

**ONE FRIDAY  
A MONTH  
COULD CHANGE  
EVERYTHING.**



**AMERICAN  
LEADERSHIP  
FORUM**  
SILICON VALLEY



**AMERICAN LEADERSHIP FORUM SILICON VALLEY**  
**FELLOWS PROGRAM**



**AMERICAN  
LEADERSHIP  
FORUM**  
SILICON VALLEY

**CLASS XLVII • 2027/2028**



**THIS IS NOT AN MBA  
PROGRAM.**

**THIS IS ABOUT  
ELEVATING  
YOUR SKILLS &  
TRANSFORMATIONAL  
LEADERSHIP.**



The background of the page is a dark blue topographic map. It features numerous white contour lines of varying thickness and spacing, representing different elevation levels. Some of the visible contour lines are labeled with numbers such as 580, 600, 620, 640, 650, 660, 680, 700, 720, 740, and 760. The lines are irregular and wavy, typical of a natural terrain map. The overall effect is a textured, layered appearance.

# LETTER FROM THE CEO

Welcome to ALFSV! We are so excited to begin this journey with you.

After 24 plus years as a Superior Court judge, I retired and joined ALFSV as its fifth CEO in February, 2026. During my first 120 days, I spoke with more than 100 senior fellows in my listening tour. I heard from senior fellows – people who have completed their one-year class experience – who shared their perspectives on what ALFSV means to them and what they value about their ALFSV connections.

While people provided a range of support, feedback, and suggestions, every single person loved their classmates. They talked about the deep bonds they forged within their classes with people whom they would likely never meet had they not joined their cross-sector, curated, and diverse class. That is diversity in its broadest sense: diversity of sphere of influence, geography, thought, upbringing, race, ethnicity, abilities, choice of mates, socio-economic access, and more.

In a nation that is divided, I saw ALFSV's potential and promise to bring people of influence together from varied backgrounds. We have the opportunity to set an example of how we can overcome differences to understand and work with one another, and, second, to lift up our society for the benefit of the common good. The tragedy of divisiveness is not just the divide itself, but the lost opportunity for all to come together as their better selves to elevate the world around them.

Along the way, participants are connected to speakers and facilitators, classmates, readings, as well as immersive and interactive experiences. The result: their transformation as leaders in their own businesses and agencies. The curriculum is a mix of the practical, theoretical, and teachings provided by the class itself with offerings on constructive communication, focused listening, ethics, and more. We are also updating the curriculum. An example is the class's work on emotional regulation that leads to greater understanding of ourselves and others and an increased capacity to deal with stressful situations with more emotional control and grace for ourselves and others. In my time on the bench and with ALFSV, I have seen admired leaders lose their composure, snipe at people, and later regret it. Each time that happens, we lose credibility and trust with those whom we lead. This is why I am adding this component to the curriculum.

Because each participant is a successful leader in their own sector, we know that each participant is extremely busy – that's sort of our brand, or our way of pursuing excellence in our work – in the Silicon Valley and Greater Bay Area! But reams of research tell us that we humans crave authentic and meaningful connections and often leaders in their industry cannot connect with their peers or teams in the way that will re-energize and sustain them.

I suspect that you will come to welcome a day or two each month away from the call of duty to engage with your class. I expect that you will come out of your ALFSV class experience rejuvenated and transformed. You will join a network of people who have similar training and a similar lexicon. The walls – or divisions – that stymie genuine connection will be lifted. Imagine the good that we can all do together.

