
HORATIO ALGER
ASSOCIATION
of DISTINGUISHED AMERICANS, INC.
A HISTORICAL ACCOUNT

*Ad Astra Per Aspera -
To the Stars Through Difficulties*

2007 – 2017



HORATIO ALGER
ASSOCIATION
of DISTINGUISHED AMERICANS, INC.
A HISTORICAL ACCOUNT

*Ad Astra Per Aspera -
To the Stars Through Difficulties*

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Horatio Alger, Jr., 1832 – 1899



*Dr. Norman Vincent Peale with
Founder Dr. Kenneth J. Beebe*

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HORATIO ALGER ASSOCIATION *of* DISTINGUISHED AMERICANS, INC.
A HISTORICAL ACCOUNT



*Association Officers during 2015 International Board events (L to R):
David L. Sokol, Walter Scott, Jr. (seated), Dennis R. Washington,
Paul Anthony Novelly, and Byron D. Trott*

~ FOREWORD ~

FROM THE BOARD OF DIRECTORS OF THE HORATIO ALGER ASSOCIATION OF DISTINGUISHED AMERICANS

*This publication is dedicated to
Horatio Alger Members – 2007 to the present*

We are proud to be leading the Horatio Alger Association of Distinguished Americans. Building on the work of founder Dr. Kenneth Beebe, for seven decades the Horatio Alger Association has been recognizing outstanding men and women who have triumphed over humble beginnings and adversity to achieve success in their respective fields. To date, 731 distinguished Members have been inducted since 1947. As the membership has increased, so have the Association's spheres of influence and outreach. We don't believe Dr. Beebe, who was closely assisted by Dr. Norman Vincent Peale, would recognize the Horatio Alger Association as it exists today, but we do believe that both gentlemen would be very proud of what the organization has become.

This publication provides an update featuring the tremendous growth that has taken place over the past decade since the Association's historical account, *Ad Astra per Aspera—To the Stars through Difficulties*, was produced in celebration of its 60th anniversary in 2007. The foreword in that publication notes that the Association had awarded more than \$52 million in need-based scholarships to 11,000 young people. Today, that total stands at \$125 million in need-based, privately funded scholarships awarded to 25,000 students. This is just one example of the explosive growth of the Association's programs and services over the past 10 years.

An overarching theme this past decade has been *Carpe Diem*—Seize the Day. The following account outlines what has resulted from visionary leadership and the dedicated commitment of the Association's Members as they seized the present moment to help more young people and reach more people with the Association's inspirational messages. In this work, they have been assisted greatly by their Life Partners, the Friends of Distinction, and Horatio Alger Alumni Scholars. Working together, we are participating in proud traditions and acknowledging the benefits we have received through the freedoms we enjoy in the United States and Canada as we help to perpetuate the possibility of success for our fellow citizens.

We hope you enjoy this account of individuals who are using the fruits of their achievements and their own struggles with adversity to inspire others to ensure the American Dream for future generations.

Ad Astra per Aspera — To the Stars through Difficulties.

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The Cross Country Group

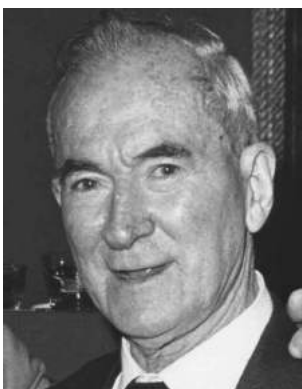
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Chairman and CEO
FE Holdings, Inc.

