

INSIDE:

THE

SECRET SAUCE

OF

SOCIAL CHANGE

2019-20 COMMUNITY IMPACT REPORT



American
Leadership
Forum
Silicon Valley

GREETINGS

Dear Senior Fellows, Fellows and Friends of ALF,

Fifty years ago this year, in his landmark 1970 book “The Recovery of Confidence,” ALF co-founder John W. Gardner wrote these words: “There can be no possibility that moral, ethical or spiritual values can be made to survive from one generation to the next if the only preservatives are words, monuments, rituals and sacred texts. ... The way to show reverence for values is to act on them.”

If 25 years is an accurate measure of a generation, we are now two generations removed from the days in which Gardner wrote these words. Our time, and the underlying need for the American Leadership Forum, is very different from Gardner’s time – and yet not so different at all. In our time, just as in his, ALF Silicon Valley and its sister chapters across the country are doing difficult, important and community-shaping work that advances the values underlying ALF’s mission: To join and strengthen diverse leaders, creating and supporting networks for good.

This year’s Impact Report reflects the many ways in which the ALFSV network is carrying out this mission. Measuring, in concrete terms, the impact of diverse leaders is not easy. But this brief, fact-filled summary illustrates how ALF’s network is in action at both the individual and collective level throughout our area of Northern California – and how that action is making a difference.

Whenever I meet with other Senior Fellows these days, I’m struck by how many want to talk about how their personal leadership stance has changed in meaningful ways as the result of their ALF experience. More importantly, I’m encouraged and delighted by how many are tapping into our diverse network to make change happen in a larger, collective way.

With the graduation of this year’s class of Senior Fellows, there will be almost 750 men and women in the network – an amazing, diverse, energetic network for good. I hope you’ve found constructive ways to tap into that network as well – and, if not, that you’ll reach out to Suzanne or other members of the board. John Gardner’s advice from 50 years ago is just as relevant, and perhaps even more urgent, today.

Yours sincerely,
John Hollar
Chairman of the Board



Building Something Better.

As I write this note for our 2019-20 Impact Report, our world is suddenly and dramatically in the throws of a pandemic. Our state is under a strict shelter in place order. Just like that, our communities, families and workplaces have been turned upside down. Mother nature has put us on a serious and indefinite time out.

As I personally weather the storm and plot a strategy moving forward with my family and colleagues, I can’t help but reflect on the tremendous ROI of the Fellows experience and Senior Fellows Network at this time of crisis. Network collaborations for the common good are off the charts. Our current class of Fellows is soaking up new relationships and the support they offer, while we navigate new online platforms for learning and connection. As Chair of the ALF National Board, I’m encouraging our ten chapter executives and their board members to leverage the national network of nearly 5,000 Senior Fellows in this moment, and to generously share tools, materials and best practices with each other. What this pandemic has taught us so far is that we are inextricably connected. We impact each other, and we need each other.

I posed this question to Class XXXIX and I’ll ask the same of you all: If we’re in the midst of a global disruption, how might we as leaders and as a network seize this moment to create a more equitable and thriving Silicon Valley? What opportunities lay before us to change systems that have benefited some but left others behind? Do we have the courage to seek answers to those questions?

As we navigate new ways of living and economic upheaval in the wake of COVID 19, I invite you all to lead with three things: grace, flexibility and empathy. We are all experiencing this global crisis together. It’s hitting us in different ways, at different depths. This moment is an opportunity for us to practice new ways of being that take the common good into consideration with curiosity and generosity. We are in the laboratory – right now. Let’s not waste the moment to grow.

Finally, I leave you with a reminder of our Senior Fellow commitments:

- Take the call & make the call. Use the network.
- Dialogue First. Suspend judgment, be curious, be open, listen.
- Educate, Innovate, Donate. Be a part of systems change.
- Engage in ALF. Your participation makes us all stronger!

Wishing you good health... along with grace, empathy and flexibility.

