Spiritual Leadership relaunches, one interesting suggestion that will be under consideration is to rename it Holmes School of Spiritual Leadership in honor of Dr. Ernest Holmes and the Holmes Institute.

### **CSL EDUCATION OVERHAUL**

CSL Education, as a whole, is going through an upgrade. The team's goal is to be highly relevant to what's happening right now and narrow our resources to support members, practitioners and ministers at an even greater level.

You can view our educational offerings here: <https://csl.org/education-3>

**Is there going to be a platform to connect potential students with classes offered online by local centers and CSL communities?** Thanks to the innovations and forward thinking of our education team, we do have an online portal to showcase classes offered by CSL communities. It was launched earlier this year, and it's called **CBEP (Community Based Education Program)**. Reach out if you'd like to add your community's online classes: [SpiritualDevelopment@CSL.org](mailto:SpiritualDevelopment@CSL.org)

### **CSL MARKETING & PUBLISHING**

A team of two full-time employees is producing marketing content for the organization. We also have two part-time contractors supporting our social media expansion and the annual Global Themes projects. See a full list of our current marketing and publishing projects here: <https://csl.org/wp-content/uploads/2024/08/CSL-Marketing-Mag-Overview-STAFF.pdf>



## SCIENCE OF MIND MAGAZINE

**The magazine is at risk of closing next; however, we have plans and a longer timetable to make it more sustainable.** The steps we take NOW will have a huge impact on Holmes' legacy footprint, Guide for Spiritual Living: Science of Mind magazine. Our goal is to celebrate the magazine's 100<sup>th</sup> birthday in 2027. The reach and impact of this effort: about 19,000 subscribers (and pass-along copies), wholesale and retail accounts.

**Subscribe today** (<https://scienceofmind.com/subscribe/>) and receive the annual print rate of \$36.95 (or just \$14.95 for the digital edition). The digital edition is ideal for international subscribers.

- **We're planning a rate increase by Q2 2025 by \$2 per double issue (or \$1 a month).**
- We haven't had a price increase in more than seven years.
- We've decreased salaries for all authors and staff.
- We moved to a double-issue format to save \$80,000 a year on printing and mailing while decreasing our carbon footprint.
- **Size of our staff now:** In 2014, there was a staff of 12 (5 full-time employees and 7 contractors) supporting the monthly magazine. **In 2024, there is one full-time position.**

**So we let go of Holmes Institute in order to keep the magazine?** It's not that simple. We have a longer runway with the magazine — not as many resources are needed to operate the magazine and generate revenue. We have a plan for increasing revenue in 2025 with the new pricing (\$48.95 for a year of print, \$19.95 for digital).

The magazine is also our connection to many who are loyal to the Science of Mind teaching and don't regularly attend or belong to a CSL community. It's tangible material we can put in people's hands. A substantial number of bequests and committed giving come to CSL through the magazine. Our incarcerated persons ministry and Spiritual Living Circles serve our extended community in transformational ways.

## THE VISION FOR CSL'S FUTURE

The CSL Leadership Council and Executive Team vision for the organization is to right-size our Home Office team and have the bandwidth to concentrate our services on CSL as a whole — out in our communities and through field services, education, sacred activism, marketing and the magazine.

By consolidating our efforts and focusing on critical growth areas, we are strengthening the core of our organization. This unified approach will allow us to operate more efficiently and effectively, ensuring our message and mission reach a broader audience.

As we move forward, our commitment to spiritual education, leadership development and global impact remains unwavering. We are excited about the possibilities and confident that this transition will lead to a more vibrant and impactful future for CSL.

**Sacred activism is a guiding light.** Currently, our Sacred Activism Committee, headed up by our Spiritual Leader Rev. Dr. Soni Cantrell-Smith, is comprised of the chairs of the following CSL committees: CSL Diversity Equity and Inclusion Committee, CSL Spiritually Motivated Social Engagement Committee, CSL World Ministry of Prayer, CSL Global Outreach (formerly Global Services) and CSL Global Heart of Peace Initiative.

### **VISIONING THROUGH ALL WE DO**

**What is the vision for the future of this organization? Does leadership practice visioning for Spirit's highest good for this teaching?** Yes and yes. Visioning is the foundation of all we do. When we form new task forces and committees, the first thing we do is vision as a group (usually in two sessions) and share individually what Spirit reveals through us. We capture all visioning results in an online form, and the CSL Visioning Chair (or minister leading the visioning session) will provide a summary of common themes, what needs to be released, what needs to be embraced and more. Key words are also highlighted. This information forms priorities and next steps for the groups.