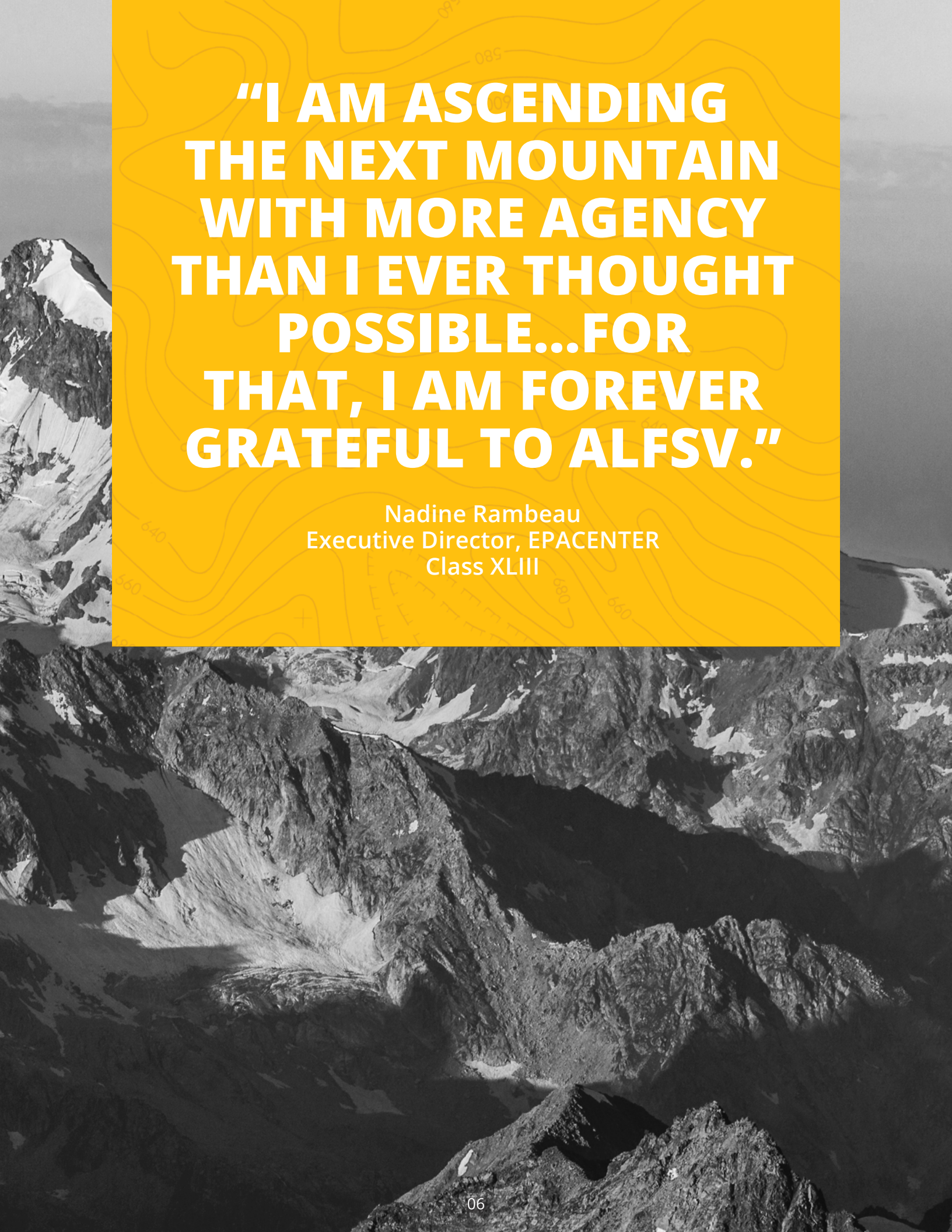


**Erica Yew**

Chief Executive Officer

American Leadership Forum Silicon Valley

ALF Senior Fellow, Class XV



**"I AM ASCENDING  
THE NEXT MOUNTAIN  
WITH MORE AGENCY  
THAN I EVER THOUGHT  
POSSIBLE...FOR  
THAT, I AM FOREVER  
GRATEFUL TO ALFSV."**

Nadine Rambeau  
Executive Director, EPACENTER  
Class XLIII



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**ANN DEBUSK**  
FOUNDER, ALF SILICON VALLEY



# THE ALF STORY

American Leadership Forum (ALF) was founded in 1980 in Houston, Texas by Joseph Jaworski, who left his successful law practice to address what he increasingly saw as a crisis of leadership throughout the country. He envisioned an organization dedicated to bringing together diverse leaders from multiple sectors in communities across the country to deeply explore their personal leadership capacity, build deep trust among the group to help each leader learn how a diverse gathering of people from every sector of society can coalesce around issues and discover new possibilities.