Sincerely,
Suzanne St. John-Crane
Chief Executive Officer



DONOR RECOGNITION

Donor Recognition

LEADERSHIP CIRCLE \$50,000 or more

Becky Morgan, Class VI
Susan Orr, Class VII
Randy Pond, Class XVII
Lisa Sonsini, Class XIV / Education XXVI

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Judy and George Marcus, Class XI and Class III

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John Hollar, Class XXIV

Karen and Greg King, Class XXXIII and Class XXIV
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C.S. Park, Class XVIII
Heather Rangel, Class XXXIII
Kim Rivera, Class XXXIII
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Rich Slavin, Class XIX
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\$5K CLUB \$5,000 to \$9,999

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Karen Rudolph, Class XVII
Diane Savage, Class XVI
Sanjay Vaswani, Class XV
Chester Wang, Class VI
Barry Williams, Class XX

SUSTAINABILITY CIRCLE

Recurring monthly gifts to ALF

Carl Agers, Class XXXV
Steve Borkenhagen, Class XXXI
Gabriel Buigas, Class XXI
Dana Bunnett, Class XXVIII
Tanis Crosby, Class XXXIII
Mary Dent, Class XXV
Barbara Goldstein, Urban XXXVIII
Wendy Ho, Urban XL
Drew Johnson, Class XXXIII
Teri Killgore, Urban XXXVI
Pete Kutras, Class XIX
Connie Martinez, Class X
Pat Mitchell, Class XIX
Joe Natoli, Class XIV
Jenny Niklaus, Class XXIV
Arlene Noodelman, Class XXVII
David Quincy, Class XXXIII
Porcia Silverberg, Class XXIII
Wisa Uemura, Class XXXI
Catherine Valentine, Class XXXII
Jean-Marie White, Urban XXXVI
Stephen Wright, Class XIX
Erica Yew, Class XV
Kevin Zwick, Class XXV

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The David and Lucille Packard Foundation
SAP
Silicon Valley Community Foundation

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Jayne Battey
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Class XXVI

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Class XXV

Dotty Hayes
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Class XXXV

Lee Ott
CEO, Fulcrum D Consulting
Class XXXV

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Deloitte
Class XXXIII

Marion Rittler
Head of Worldwide Sales &
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Management, CLO, HP, Inc.
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Susan Goldberg, Class XVI
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John Morgridge, Class VIII
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ALF Staff

Suzanne St. John-Crane
Chief Executive Officer
Class XXV / Urbanism XXXIV

Jenny Niklaus
Chief Impact Officer
Class XXIV

Mark Tolley
Vice President, Operations

Akemi Flynn
Network Weaver
Class XXVII

Huong Nguyen
Executive Assistant

Richard Vega, Marketing and
Communications Director



FELLOWS PROGRAM

In March of 2020, twenty-two Class XXXVII Fellows joined the Senior Fellow ranks, and twenty-six Class XXXIX Fellows began their ALF journey. The Fellows program continues to incorporate new faculty and curriculum that thread leadership and equity, mindfulness and design thinking for social impact in the Fellows experience.

All ten ALF Chapters measure five key leadership attributes before and after the ALF Fellows experience. ALF Silicon Valley reports the following:

- 100% reported growth in Leadership Stance
- 93% reported growth in Shared Commitment to Build Community
- 93% reported growth in Collective Wisdom
- 87% reported growth in Networked Action

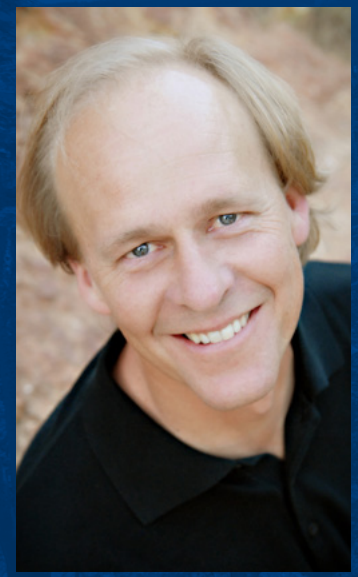
Fellows reported 30 collaborations for the common good this fiscal year.