Terrence J. Giroux
Executive Director

A SALUTE *to* HORATIO ALGER
CHAIRMEN *and* PRESIDENTS



Kenneth J. Beebe
1951-1970



Cecil Earle Baker
1970-1975



Norman Vincent Peale
1975-1976



Arthur Rubloff
1976-1981



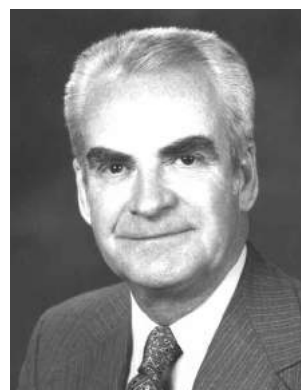
George Shinn
1976-1978



Zenon C. R. Hansen
1978-1980



John W. Galbreath
1980-1981



Dean W. Jeffers
1981-1983



R. David Thomas
1983-1985



John W. Rollins, Sr.
1985-1987



W. W. "Foots" Clements
1987-1989



Charles R. "Red" Scott
1989-1991



Harry A. Merlo
1991-1993



James R. Moffett
1993-1995



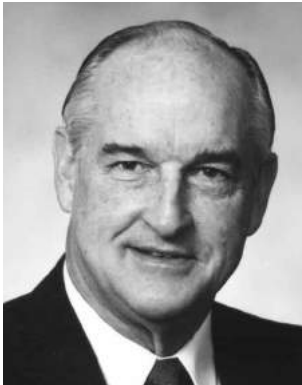
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1995-1998



Richard L. Knowlton
1998-2000



H. Wayne Huizenga
2000-2002



Walter Scott, Jr.
2002-2004



Dennis R. Washington
2004-2006



Joseph Neubauer
2006-2008



David L. Sokol
2008-2010



Paul Anthony Novelty
2010-2015



Byron D. Trott
2015-2017



Matthew K. Rose
2017-2019



Barbara Barrett
2019-2021



HORATIO
ALGER
AWARD

HORATIO ALGER ASSOCIATION
OF DISTINGUISHED AMERICANS INC.

~ CHAPTER 1 ~

CELEBRATING SIXTY YEARS

OF EXCELLENCE

2007

The 60th anniversary of the Horatio Alger Association of Distinguished Americans gave its Members opportunity to reflect on all the Association had accomplished since 1947 and determine objectives for its future. The cornerstone for the historical salute was the 60th-Anniversary Horatio Alger Awards Induction Ceremonies.

60TH-ANNIVERSARY HORATIO ALGER AWARDS INDUCTION CEREMONIES

In 2007, the Horatio Alger Association of Distinguished Americans was poised for a grand celebration. Executive Vice President David L. Sokol and his Life Partner, Peggy Sokol, served as the chairs for the induction ceremonies, held in Washington, D.C., on April 12–14, 2007, concurrently with the National Scholars Conference for the 2007 class of high school graduates receiving Horatio Alger National Scholarships.

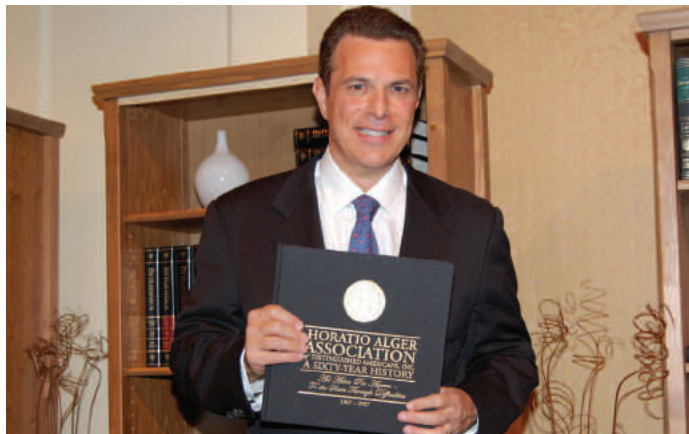
The theme of the events was *Ad Astra per Aspera—To the Stars through Difficulties*. However, at the request of Peggy and David Sokol, the real theme was the National Scholarship recipients themselves. Each event highlighted Scholars: National Scholar Alumni were featured at the events on Thursday evening; Scholars nearing completion of their college studies were represented at the Members Luncheon; the newest Scholars were saluted at the Awards Induction Ceremony and the concluding Breakfast on Saturday, April 14.

In a grand gesture, the board determined that the 2007 Norman Vincent Peale Award would be presented to the entire Membership. This was in appreciation for all the past and present contributions from Members that had enabled the Association to reach this milestone. The following new Members were inducted during the Awards events:



Class of 2007 (L to R): David M. Rubenstein, Clarence Otis, Jr., Craig Hall, Thomas J. Brokaw, Jenny Craig, Craig R. Barrett, Sid Craig, Howard Schultz, Richard M. Rosenberg, Roger T. Staubach, Chris Sullivan

The celebration started with a special anniversary luncheon hosted at the Ritz-Carlton Hotel on Thursday, April 12. Highlights included remarks by Association Member Colin L. Powell ('91) and historian and television commentator Michael Beschloss. The luncheon incorporated the Association's annual Membership meeting, which resulted in Doris K. Christopher ('06) and Sam Fox ('05) being elected as new Directors on the Association's Board of Directors and re-election of the following Members to a second five-year term: John H. Dasburg ('01), Archie W. Dunham ('01), and Bill Greehey ('01). At the luncheon's conclusion, a copy of *Ad Astra per Aspera—To the Stars through Difficulties*, the Association's first written historical account, was presented to Lynn Beebe Lambeth, daughter of founder Kenneth Beebe.