In 1988, our Founder Ann DeBusk was approached by ALF founder Joseph Jaworski and and subsequently encouraged by former U.S. Secretary of Health, Education and Welfare, John W. Gardner, to build a Silicon Valley Chapter.

**ALF SILICON VALLEY HAS JOINED AND STRENGTHENED MORE THAN 850 LEADERS SINCE 1988 AND IS PART OF THE ALF NATIONAL NETWORK WITH OVER 5,000 SENIOR FELLOWS ACROSS THE COUNTRY.**

The ALF Fellows program brings together seasoned leaders—from private, non-profit, and public sectors—to explore their shared humanity, broaden their systems thinking, deepen their capacity to dedicate and leverage networks for good. Graduates of the program—known as Senior Fellows—share a common understanding of, dedication to, and capacity for, acting as better human citizens and networked leaders.

ALF's impact on the community springs from this engaged, vibrant, evolving and active network of leaders who, through the course of their life and work, inspire their colleagues to community action.

A black and white photograph of a hiker with a large backpack on a trail. The hiker is wearing a jacket and pants, and is walking on a path made of logs. The background shows a forest and a large rock formation. A red overlay covers the middle of the image, featuring a white topographic map pattern with contour lines and elevation numbers (600, 620, 640, 660, 680, 700, 720, 740, 760, 780, 800, 820, 840, 860, 880, 900, 920, 940, 960, 980, 1000).

## CONNECT.

Reflect on your life journey and leadership stance, learn and practice a different way of dialoguing around different issues, try on concepts and new practices with your classmates in a trusted, confidential environment, and experience self-renewal. Choose a question, decision or area of focus to work on.

## INSPIRE.

Take a journey to the wilderness with your classmates, deepening team relationships through physical challenges and exercises that explore our differences, creating renewed understanding and empathy for diverse life paths. Become comfortable being uncomfortable. Shift to a citizen mindset, creating a class and an extended network that takes care of the whole.

## TRANSFORM.

Work with ALF guest faculty around the keys to achieving our highest outcomes. Engage in inquiry circles with classmates to work through barriers and begin to set a course forward.

Connect to the greater ALF network, exploring ALF principles applied through ALF Affinity Groups and the broader community. Dive into design thinking around social and civic challenges, accessing the wisdom of your classmates to co-create innovative solutions inside and outside workplaces and across Silicon Valley.

Commit to your next steps at Stand and Deliver, followed by an intimate graduation experience.

# THE ALF FELLOWS PROGRAM EXPERIENCE

Through the ALF Fellows experience, leaders reach outside of their professional training and networks to explore stories and strategies that raise our collective consciousness, deepen empathy and expand our ability to see, feel and lead in this new paradigm.

**Our signature Fellows Program experience is built upon these core ALF National values:**

We believe in the power and importance of trusted relationships among leaders from different backgrounds.

We believe that diversity, equity, inclusion, justice, and belonging are critical for thriving, equitable communities, healthy people, and a healthy planet.

We believe in the power of open dialogue and collaborative leadership with leaders who have curiosity about people whose identity, culture, background and work/life experiences may be different from their own.

We believe we have a responsibility to prioritize active civic engagement and equitable service to all people in our communities.

We prioritize and engage in practices of mindfulness, grace, accountability and openness to personal and professional growth & resilience.





### MY LEADERSHIP

Co-creating a brave space to be vulnerable as a leader and human. Exploring our/my personal experiences and building empathy for people on different paths. Setting personal intentions for the year. Developing and incorporating a mindfulness practice.

### OUR COMMUNITY

Creating a class community built on empathy, honesty and trust. Deepening relationships and holding each other accountable. Engaging in courageous conversations. Wrestling with power, privilege, equity, and belonging, and the discomfort that arises due to differences in the room.

### OUR IMPACT

Exploring new possibilities from our deepened relationships and broadened perspectives. Embracing civic responsibility and network leadership. Applying what we've learned by making decisions differently in our personal, professional and community circles. Collaborating to create a more equitable and thriving Bay Area.