Class XXXVII 2019-20

- Harvey Anderson, Deputy General Counsel, HP Inc
- Leslie Bacho, CEO, Second Harvest Food Bank
- Suresh Bhat, CFO, Hewlett Foundation
- Shelly Collins, Founding Partner, The Shatter Fund
- Diane Fisher, Director, Jewish Community Relations Council, Jewish Federation of Silicon Valley
- Lisa Gauthier, Mayor, City of East Palo Alto
- Tom Giles, Executive Editor, Bloomberg News
- Paul Goodard, Senior Executive & Advisor in Biotechnology
- Anjee Helstrup-Alvarez, Executive Director, MACLA
- Aftab Jamil, Partner, BDO USA, LLP
- Courtney Karnes, Director, Access to Innovation, Silicon Valley Bank
- Nanci Klein, Deputy Director, Economic Development, City of San Jose
- Greg Lippman, Founder, ACE Charter School
- Matt Mahan, CEO Brigade
- Susan Marsch, Board Member & Investor
- Lori Martinez, Vice President, Global Employee Relations, Salesforce
- Aubrey Merriman, CEO, Boys & Girls Clubs of North San Mateo County
- Shannon Nash, Chief Operating Officer & Chief Financial Officer, InsideSource
- Rob Nordgren, CEO Palo Alto Medical Group
- Lynne Pederson, Director, Customer Experience, Aeris Communications
- Priya Smith, Medical Group Administrator, Kaiser Permanente
- Andrea Urton, CEO, HomeFirst

Class XXXIX 2020-21

- David Bini, President, Building & Construction Trades Council
- Irene Chavez, Senior VP & Area Manager, Kaiser Permanente
- Chris Cheng, Vice President, Global Science & Technology
- Mary Ann Dewan, Superintendent of Schools, Santa Clara County Office of Education
- Eileen Fagan, Board Member and Change Consultant
- Rosanne Foust, President & CEO, San Mateo Economic Development Association
- Kelly Gaffaney, Partner, Deloitte Tax
- Robin Grossinger, Program Director, San Francisco Estuary Institute
- Mathew Hernandez, Chief Medical Officer, Palo Alto Medical Foundation
- Joe Hurd, Global Managing Director, Corporate Development, SOSV
- Vandana Kumar, Founder and CEO, India Currents
- Miguel Marquez, Chief Operating Officer, Santa Clara County
- Vernon Medicine Cloud, Inter-Tribal Resource Director, Indian Health Center
- Geoffrey Morgan, Chief Executive Officer, First Community Housing
- Maureen O'Connor, President, Palo Alto University
- Anke Otto-Jungkind, Global Vice President, SAP.iO
- May Petry, VP, PureStorage
- Randi Shafton, Executive Director, Peninsula Bridge
- Dave Sykes, City Manager, City of San Jose
- Nicole Taylor, President & CEO, Silicon Valley Community Foundation
- Toni Vanwinkle, Senior Director, Adobe
- Michelle VonderHaar, Deputy General Counsel and Assistant Secretary, HP Inc.
- Rick Banks, Professor, Stanford Law School
- Oscar Cantú, Bishop, Diocese of San Jose
- Dave Pine, Member, Board of Supervisors, County of San Mateo
- Helen Wilmot, Vice President of Facilities Services and Planning, Stanford Health Care



Thank you, Greg Ranstrom

For the last seventeen years, ALF Program Director Greg Ranstrom has led cohorts of cross-sector leaders through the Fellows experience, touching the lives of 341 graduates. It's impossible to quantify the impact his wise council and thoughtful facilitation has had not only on the lives of our Senior Fellows, but the people and organizations they influence as leaders.

We are so grateful for the many years Greg has dedicated to ALF and his stalwart support of our network as its Program Director.

Thank you, Greg!



“ALF has afforded me a unique opportunity to connect with an incredible network of now life-long friends and coaches, and also a greater awareness of how to use my responsibility as a leader to address the many inequalities that still exist in today’s society.”

Enrique Lores, CEO, HP Inc. (Class XXXV)

SENIOR FELLOWS NETWORK

Akemi Flynn (Class XXVII), ALF Network Weaver

Over the past six months I have had the opportunity to connect with Senior Fellows, from Class I to XL, across Silicon Valley and the country, and from different sectors and diverse cultures and backgrounds. Wow – what an amazing network of incredible leaders we have in ALF! I am especially grateful to Class Champions who lend extra leadership to keep their classes and our network connected.



Here are some highlights of learnings from my conversations with many of you about what Senior Fellows want to experience and what impact they want to be part of creating through ALF:

Senior Fellows shared that they value the relationships they have built with others they wouldn't have otherwise met and the opportunities to continue to meet new people with diverse perspectives within our community of shared ALF principles and practices.