Historian and commentator Michael Beschloss with the Association's historical account



*President Joseph Neubauer presenting a copy of *Ad Astra per Aspera*, To the Stars through Difficulties, 1947–2007 to Lynn Beebe Lambeth, daughter of founder Dr. Kenneth Beebe*

For the 15th consecutive year, Justice Thomas ('92) hosted Association Members and Life Partners at the Inaugural Reception and Ceremony at the Supreme Court. In addition to the new Members receiving their Horatio Alger medallions from Justice Thomas, remarks by National Scholar Alumna Lindsay Marshall ('97) and musical performances by the Washington Saxophone Quartet inspired the participants. The event concluded with the introductory procession and salute to the 2007 National Scholars.

That evening, the Anniversary Dinner at the Andrew W. Mellon Auditorium honored all Association Members. During the dinner, several National Scholars Alumni spoke on the theme "This I Believe." Their remarks were interspersed with musical performances, including an operatic piece by National Scholar Alumnus Bryce Smith ('95).



Colin L. Powell ('91) and Gabrielle Kirk McDonald ('04)



Clarence Thomas ('92), host of Inaugural events at the Supreme Court



2007 Inaugural Dinner, Andrew W. Mellon Auditorium



*Thomas Brokaw ('07),
Keynote Speaker, 2007
Members Luncheon*

The next morning at the Members Forum, Dr. Thomas Haggai ('80) moderated the question-and-answer sessions between Scholars and the new Members. Members, Life Partners, and Scholars then proceeded to the Members Luncheon in the Diplomatic Reception Rooms at the U.S. Department of State. The Hon. Henrietta Fore, Under-secretary of State for Management and our host for the luncheon, welcomed participants before Dr. Robert H. Schuller ('89) provided the invocation. After

participants enjoyed lunch, Peggy Sokol introduced three Alumni Scholars, Dezeray Edwards, Nathan Nguyen, and Courtney Phelps, all from the class of 2004, who shared brief remarks about their life stories and experiences in receiving a Horatio Alger National Scholarship. Award Honoree Tom Brokaw provided the keynote address.



Wynton Marsalis and his jazz ensemble during the 60th-Anniversary Awards Induction Ceremony

Ed McMahon ('84) continued in his role as the executive producer and master of ceremonies of the 60th-Anniversary Horatio Alger Awards Induction Ceremony, held at DAR Constitution Hall on Friday, April 13. For a second year, he was assisted by Lou Dobbs ('99). The evening featured the life experiences of the new Members being formally inducted into the Association. R. James Nicholson ('00) narrated a salute to America's armed forces that acknowledged Julia and George L. Argyros ('93) for their support for the Horatio Alger Military Veterans Scholarship Program. Entertainment was provided by jazz legend Wynton Marsalis, and the evening ended with a musical salute to our National Scholars. Guests were then invited to attend the Chairman's Reception at the Ritz-Carlton Hotel, featuring music by The Big Bad Voodoo Daddy Band.

The 60th-Anniversary Awards celebration concluded with the Breakfast Saluting the National Scholars, on Saturday, April 14. Here Mrs. Neubauer provided an update on activities of the Life Partners, and National Scholar Alumna Amy Scott ('98) moderated a panel session with five of the National Scholars responding to questions from Members and Life Partners. Then a video presented highlights of the 2007 National Scholars Conference. Opening footage showed several Scholars as they packed to travel to Washington, D.C., followed by



Stedman Graham spoke to 2007 National Scholars during the closing session of the 2007 National Scholars Conference.

significant scenes from the four-day conference, including special sessions with Jeanette Lerman-Neubauer and Justice Clarence Thomas ('92). That evening the 2007 National Scholars Conference formally concluded with a keynote address by Stedman Graham of S. Graham and Associates, followed by a dessert social and dance.