**THE ALF Fellows Program offers a compelling and relevant platform from which the class creates an authentic and dynamic learning environment. Three core principles help to create the most value in the program: presence, confidentiality, and generative dialogue.**

## **PRESENCE** | Show Up

The simple act of showing up and participating fully in each session may be the most powerful contribution you can make to the overall success of the program. The class curation process is methodical and intentional. Your presence and engagement is critical to the class experience. Significant individual and class development opportunities occur throughout the year without regard to the subject matter on the agenda. Therefore, we caution you not to make any judgements about whether to attend based upon the content scheduled for the day. Fellows can be surprised by all they missed in one session.

## **CONFIDENTIALITY** | Keep It In The Class

The Fellows Program offers a unique opportunity for leaders to learn from each other. From day one we request an agreement among all to hold our conversations in confidence. This confidence will allow individuals to explore important issues and opportunities in a community of supportive peers.

## **GENERATIVE DIALOGUE** | High Quality Conversation

ALF is a non-partisan organization bringing together a broad diversity of political ideologies and religious beliefs. Dialogue across differences is core to our curriculum and a commitment that we make as Senior Fellows to practice. The capacity to both engage in and sponsor dialogue for the common good is a distinguishing characteristic of an ALF Fellow and Senior Fellow.



**“WE NEED A  
LANGUAGE THAT  
BRINGS US TOGETHER  
ABOUT THE DEEPEST  
THINGS WE CARE  
ABOUT RATHER THAN  
PUSHING US APART.”**

Joseph Jaworski, Founder  
American Leadership Forum

# APPLIED LEARNING

Throughout the year, each Fellow is asked to apply ALF principles and practices within their scope of influence. What each Fellow chooses to do can vary tremendously. A Fellow may change an organizational structure or alter regularly occurring meetings; another may host a dialogue following a significant community event.

## HOSTING A SESSION

Fellows will be invited to host one of the class sessions throughout the year. This is an opportunity to “bring your classmates to work” and provide some insight into your company, and your world.

# CLASS XLVII 2027-2028 SCHEDULE

## Pre-Orientation

Finding Our Rhythms: An immersive, fun introduction to the year.

**MAR 13**

## Orientation\*

Taking Leadership Personally (Overnight)

**APR 9-10**

## Leadership During Exponential Change

**MAY 8**

## Pre-Wilderness: Practice Hike

Introduction to technical and adaptive transformation.

**JUN 12**

## Wilderness Experience\* (Overnight)

*Please note: There is no cell or internet access for all but a brief stop on a hike. There is a landline for emergencies only.*

**JUL 10-15**

## Social Gathering

with significant others/families

**AUG TBD**

## Dialogue Across Difference

Gathering diverse political, social, work-based perspectives to strengthen leadership resilience.

**SEP 11**

*Attendance is expected at each class day, and participants may not continue in the program if they miss a session marked with an asterisk.*

*Most days will begin at 8am and adjourn at 4pm.*

# CLASS XLVII 2027-2028 SCHEDULE

Forecasting the Future for Leadership

**OCT 9**

**Design and Innovation:**

How to lead your team to design effective change.

**NOV 12-13**

Using the perspectives of your colleagues to build your leadership effectiveness and community connection.

**JAN 8**

Taking Stock Retreat\* (Overnight)

**FEB 11-12**

Drumming Encore

**MAR 12**

**Graduation\***

Braiding Sweetgrass: Tending teams and networks.

