



35 Years of Joining and Strengthening Diverse Leaders

American Leadership Forum Houston/Gulf Coast Chapter 2017 ANNUAL REPORT



Imagine how the Houston/Gulf Coast region might be different today had it not been for the creation of the American Leadership Forum 35 years ago. Would pivotal collaborations that have helped shape our city not been formed? Would crucial conversations not have happened? Are there innovative partnerships and even

entire organizations that would not exist? Would the fabric of our community look differently today? Are there important roads that would be less traveled? What opportunities to capitalize on the diversity of our region might we have missed? Would many of our organizations and boards still have the same stakeholders at their table? What critical community discussions might never have risen beyond debate and frustration?

We're glad we don't have to!

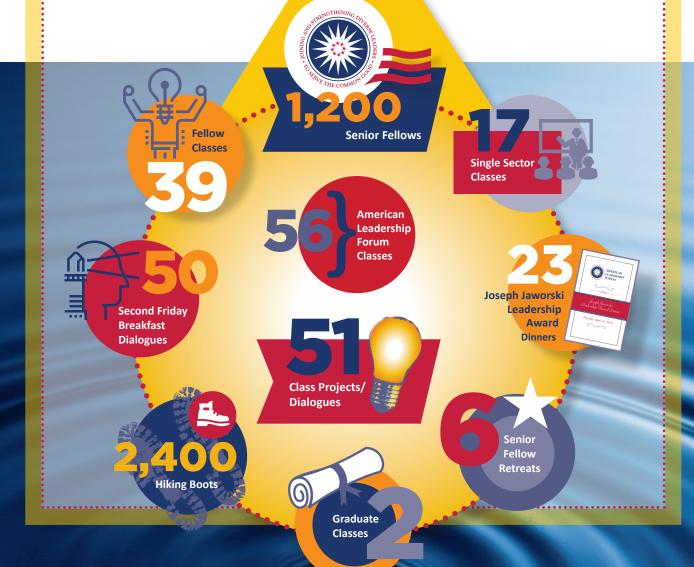
We are deeply grateful that the impact of ALF's Founder Joseph Jaworski's vision has rippled through the Houston/Gulf Coast region fostering 35 years of collaboration and dialogue. We are proud that our Senior Fellows continue to advance this vision today and remain committed to continually expanding our network of dedicated, principled servant leaders. Mr. Jaworski's vision was to establish a national organization dedicated to bringing together leaders from various sectors in communities across the country to develop their leadership skills and capacity and strengthen their commitment to work together on public issues. And today ALF continues to bring together an incredibly diverse cross-section of leaders engaging them in the process of discovery and co-creation of new possibilities.

IMPACT:

According to an independent study conducted by executive search and leadership advisory firm, Allen Austin, after participating in ALF, Senior Fellows:

- Are more confident and more assertive in their capacity as leaders
- Are more attentive to others in conversations and have more in-depth conversations, especially with others who think differently than they do
- Are more able to embrace different perspectives
- Better appreciate needs within the community and how to gather resources to meet those needs
- Deeply value relationships they build in the program to address needs in the region
- Better engage in dialogue that generates new perspectives and opportunities
- Affect systems through more diverse approaches
- Overall, demonstrate improved leadership effectiveness
- Are changed as human beings and as leaders!

ALF Impact in Numbers



Stronger, Healthier, More Vibrant Community!

35 Years of ALF and Houston History

For three and a half decades, the American Leadership Forum has provided significant opportunities to enhance and expand civic engagement across the greater Houston/Gulf Coast region. And in that time, 1,200 Senior Fellows have employed collaborative leadership skills to identify and shape the region.

1985 – Class III convened the Healthy Mother/Healthy Baby Coalition of Harris County to facilitate a coalition of principal health care providers of prenatal care to improve the outcome to pregnancy for indigent women in Harris County.

1987 - Class V submitted a proposal to the Texas Department of Commerce entitled, "An Assessment of the Potential Role of the Office of Advanced Technology Within the Texas Department of Commerce" to propose legislation to assist in the advancement of technological transfer issues. Ultimately this led to the formation of the State Office of Technology.

1991 - Class IX examined newscasts over a period of time to observe how various groups were treated in reporting by the media. The project goals were to promote fairness in reporting by the media.