To encourage attendance and to generate support for the Awards, a member-to-member campaign was created which culminated in Association Member Thomas S. Haggai sending a letter to all Association Members. This approach would be expanded in subsequent years with the establishment of Class Coordinators for each year of induction. The 60th-Anniversary Horatio Alger Awards events raised \$6,631,146 to support the Association's programs and educational activities.

GOVERNANCE

Assuming their offices in April 2006, Chairman Dennis R. Washington ('95) and President and CEO Joseph Neubauer ('94) provided leadership for the Association in 2007. During their first year, they, in partnership with their fellow Executive Committee Officers and the Board of Directors, enacted several projects and objectives that would support the long-range goals and have a lasting impact on the Association's future. These included the following:

- Seeking proposals from public relations firms to help raise awareness of the Association's mission and members
- Contracting with management assessment firm Cavanaugh, Hagan & Pierson Inc., to conduct a thorough review of the Association's bylaws and governance structure
- Determining to have lifelong relationships with the Association's Scholars
- Approving the increase in the value of the National Scholarship from \$10,000 to \$20,000

Mr. Washington and Mr. Neubauer were also each personally responsible for helping to expand the Association's scholarship programs. In 2006, Mr. Washington, along with his Life Partner Phyllis Washington, established the Dennis R. Washington Horatio Alger



Chairman Dennis R. Washington ('95)

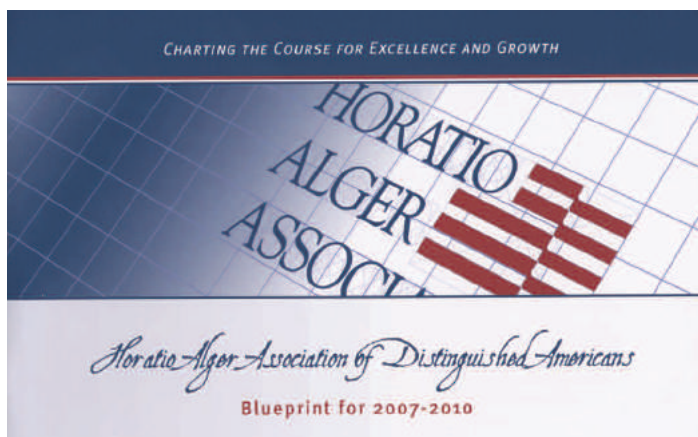


President and CEO Joseph Neubauer ('94)

Graduate Fellowship Program for Alumni to pursue advanced-degree programs at the University of Montana. Mr. Neubauer facilitated and underwrote a partnership with The Pew Charitable Trusts to provide Horatio Alger–Benjamin Franklin Scholarships valued at \$10,000 each to 25 students in Pennsylvania each year. This was in addition to his support of the Horatio Alger Pennsylvania Scholarship Program.

To maintain the Association's strong momentum and guide it in the future, President Joseph Neubauer worked with fellow Officers and Board Members to develop a document titled *Charting a Course for Excellence and Growth: Horatio Alger Association of Distinguished Americans, Blueprint for 2007–2010*. The Blueprint outlined specific actions in support of the four long-term objectives that had been developed for the Association at the turn of the millennium by the Board of Directors and the Long-Range Planning Committee. The goals were to

- Increase the number and amount of Horatio Alger scholarships.
- Achieve a \$100 million endowment fund.
- Create an active Alumni Association.
- Conduct an ongoing communications campaign to promote national visibility.



A PROGRESS REPORT ON THE GOALS FOR THE HORATIO ALGER 60TH-ANNIVERSARY CELEBRATION—2007

The following is an update about progress in support of goals developed in 2006 to celebrate the Horatio Alger Association's 60th anniversary in 2007.

1. INCREASE THE NUMBER AND AMOUNT OF HORATIO ALGER SCHOLARSHIPS.

Raise the National Scholarship from \$10,000 to \$20,000.

Completed. Beginning with the 2007 National Scholars, the value of the National Scholarship has increased to \$20,000. In addition to National Scholarships, the Association is awarding State Scholarships to students in 29 states and is currently in the fourth round of awarding Horatio Alger Military Veterans Scholarships. In 2007, the Association will award more than \$12 million in scholarships—the largest amount ever.

Initiate additional Horatio Alger State Scholarships programs.

Since fall 2006, the Association has implemented 10 new State Scholarship programs. Also, William J. Doré increased the value of the State Scholarships he awards to young people in Louisiana to \$10,500. Duane B. Hagadone expanded his outreach to students in Idaho by adding 10 additional scholarships to students enrolled in Idaho State University's Business College.