### **SALE OF THE HOME OFFICE BUILDING**

**What is the current monthly cost to keep the building? For example, once we sell it and break even, what will that save us, if anything?** The building costs about \$13,000 a month without non-ordinary repairs and maintenance. For all the financial details, **join CSL Leadership Chair Dr. Alice Reid for "Chat With the Chair" on Monday, September 9.**

- We're working with Impact Commercial Real Estate and industry-leading, online company Ten-X to move the building to auction.
- We anticipate selling the building in November 2024.

### **CAMP CEDAR RIDGE OREGON**

Camp Cedar Ridge is self-sustaining and began operations in May 2022 (after an 18-month capital campaign to purchase the property).

- Visit Camp Cedar Ridge online: <https://campcedarridgeor.org/>

**How much of the total funds that CSL historically received have been diverted to Camp Cedar Ridge?** CSL does not currently divert any funds to Camp Cedar Ridge. As an educational camp, Cedar Ridge charges fees for their services and receives education grants that CSL is not eligible to apply for. The camp is governed by a board of directors, and the camp — as a separate 501(c)(3) nonprofit entity — leases the property owned by CSL.

**What is the Oregon property doing for our stability?** Camp Cedar Ridge provides a serene place where people can go and have an experience of being in an environment infused with the Science of Mind philosophy. The camp makes a monthly lease payment to CSL for the property. That lease payment covers our mortgage payment in full. The camp also exposes the next generation to our teachings, even if indirectly (both children and adults).

## TRANSACTIONAL TO TRANSFORMATIONAL

**Can we be specific about how the Home Office team is moving “from Transactional to Transformational” and what support we’re offering the CSL communities?**

Please tune into the monthly CSL Connection! Call (and our weekly newsletter:

<https://csl.us17.list-manage.com/subscribe?u=b358808d38d772ee2ae0007fa&id=a550b451d8>) for

updates from CSL departments on how we’re meeting the communities where they’re at and what our team is doing to provide enhanced services.

## OTHER QUESTIONS DIRECTLY FROM YOU

**I remember the question being if CSL is a teaching philosophy or a church? Will we lean toward being a religion because education is no longer the focus? Serious question.** Education remains a primary focus for CSL, from the introductory “Foundations” class for members to practitioner and ministerial education. We are a teaching philosophy with a clear education track through CSL Spiritual Development Education, CSL Professional Development and School of Spiritual Leadership.

**How come the questions are not being answered?** During the live Connection! Call on August 26, several questions were coming through on the chat and in person. We captured all of them through the event transcript, and our goal is to address them in this FAQ document.

**If you send students to outside organizations for their education, how can you expect them to return uniformly in any coordinated fashion to keep Science of Mind principles and practices in the forefront of their leadership? School of Spiritual Leadership offers the courses that connect the students to CSL and everything Science of Mind.**

We understand the confusion between Holmes Institute and School of Spiritual Leadership. Holmes Institute is an accredited “Wisdom Studies,” college-level program that offers master’s degrees. School of Spiritual Leadership is the program that’s been around for decades where we have trained our ministers to be spiritual leaders of the Science of Mind philosophy in our communities and beyond. School of Spiritual Leadership is NOT going away; in fact, we are focusing our attention and resources on solidifying and enhancing this program for ministers.

**I’m wondering if Holmes Institute / School of Spiritual Leadership would ever consider forming a student council. They could help with messaging and support of the students. Just an idea.** What a great idea for School of Spiritual Leadership in the future — perhaps even an alumni association.

**We need an online community forum until the next call:** If you go to “Our Community,” there’s an online forum for practitioners and ministers. Members can reach out to the CSL Member Council at [CSLMemberCouncil@Gmail.com](mailto:CSLMemberCouncil@Gmail.com). You can also join their Facebook page and message the administrator directly. And please subscribe to our weekly newsletter to keep up with everything happening at CSL.

**What happened to the \$1 million that Nance donated for CSL education several years ago?** To clarify, there was a gift of \$2 million in 2014 (10 years ago), and that money was used to subsidize all CSL education programs.

**Grants for “wellbeing” are a big funding trend.** Thank you for that insight. We’re working with a grant writer and hope to have good news to share in the near future.

***Nonprofit* doesn’t mean you shouldn’t make profit. I think the business model should be revisited. We can look at various income streams that can be developed. Who are we marketing CSL to? I think if we blend entertainment with education, we can attract a younger audience.** At this time, we are focusing on our core deliverables and considering new models with support from our councils, committees and task forces. We’ll share more information as our expanded marketing plan takes shape.

### **WANT TO GIVE? WE ARE GRATEFUL**

We encourage our alumni and constituency to rally behind the effort to strengthen CSL’s core functions. With revenues down across the board, your support around our vision to solidify our beloved movement makes a difference.

**Support CSL operations as a whole:** <https://csl.org/donate>

You can also share your time and talents. Get involved and be part of our shared leadership model: Run for a council, volunteer on an existing committee or start by finding a community near you at <https://CSL.org/map>.