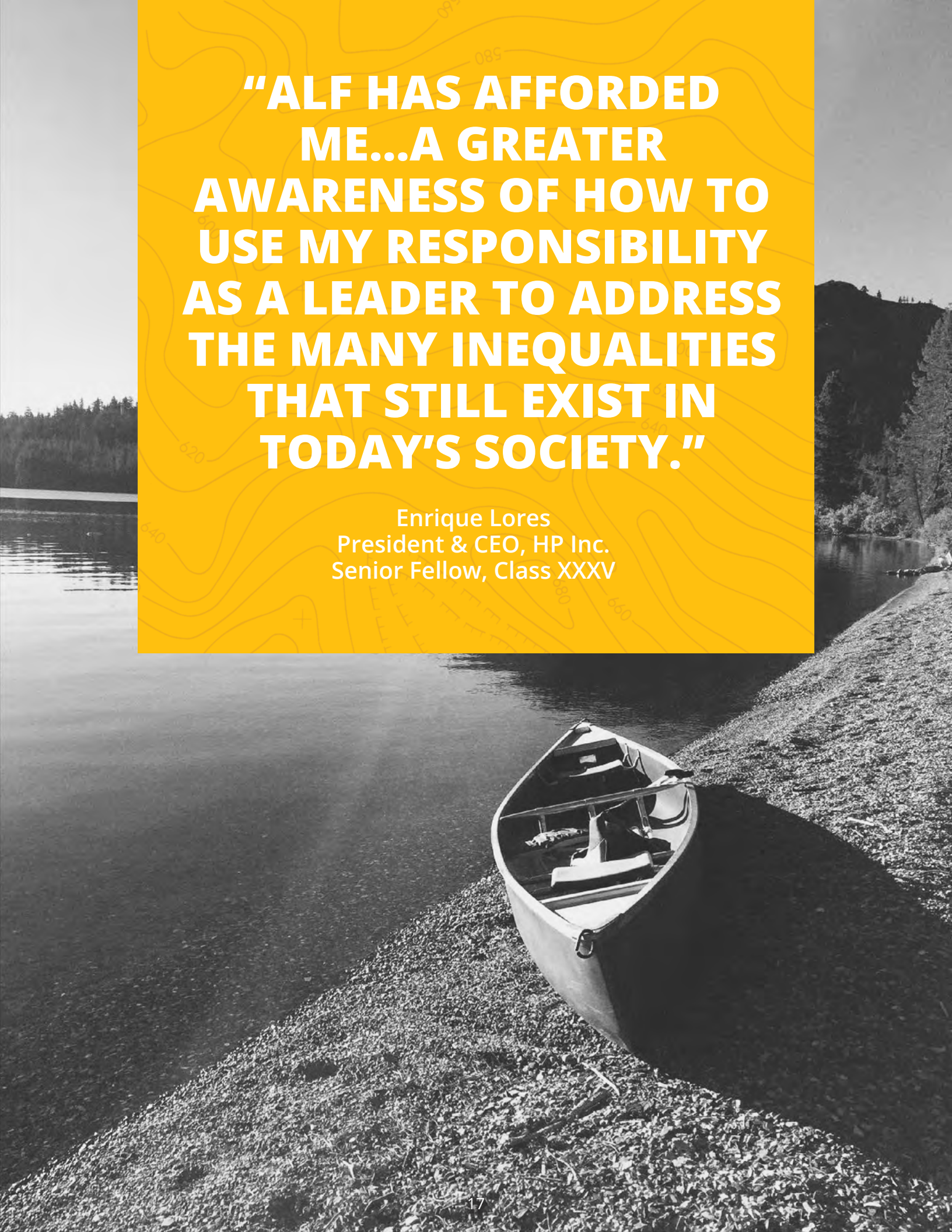
**MAR 26**

Post-Graduation Check-In

**OCT 7**

*Attendance is expected at each class day, and participants may not continue in the program if they miss a session marked with an asterisk.*

*Most days will begin at 8am and adjourn at 4pm.*



**"ALF HAS AFFORDED  
ME...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  
President & CEO, HP Inc.  
Senior Fellow, Class XXXV

# HOW TO BE A PART OF THE EXPERIENCE

## ONLY 28 ARE INVITED. PRESENCE, COMMITMENT, AND PARTICIPATION ARE REQUIRED.

ALF's Network Development Committee selects up to twenty-eight leaders from across sectors annually who have been nominated by the broader network of Senior Fellows, the graduates of the Fellows program. The primary source of value in the ALF Fellows Program is the commitment of each Fellow to one another. We, as an organization, deeply invest in the care and development of these twenty-eight Fellows and therefore, ask for your complete presence, commitment and participation throughout the Fellows year.