2. ACHIEVE A \$100 MILLION ENDOWMENT FUND.

Achieve the Capital Campaign goal of a \$100 million endowment fund.

As of June 30, 2007, the endowment fund has a total of \$90,437,620 in pledged and actual gifts.

3. CREATE AN ACTIVE ALUMNI ASSOCIATION.

Increase the number of Graduate Grants given to Alumni National Scholars.

In addition to awarding Alumnus of the Year and Graduate Grants, the Association has increased graduate scholarships to its Alumni through the Dennis R. Washington Horatio Alger Graduate Fellowships, which generously support graduate and doctoral studies for Alumni at the University of Montana.

Host the second Alumni Summit—October 2007, Washington, D.C.

The Association will host its second Alumni Summit in Washington, D.C., on October 5–8, 2007. The Summit will be held in conjunction with the 2007 Board of Directors meeting, so that Board Members and Life Partners will have an opportunity to see the results of their investments in these young people's education.

A PROGRESS REPORT ON THE GOALS FOR THE HORATIO ALGER 60TH-ANNIVERSARY CELEBRATION—2007

Sponsor a National Community Service Project conducted by the Alumni Association.

During the first week of May 2006, Alumni across the country conducted and/or participated in community service projects. Since so many current Scholars were in the foster care system, the projects focused on outreach to foster care youth. Based on the success achieved in 2006, National Community Service Projects in 2007 were conducted throughout the month of May. While there were a variety of projects, most continued to focus on assisting foster care youth.

4. CONDUCT AN ONGOING COMMUNICATIONS CAMPAIGN TO PROMOTE NATIONAL VISIBILITY.

Televising the 2007 Awards Induction Ceremony in prime time on a major cable or network channel.

With assistance from Harold F. “Gerry” Lenfest (’06), the Association contracted with CN8, The Comcast Network, to tape and produce a program about the 2007 Horatio Alger Awards. The program aired on Comcast channels across the country on May 27, 2007. A DVD of the broadcast and two other DVDs featuring highlights from the events were mailed to participants.

Host Anniversary Luncheon for Members and Lifetime Partners during the 2007 Awards events.

On Thursday, April 12, 2007, the Horatio Alger Association hosted a special Anniversary Luncheon for Members, Life Partners, and Scholars in the ballroom at the Ritz-Carlton Hotel. Speakers included Dennis Washington, Joseph Neubauer, Walter Scott, Colin Powell, and Michael Beschloss. A special copy of the Association’s first written historical account was presented to Lynn Beebe Lambeth, the daughter of Association founder Kenneth J. Beebe.

Publish a presentation book about the Association’s 60-year history featuring the full membership from 1947 to 2007. The title of the book will be *Ad Astra per Aspera—To the Stars through Difficulties, A 60-Year History of the Horatio Alger Association of Distinguished Americans, Inc.*

The first written historical account about the Association and its members was available for viewing by participants at the 2007 Horatio Alger Awards events. Following the Awards, personalized copies were mailed to all Association Members.

The Horatio Alger Association is grateful to everyone who has contributed to the celebration of this special anniversary year. The current state of the Association is strong, and it is rapidly expanding its outreach to all Americans and the international community. This is possible because of the steadfast commitment of its Members and Life Partners. Thank you.

EXPANSION OF THE NUMBER AND AMOUNT OF ASSOCIATION SCHOLARSHIPS

Members of the Association’s Executive Committee and Board of Directors recognized that 2007 was a critical juncture for the Horatio Alger Association. They seized the opportunity to use the momentum generated by the 60th-anniversary celebration as a springboard for the rapid expansion of the Association’s educational programs, endowment fund, increased involvement by Alumni Scholars, and efforts in support of national visibility. In 2007, the *carpe diem* mind-set led to several educational advancements for the Association. These included the following:

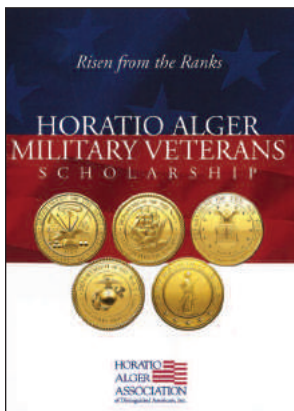
- Doubling the value of the National Scholarship from \$10,000 to \$20,000. It had doubled once before in 2001 at the turn of the millennium from \$5,000 to \$10,000.
- Providing laptop computers to the new class of National Scholars for the first time. In 2007, the computers were contributed to the Association by Marc Randall, head of Force 10 Networks, and his wife, Becky Randall. The gift was facilitated by Walter Scott, Jr. (’97), through his affiliation with Peter Kiewit Companies.