> 1995 — Class XIII created the Men Against Domestic Violence campaign to increase the number of men willing to pledge they will not commit violent actions against women.

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1999 — Class XVII held a Clean Air Forum to educate the community on the quality of air issues in the Houston/Gulf Coast area.

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2006 – Class XXIV introduced recycling to Astros and Texans and created the first model in the U.S. where local business leaders work with the Mayor and professional sport teams to implement permanent recycling programs at their sport venues.

....

2007 – Class XXV highlighted successful programs and practices that are working effectively to shut down the Cradle to Prison Pipeline. They also convened a summit to present findings to the business community and legislators.

2010s

2008 – Medical Community Class 3 developed a resource guide "Partners in Rebuilding Galveston" to support the overwhelming healthcare needs for Gulf Coast residents after Hurricane Ike.

2013 - Class XXXII listened to young adults who were part of the Foster Care System and sought their input on transitioning out of the System.

2014 - Class XXXIII asked the powerful question, "How can food become the currency for change?" to explore if food could be leveraged as an incentive to assist individuals working to achieve educational, employment and self-sufficiency goals.



2014 – Criminal Justice Class 5 convened leaders from law enforcement, education, local government and faith and community-based organizations to engage in a discussion focused on solutions to improve interactions between law enforcement and youth.

1980s

1990s

2000s



Kathryn J. Whitmire Class VI, is elected as Houston's first female mayor.

HOUSTON

1983 – Hurricane Alicia hits Houston and Galveston.



1997 Former Houston Police Chief Lee P. Brown, Class V, is elected as Houston's first African-American mayor.

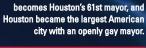


more than 125,000 displaced residents of Louisiana. Mississippi, and Alabama in the wake of Hurricane Katrina.

2005 – Houston welcomes



2008 - Hurricane Ike passes through city.





2017 - Hurricane Harvey devastates the city.



2015 - Memorial Day Flood





2017 -The Houston Astros win the World Series.

Future possibilities in the region are limitless with highly connected leaders.



Message from the Chair

Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against. injustice, he sends forth a tiny ripple of hope, and crossing each other from a million different centers of energy and daring, those ripples build a current that can sweep down the mightiest walls of oppression and resistance." - Robert F. Kennedy

Thirty-five years ago, Joseph Jaworski left his successful law practice to address what he increasingly saw as a crisis of leadership taking place throughout the country. His vision was to establish a national organization dedicated to bringing together leaders from various sectors in communities across the country to develop their leadership skills and capacity and strengthen their commitment to work together on public issues.

Through his vision, the American Leadership Forum began to address the need for more skillful, more ethical and more effective leadership. He was convinced that if a diverse cross-section of a community's business, elected, academic and religious leadership could be brought together to work on public issues, no problem would be beyond solution.

Today ALF continues to bring together incredibly diverse cohorts of leaders to engage them in the process of discovery and co-creation of new possibilities. These leaders bring different skills and experience and they understand the world from very different perspectives. By offering them the opportunity to build deep and trusting relationships with people from every sector of the community, ALF unlocks the potential and power of true collaboration.

I am deeply grateful for the vision of our founder, Joseph Jaworski, and to ALF's founding board members who sent forth that first tiny ripple. ALF Class I consisted of 15 Fellows and from there, our network has expanded incrementally to over 1,200 Senior Fellows in the greater Houston region.

I am very proud to share this retrospective of ALF's first 35 years with you and to highlight some of our proudest moments in 2017. The Dalai Lama proffers a thought about ripple effects that I've adapted for ALF: In the same manner that waves spread out when a single stone is dropped into water, the actions of our network of highly connected servant leaders continue to ripple into every corner of our community and region.

Message from the President

"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has." - Margaret Mead

In 2017 as Hurricane Harvey approached the Gulf Coast, ALF Senior Fellows began reaching out to their classmates and across our entire network to begin organizing, recruiting volunteers and making plans to address the challenges to come. As the torrential rains began to fall and the waters surged over entire neighborhoods, they checked in on one another, opened their homes to those in need, delivered emergency supplies, transported victims to medical facilities and shelters and played critical roles in virtually every aspect of our community's incredible response to this historic disaster. The relationships and connections that they had developed through ALF were invaluable in helping many of them to identify critical needs, access vital resources and activate community responses.