Senior Fellows identified key priorities for us to continue to wrestle with, such as:

- Balancing dialogue and action for impact
- Focusing on individual, interpersonal, and systemic levels of change
- Reflecting the full diversity of our region – politically, geographically, culturally, etc.

Some asked: How will ALF continue to be relevant as a 30+ year old network? How can we welcome all diverse perspectives when some feel it's unacceptable to be neutral in the face of crisis in our communities and country?

Many answered:

- ALF is uniquely positioned to bring together leaders from all sectors and diverse (often divided) perspectives using our values and practices of dialogue across difference
- ALF leadership is urgently needed at this time of polarization and inequity to create a future for the common good in our community and country

I have the privilege of witnessing this kind of ALF leadership in many ways, including:

- Meaningful and challenging dialogue in the Political Perspectives Dialogue Circle that is opening and deepening understanding across differences of political views, culture, race, socioeconomic background, and more.
- The leadership of Senior Fellows who organized a film & dialogue on Vietnamese American refugee experiences with diverse participants and insights across history, culture, and current events.
- Our current Class XXXVII in dialogue about how the for-profit and non-profit/public benefit sectors can better understand, respect, and support each other for the common good.

I am inspired to see you all fulfilling our purpose of deepening our understanding and expanding our vision and commitments for how we - individually and collectively - can take action to promote a healthy community and democracy that both values diversity and difference and works for the common good.

“ALF is an effective way to quickly establish trust and honesty among strangers. My biggest insight was around the pressures faced by those who identify as political conservatives.”

-Political Perspectives Dialogue Participant

Getting smarter together

Over the last year, ALF has held 25 social and continued learning gatherings that have evolved our thinking, personal growth, decision making and connectivity for the common good.

- 3 Courageous Conversations / 170 attendees
- 3 Dinner & Dialogues / 25 Senior Fellows
- 5 Tables of 8 / 35 Senior Fellows
- 10 Class reunions / 79 Senior Fellows
- 4 Check ins, Retreats, Holiday Gathering / 115 Senior Fellows



In the last three years, the number of unengaged Senior Fellows has dropped

FROM
43%
TO
15%



COMMUNITY IMPACT

Jenny Niklaus, Chief Impact Officer

Over the past year, as I sit with various groups of leaders, over and over again I am amazed by the courage the leaders in this community display to tackle the really entrenched, seemingly unsolvable issues. Not just the issues themselves like housing, homelessness and community engagement, but the root causes that have led to inequities in our community. For those embedded in these issue areas, they are well aware of the need to get to the root of the problem and to intentionally center racism and equity in their dialogues, as they work to tackle systems change.



In addition, it is clear that leaders are hungry for places that allow for deep dialogue AND action. ALF provides a container that is built on the belief that if we can provide a place for leaders to explore, emerge and be in productive tension around how we bring forth change, we will be able to move the needle on systemic injustice.

Housing Leadership Group

Members are tackling the issues of housing and homelessness through joint learning and the development of shared advocacy platforms. The impact of this work is a more integrated and thoughtful approach to the work as each of the participants holds critical pieces to the larger puzzle.

Sustainability and Climate

Members convene in order to inspire and align the critical players around the work and call to action. They intend to engage, activate and mobilize the ALF Network in order to mitigate climate impacts and join together to accelerate climate decarbonization action.

Faith Leaders and Housing Group

Members, who include clergy, non-profit housing developers, and community advocates led two 100+ person community dialogues on housing and homelessness. They will continue to expand and scale this work to three targeted communities that have supportive and affordable housing developments being built.

Affinity Group Gatherings

59 MEETINGS / 136 ATTENDEES

Affinity groups meet regularly across diverse topic areas with various levels of depth and impact. ALF is able to provide for cross sector, dynamic, and authentic containers that do not exist in the lives of these leaders. Through this work, the groups are peeling back the layers, through dialogue, about what equity means, in the context of their work. In addition, they are driven by the desire to create a place where the people of this community are able to thrive.