Marc and Becky Randall would provide computers to National Scholars again in 2008. In subsequent years, between 2009 and 2014, Association Members Barbara Barrett (’99) and Craig Barrett (’07) sponsored computers for National Scholars, except in 2010, when the computers were sponsored by Suzanne and Walter Scott, Jr. (’97). Beginning in 2012, National Scholars also received iPads for several years, which were sponsored by James Clark (’12), J. Ira Harris (’77), Melvyn N. Klein (’96), and Joseph Clark (’08). The Horatio Alger Association is deeply grateful to these individuals for their gifts of technology in helping to “level the playing field” for its young Scholars.

- Contracting with Protocol to provide counseling services and a crisis hotline to National Scholars. The service is available to the students 24 hours a day, every day of the year.
- Offering free housing for the first time to Horatio Alger Scholars in attendance at colleges and universities that used Campus Crest housing. This was made possible by Ted Rollins, the son of late Association Chairman Emeritus John

W. Rollins, Sr. ('63), and his business partner at Campus Crest Communities, Michael Harnett. The number of Horatio Alger Scholars provided with free housing would continue to increase over the next several years with Campus Crest's expansion.

- Providing the newest National Scholars the opportunity to take the Student Readiness Inventory test administered by ACT, to measure skills that contribute to college readiness. During the National Scholars Conference, the Scholars were also given the Campbell Interest and Skill Survey to assess academic aptitude and possible career interests.



In 2007, the Association paid tribute to Horatio Alger Military Veterans Scholars and the program's sponsors by producing a publication titled *Risen from the Ranks*, which listed all of the veteran scholarship recipients to date and profiled 20 of them. The Association is deeply grateful to Julia and George Argyros ('93) who initiated this program in 2005 and to all of its Members and friends who supported it.

THE CAPITAL CAMPAIGN



Vice President David L. Sokol ('04) with Life Partner Peggy Sokol

The Horatio Alger Association was in strong state fiscally as it celebrated its 60th anniversary.

In addition to chairing the Award events, Executive Vice President David L. Sokol ('04) served as the Chairman of the Capital Campaign to establish a \$100 million endowment fund. The purpose of the campaign was to increase the number and amount of Association scholarships. In September 2007,

the Association had achieved 91 percent of the \$100 million goal, with \$91,813,775 in pledges and contributions.



During a 2005 press conference to promote the Association's scholarships for veterans, participants included (L to R): George L. Argyros ('93), Joseph Neubauer ('93), Robert J. Dole ('88), Military Rep. Tom Wiggins, Julia Argyros, L. Paul Bremer III, and R. James Nicholson ('00). (Not shown, Chuck Hagel ('01).

HORATIO ALGER MILITARY VETERANS SCHOLARSHIP

The Association is deeply grateful to the individuals listed below who sponsored scholarships to 2,348 veterans from the conflicts in Iraq and Afghanistan.

Byron Allumbaugh
George L. Argyros
Barbara Barrett
Jack H. Brown
Arthur A. Ciocca
William J. Doré
James L. Doti
Alan C. Greenberg

John F. Grundhofer
Thomas S. Haggai
Dee J. Kelly
Melvyn N. Klein
Richard L. Knowlton
Harry A. Merlo
James R. Moffett

Paul Anthony Novelty
Richard M. Rosenberg
Stephen C. Schott
Charles R. Scott
Ronald M. Simon
Henry B. Tippie
Ronald C. Waranch

While Association Members were optimistic about achieving the Capital Campaign goal, they couldn't foresee the financial crisis that would occur in the fall of 2008, plunging our nation and the world into a multiyear recession. This, however, would not lessen the determination of Association Members to establish a fund that would endow its scholarship programs in perpetuity.