Sharon Murphy (Class XXIII)

Partner, McConnell Jones Lanier & Murphy LLP

Countless ALF Senior Fellows were instrumental in relief and recovery efforts across the region; at the Houston Food Bank, at METRO, in the shelters at the George R. Brown Convention Center and the NRG Center as well as in City Hall, in Austin and in Washington, D.C., advocating for State and Federal disaster relief services and funds.

For more than 35 years the American Leadership Forum has been committed to expanding and enhancing the civic leadership fabric of the Houston/Gulf Coast region and serving our communities in countless ways both large and small. So, it seems only fitting that as we reflect on 2017, and 35 years of making leadership history, to think about how billions of individual rain drops combined into the devastating flooding of Hurricane Harvey and how the contributions of the more than 1,200 individual ALF Senior Fellows continue to serve and transform our city and our region.

The Houston region undoubtedly benefits from the power of connected servant leadership, the vision of Joseph Jaworski and our founding board members, that continues to ripple through our region today. I am grateful to all Senior Fellows, board members, committee members, volunteers, generous donors, Program Consultants and to my staff colleagues who each continue to make significant contributions to our work and our service to the common good. I look forward to continuing to work with each of you throughout 2018 and beyond, and to the ripples of hope and waves of service that we will create together.

Daniel W. Snare (Medical Community Cl President, American Leadership Forum

Daniel W. Snare (Medical Community Class 5)



As you look back over 35 years how has the organization made the biggest impact?

To me, the visible impact is inarguable: the creation of a web of relationships and connections that quite likely would not have come into being otherwise.

It has been especially gratifying that for so many Senior Fellows, membership in ALF is not seen as a culminating honor but an incentive to further accomplishments — accomplishments that help the continued positive evolution of our community.

George Greanias, Class III,
 Past Chair, ALF Board of Trustees



ALF's greatest gifts to the Houston/Gulf Coast region include an infrastructure of Houston's leaders who call on each other and an experience that is so valued by our Senior Fellows.

Harriet Wasserstrum,
 Class XXI, Retired - President,
 American Leadership Forum and
 Board Chair, ALF-National



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Lance Menster - Officer, Curriculum & Development, HISD

Baxter Montgomery - Cardiologist, Director, Montgomery Heart & Wellness Center

Alejandro Morua - Education Consultant

Anne Neeson - Executive Vice President & Chief Executive Officer, Memorial Hermann Foundation

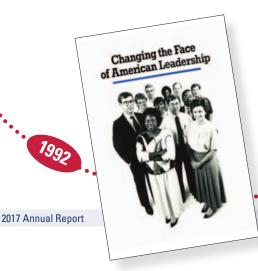
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Christy Poisot - *Sr. Info Risk Mgmt. Practices Analyst, Shell Oil*

Carl B. Salazar - *Director, Veterans Affairs, City of Houston*

Jacquetta Smith - CEO, Dominion Consulting and Development

Ravi Yanamandala - President, Geotest Engineering, Inc.





1993

6 • American Leadership Forum •



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Shannon Buggs - Chief Commons Director, CultureWorks Greater Houston

J. Brett Busby - *Justice, Texas Court of Appeals,* 14th District

Magali Suárez Candler - Attorney/Principal, Suárez Candler Law PLLC

Ruth E. Goldberg - Independent Consultant, Artik Corporation

Yolanda Green Barnes - *Community Investment Director, Comcast Houston Region*

Omer A. Ilahi - Orthopedic Surgeon, SouthWest Orthopedic Group

1997

Mandy Kao - President, Titan Management

Fatima Mawji - Anesthesiologist and Past Board Chair, Interfaith Ministries of Greater Houston

Sabrina McTopy - Partner, Jackson Walker L.L.P.