Historically, classes have honored the needs of a Fellow who misses a session because of unique and unavoidable circumstance; however, many classes have struggled when a particular Fellow missed more than two sessions. **ALF may decide to exit a Fellow from the program should they miss more than two classes. Please manage your calendar to make all scheduled sessions.**

## TUITION

*ALF Fellows Experience Tuition is \$18,000 + \$750 commitment fee.*

In order to secure your spot, full or partial payment is due within forty-five days of your invitation to the

program. If this presents a hardship, payment plans may be arranged.

*Please note: Once you accept the invitation into the Fellows Program experience by signing a Commitment Form, 30% of tuition is collectible and non-refundable.*

Many Fellows are sponsored by the organization where they work with tuition being funded via professional development or travel budgets. Some Fellows cover their tuition personally. The personal commitment fee must be paid by the ALF Fellow. Please let us know if you would like to learn about our sliding-scale scholarships that are available based need.

## HEALTH REQUIREMENTS

As a part of the Fellows experience, you will join your class on a six-day wilderness trip typically held in the Lake Basin region of the Sierras. Accommodations are shared, with two nights in tents.

Participants will be involved in strenuous physical activities that include walking on uneven terrain, hiking uphill and downhill with a 10- 25 lb. pack for distances of 5 – 8 miles at altitudes of up to 8,000 ft., and rock climbing and rappelling. These activities are not required but are a part of the group experience. We recommend that all Fellows see their doctor for a physical prior to the trip.

ALF has accommodated a wide variety of physical limitations and health needs, from Fellows in wheelchairs or on crutches, to severe dietary restrictions, to C-PAP machines. Please do not hesitate to ask for medically necessary accommodations prior to the trip.

# BECOMING A SENIOR FELLOW

At your last class session, you will complete the first part of your ALF journey and begin another. Senior Fellows are graduates of the ALF experience and are part of a network unlike any other. We are 850 strong and growing, with influential cross-sector leaders from across the Valley.

Being a Senior Fellow comes with incredible opportunity, as well as responsibility. We ask all Senior Fellows to make these commitments:

## **TAKE THE CALL & MAKE THE CALL.**

USE THE NETWORK.

**DIALOGUE FIRST.** SUSPEND JUDGEMENT, BE CURIOUS, BE OPEN, LISTEN.

## **EDUCATE, INNOVATE, DONATE.**

BE A PART OF SYSTEMS CHANGE.

## **ENGAGE IN ALF.**

YOUR PARTICIPATION MAKES US ALL STRONGER!

## **ALF CONNECT**

Once you graduate, you will be given access to ALF Connect, a website and smartphone app connecting Senior Fellows from all ALF chapters. You will be invited to join Affinity Groups, participate in Discussions, register for Events, and connect with other Senior Fellows with similar areas of interest.

## **AFFINITY GROUPS**

Senior Fellows are encouraged to start or strengthen ALF Affinity Groups, where Senior Fellows connect across classes around life, work, and community concerns. Some groups are meant to be social or coaching circles, while others are deeper dialogue opportunities around community issues with tangible outcomes. Affinity Groups are one way we as Senior Fellows connect beyond our classes and can deeply access the full potential of the network. A list of current Affinity Groups is online.

## **ALF INSIGHTS**

Bring the power of ALF facilitation and convenings to your business or organization. ALF Insights has the ability to emerge new frameworks for how an organization, team or network of leaders manages change and embraces dynamic processes. Learn more at [alfinsights.org](http://alfinsights.org).

## **COURAGEOUS CONVERSATIONS**

ALF does not shy away from difficult dialogues on entrenched, systemic issues. Quite the contrary — we embrace them. ALF hosts speaker series and small group dialogues throughout the year. You are invited to suggest / host / attend.

## **BOARD & COMMITTEE SERVICE**

Senior Fellows are invited to be a part of ALF organizational work, from helping to seat classes to providing financial oversight. A couple of graduates are generally invited to join the Board of Directors.

## **ALF POWER CIRCLES**

The ALF Silicon Valley team assists with connecting you to a strategic group of Senior Fellows to help advance your defined project.



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