Non-profit CEO Diversity, Inclusion, Equity and Liberation

With great courage, 20 non-profit leaders are challenging themselves to think deeply about race equity and the impact of white supremacy culture on themselves, their organizations and the non-profit sector as a whole. Their work is changing the way they do business, recruit board members and challenge the systems of inequity in this community.

Non-profit CEO and Foundation Leader Race Equity Group

Both sectors are working together on race equity, power and systematic injustice not just for the communities they serve but also in the overall structure of the non-profit/philanthropic system. Relationships are deepened, providing a fertile ground for co-creating more equitable social impact solutions.

“Having ALF incubate and facilitate our work on diversity, equity and inclusion was a fabulous decision. Let’s face it: Conversations about race, inequality and white supremacy are among the hardest...and with ALF providing structure and guidance, we’ve made phenomenal progress—both internally and externally.”

Chris Wilder, CEO, Valley Medical Center Foundation



“Engagement with this group, for me, embodies the essence of ALF – creating a unique space to be in ongoing dialogue with thoughtful leaders and colleagues who are rooted in this region, who are generous in sharing deeply, and who inspire and challenge me to be open to my biases and to be a stronger actor and ally for our common good.”

Chris DeCardy (Class XXIII)
on ALF’s Non-Profit & Foundation Leader Dialogue Circle

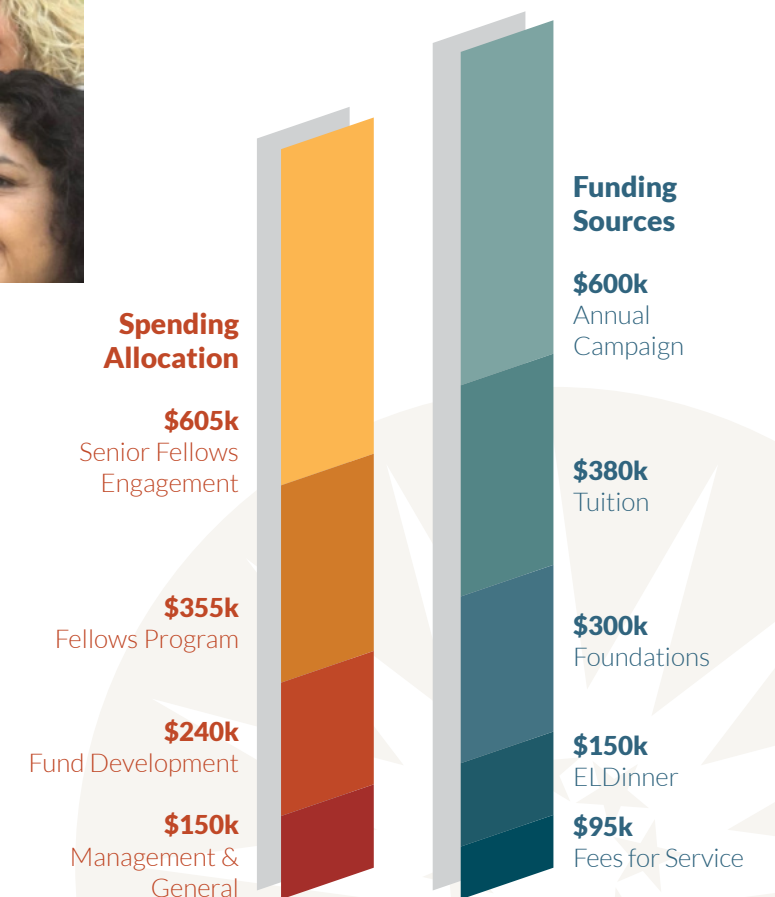


“Our team was very inspired, touched, motivated, excited, moved, etc., from ALF’s facilitation. It was hard, painful, challenging and also uplifting. We don’t want to lose the momentum or the feelings. We made a lot of progress.”

Naomi N. Nakano-Matsumoto (Class XXIV), Senior Director,
Senior Director, Social Justice at YWCA

ALF In Community

ALF is being called upon by public and non-profit organizations to bring dialogue strategies to public convenings that allow for deeper understandings across differences - and innovative solutions - to emerge.



MISSION:

ALF joins and strengthens diverse leaders, creating and supporting cross-sector networks for good.

ULTIMATE OUTCOME:

Courageous, diverse networks of cross sector leaders are working towards an equitable and thriving Silicon Valley.

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