Kimberly Paulus - *President/Owner, Decorating Den Interiors*

Michael N. Pearson - Senior VP - Not for Profit Banking, Amegy Bank of Texas

Craig Rohden - CEO, Space City Credit Union

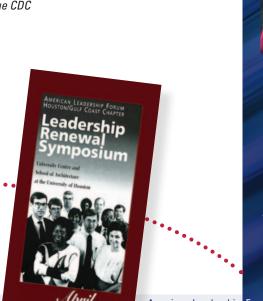
Fred G. Taylor - CEO, Face2Face Media Group, LLC

Roberto Treviño - Executive VP, Planning,

Engineering & Construction, METRO

1998

Berenice Yu - Director of Asset Building Programs, Avenue CDC





Collaboration between the various communities is facilitated by the activities and programs of ALF. It gives us the opportunity to escape our various silos and to interact with members of other sectors of our community.

I believe ALF can be credited as being one of the many forces in our community that provides the glue to hold our diversity together.

 Harry Gee, Class XVII, Principal, Law Office of Harry Gee, Jr. and Associates PLLC, and Past Chair, ALF Board of Trustees



I am extremely proud of where the organization has gone and the fact that it is still so relevant.

The greatest gift to the Houston/ Gulf Coast region is the opportunity for the members of ALF to solve problems effectively.

– Louise Howell, Class XVII, Retired - Executive Director, American Leadership Forum

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I have seen ALF Senior Fellows ascend to true callings rather than jobs. I have seen and discovered the true nature of diversity, the impact of holding on to certainty, and the longing that ALF Senior Fellows seem to have to authenticity and truth.

– William Taylor, Class XXIX, President & CEO, The Council on Recovery, and ALF Program Consultant



As Founding Chair of ALF Houston, I can say that the American Leadership Forum has had a profound, positive, even transformational impact on my life. ALF lifted me above my career as an energy industry executive to realize that there were many additional ways I could contribute to our world. ALF's leadership training and invaluable associations outside of my industry early in my professional career identified many opportunities to improve the quality of life in the Houston, San Antonio, and Austin communities.

— Michael Burke, Class III, Founder & Chairman, San Antonio Clean Technology Forum and Founding Chair, ALF Board of Trustees



Shehz Ali - Leadership Development and Educational Consultant

Melody Barr - Deputy Assistant Director Public Services/Public Facilities, City of Houston -Housing and Community Development Dept.

Maria Elena Bottazzi -

Assoc. Dean & Professor, National School of Tropical Medicine, Baylor College of Medicine

Oliver Burbridge Jr. - Retired Principal, Harris County Juvenile Probation Dept. -Educational Services Division

Arturo Chavez - Senior Principal, Page

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Miguel A. Hernandez - Refinery Maintenance Field Execution Supervisor, Shell Oil Products Company, LLC

Ann Hollingsworth - VP, Compensation, Benefits, HRIS and Shared Services, Memorial Hermann

Barbara Irving - Director of Employment & Veteran Services, Career and Recovery Resources

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Tyra M. Metoyer - Manager, External Mobilization, American Petroleum Institute

Michelle J. Paul - Executive Director, Capital Idea Houston

Paul J. Puente - Exec. Secretary, Houston Gulf Coast Building and Construction Trades Council

Bridget Y. Samuel - Organizational Effectiveness Officer, Episcopal Health Foundation



The greatest gift to me personally was that ALF through the tools of readings, personality analysis, and experiences with my class members demonstrated the effective way to combat racism and intolerance. ALF did this by creating opportunities for people of diverse backgrounds to interact and understand each other on a personal level and while being engaged in community service. I learned that tolerance-> understanding-> successful outcomes/friendships.

- Rebecca Kirkland, Class VI, Retired - Prof. Pediatrics, Sr. Associate Dean for Med. Ed., Baylor College of Medicine and Past Chair, ALF Board of Trustees



Being a part of ALF makes Houston feel smaller, more cozy, more like a small town. Informal connections that occur through ALF are hugely valuable and should not be underrated. ALF helps Houston feel like a connected community to me.

- Cathy Mincberg, Class V. President and CEO, Center for the Reform of School Systems and Past Chair, ALF Board of Trustees



I think people become more inclusive

I think people become more inclusive in their leadership practice and are more conscious of who is at the table when decisions are being made. There are countless collaborations that have come about because of ALF. The web of interconnection comes back to their ALF experience.

– Tim Skaggs,ALF Program Consultant



ALF's greatest gift to the region is implementing the organization's mission—developing diverse, connected leaders. Each Senior Fellow winds up being in a group with people, they wouldn't otherwise be with. However, through the ALF process, they learn to respect one another and truly listen.

– Sharon Owens, Class IX, Retired - Vice President, Corporate Community Relations CenterPoint Energy and Past Chair, ALF Board of Trustees

Forums & Dialogues

Second Friday Breakfasts and Dialogues

- Conversation with HISD Superintendent Richard Carranza
- Dialogue with District Attorney Kim Ogg and Sheriff Ed Gonzalez (Criminal Justice Class 2)
- Discussion with Police Chief Art Acevedo
- The Impact of the Texas Special Education Indicator What's Next?
- What do the Current Immigration Executive Orders mean for Houston and How can Houstonians Respond?
- A Path Towards a More Walking and Biking Friendly Houston
- What Will Houston's Leadership Landscape Look Like in 2027?
- Where Are We In Hurricane Harvey Recovery and How Can We as Leaders Collaborate to Move Forward?
- What Will the May 6 Election on HISD's Recapture Obligation Mean for Houston?

10th annual Chez ALF dinners

- Roadblocks to Education Why are some schools not succeeding?
 What are the root causes and what can be done?
- Regional Growth and Shared Prosperity: Can we create the Win-Win for our industries and our residents?
- What does leadership mean to you personally?

3 Reservations for Six programs

Fellows Classes XXXVII, XXXVIII, XXXIX and Class XL – Workforce Development graduated

- Class XXXVII held a dialogue entitled "What is a Welcoming City?" They invited
 guests from all backgrounds to discuss how Houston can continue to become a
 friendly, inclusive city that is accessible to all and provides opportunities to connect
 with and involve one another in the community.
- Class XXXVIII's conversation entitled, "Improving Houston's Mobility" examined the social contract for public transportation in Houston and whether mobility is a human right or a privilege. They also explored how the transportation system in Houston is currently functioning and discussed ways to improve coordination and cooperation.





- Class XXXIX convened a conversation called "HOUSTON! Most Diverse...
 Still Segregated. Now What?" A panel of leaders from different neighborhoods in Houston were invited to examine how different visions of diversity coexist in Houston, and how surfacing those different visions can provide a valuable foundation for developing Diversity 2.0 in the greater community.
- Class XL Workforce Development brought together a group to discuss the "Health Care Workforce". They examined challenges from both the employer and the job candidate's perspectives. They discussed gaps in skills needed from applicant pools and connecting suppliers and employers to ensure alignment in the market.
- Classes XLI, XLII, and Community Education XLIII were launched
- Joseph Jaworski Leadership Award Dinner More than 450 guests enjoyed the 2017 gala as we presented the Joseph Jaworski Leadership Award, sponsored by H-E-B, to Ann and J. Kent Friedman, and the ALF Public Service Award, sponsored by Shell Oil Company, to Ileana and J. Michael Treviño.
- The 2017 Nonprofit Leadership Collaborative presented Todd Henry, founder of Accidental Creative, who led a conversation entitled, "Harness the Power of Your Authentic Voice Leading Through Uncertainty"
- Senior Fellows Retreat "If Everyone Cares So Deeply About Education, Why Are We Still Failing Children in Poverty?"
- Annual Meeting hosted by Silver Eagle Distributors
- Class Experiences and Curriculum
 - Orientation Retreat—Camp Allen, Navasota, TX
 - Transformational Dialogue
 - Wilderness Experience—Lake George, Colorado
 - Experience as Other
 - Leading is Convening
 - Taking Stock Retreat

2011

- Houston Area Survey with Stephen Klineberg, Ph.D.
- Engaging Across Differences
- Commencement
- Debrief Reunion



How has the organization made the biggest impact?

I am much more aware of the importance of relationships and trust necessary to work towards the common good. Trust takes away any fear or hesitation to work with others. Ultimately I find that we all want very much the same things — a great place to work, play and raise our families in peace and comfort — without fear.

How has the organization grown?

Of course the organization has grown in numbers but also in prestige for the right reasons – service to others.

 Graciela Saenz, Class XIII,
 Attorney At Law, Law Offices of Graciela Saenz and Past Chair,
 ALF Board of Trustees





2014

2015

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From L to R, J. Michael and Ileana Treviño, Ann and J. Kent Friedman

2017 Joseph Jaworski Leadership Award Dinner

Ann and J. Kent Friedman were presented with the Joseph Jaworski Leadership Award and Ileana and J. Michael Treviño received the ALF Public Service Award on Wednesday, April 26, 2017 at the Houstonian Hotel, Club & Spa. The event raised more than \$286,000 to support the American Leadership Forum's ongoing mission of joining and strengthening diverse leaders to serve the common good.



Imagine

DonorRecognition

ALF values and appreciates all contributions made in support of our mission of joining and strengthening diverse leaders to serve the common good. ALF would like to acknowledge donors who have made significant contributions in support of our programming and scholarships in 2017 through Grants, the Annual Fund Membership Campaign, Jaworski Leadership Award Dinner, and Endowed Scholarship Funds.

\$40,000+

American Express

\$30.000 +

Rockwell Fund

\$15,000 +

H-E-B Shell

\$10,000 +

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\$2,500 - \$4,999

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the possibilities 35 years from now...

Strengthening Houston's Leaders for 35 Years



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Host of the 2017 Annual Meeting and Reunion - Silver Eagle Distributors

Host of numerous dialogues and class sessions - The Council on Recovery

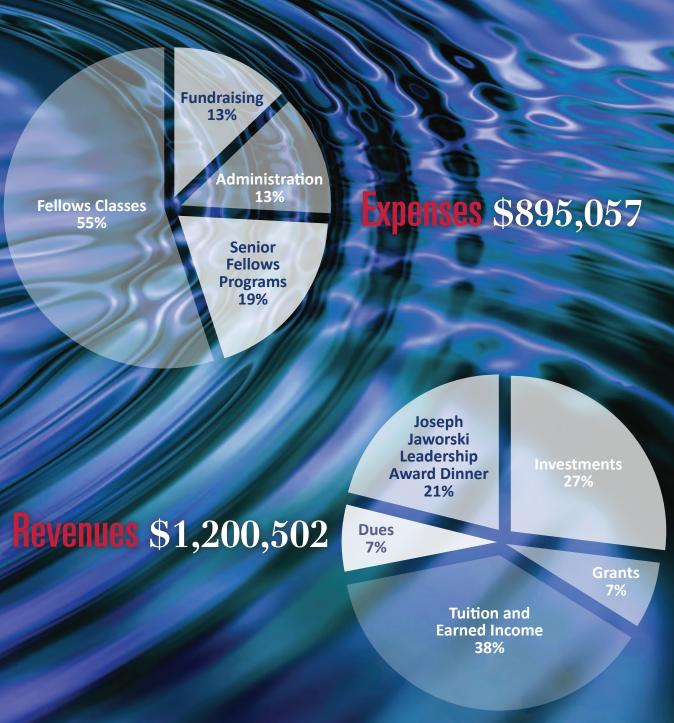
Photographer at Joseph Jaworski Leadership Award Dinner and Annual Meeting
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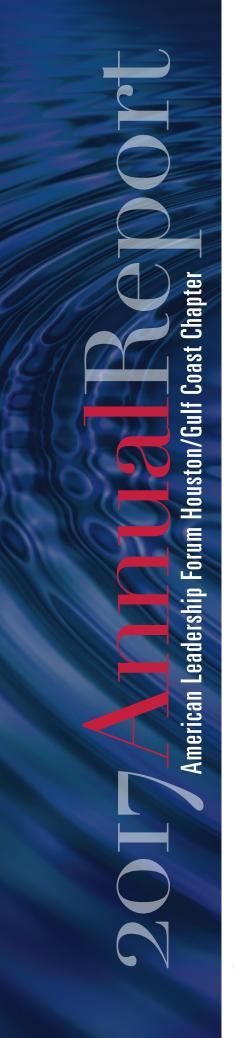
Donor of in-kind printing services - CenterPoint Energy

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Financials

For 2017, ALF had revenues of approximately \$1,200,502 and expenses of \$895,057. At year-end, ALF had investment assets of \$2.9 million, of which \$1.76 million is in the Endowed Scholarship Funds.







Mission Statement

The American Leadership Forum (ALF) is a nonprofit organization whose mission is to join and strengthen diverse leaders to serve the common good.

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