ALUMNI ASSOCIATION

In 2004, the 20th anniversary of the Horatio Alger National Scholarship Program, the Association initiated an Alumni Association for Scholars who had successfully completed their undergraduate studies. The impetus for this new organization was ongoing requests from former Scholars wondering how they could help to support the Association's mission and stay involved with its Members and their fellow Scholars. In 2004, the Association had hosted the first Alumni Summit in Williamsburg, Virginia. The Summit, attended by Alumni from across the country, was convened to outline the structure of and propose activities for the Alumni Association. Since that time, the Alumni Association had steadily grown with the addition of approximately 100 new Alumni National Scholars to their ranks each year. In 2014, the Alumni Association was opened to all State Scholarship recipients as well. With the potential of adding almost 1,200 new active Alumni in the Alumni Association each year, its possibilities for the future are truly expansive.



Alumni at the 2007 Alumni Summit committing their support to objectives outlined for the Alumni Association

The Horatio Alger Association's leading proponents of the Alumni Association are Jeanette and Joseph Neubauer. They have closely monitored the Alumni Association's growth and have served as the major sponsors of all four of the Alumni Summits.

In 2007, during his tenure as President, Joseph Neubauer ('94) was proud to serve as a host of the second **Alumni Summit**, held in Washington, D.C., in conjunction with the 2007 Membership and Board of Directors Meeting. The Board meeting was held at the Ritz-Carlton Hotel, Washington, D.C., on October 4–5. The Board meeting segued into the Alumni Summit, hosted on October 5–7 at the Fairmont Hotel.

The Summit featured several general and small-group sessions at which Alumni considered skills necessary to advance both personally and professionally. They also developed an action plan to guide the Alumni Association. Several Association Members participated in special sessions and spoke at the meal events. Association Board Member Barbara Barrett ('99) addressed the Alumni at the opening dinner on Friday, October 5, hosted at the Ritz-Carlton. On Saturday morning, participants were encouraged by a panel discussion providing personal and professional insights from Association Officers, including Chairman Dennis R. Washington ('95), President and CEO Joseph Neubauer ('94), and Chairman Emeritus and Treasurer George L. Argyros ('93). The session was moderated by Board Member Delores M. Kesler ('98). At lunch, Association Member John Kemp ('91) gave "four five-minute speeches" about attributes and skills necessary for personal and professional success. Later that day, Association Member Rodrigue Mortel ('85) shared his life story and provided signed copies of his book, *I Am from Haiti*. Justice Clarence Thomas ('92) and his Life Partner, Virginia, participated in the events, and he gave Alumni participants a copy of his book, *My Grandfather's Son*. The Alumni Summit concluded on Sunday, October 7, with a dinner at the National Air and Space Museum. At this event, Association Member Bernard Harris ('00) reminisced about his adventures as a NASA astronaut and encouraged the Alumni to continue aiming for the stars in pursuit of their dreams.



Dr. Rodrigue Mortel provided a keynote address during the Alumni Summit and provided participants with copies of his book, I Am from Haiti.

While for most of its history the Horatio Alger Association consisted of Members and their Life Partners, the Alumni now form a third component that continues to grow in strength and influence. Alumni mentor current Horatio Alger Scholars and serve as Field Directors and volunteer staff members during the annual Awards events and National Scholars Conferences. The potential represented in these talented men and women holds great promise for the Association's future.

NATIONAL VISIBILITY

The Association has always sought to share with the public inspirational stories about its Members and the possibilities afforded by the free-enterprise system. But it was not until the world entered a new millennium that the Association took a strategic approach to reaching broader audiences by using a host of communication tools. Establishing an ongoing national visibility campaign was and continues to be one of the long-term goals for the Association.

In 2007, efforts supporting the national visibility campaign included placing announcements about the Association's new Members, Scholars, and scholarship programs in *Forbes*, *USA Today*, *Stars and Stripes*, and *Military Times*. The Association also created a television program based on the 60th Annual Horatio Alger Awards Induction Ceremonies for broadcast by CN8, the Comcast network. The program was aired nationally on May 27, 2007. The Association is deeply grateful to Harold F. "Gerry" Lenfest ('06), for facilitating the national coverage by Comcast. This was the major advancement in the Association's national visibility campaign in 2007.

Other publicity garnered by the Association that year included national exposure when Chairman Emeritus George L. Argyros ('93) and Military Veteran Scholar Nicholas Kappos were interviewed by anchorman Tom Sullivan on *Fox Business News* on November 2. In addition to conveying information about the Horatio Alger Military Veterans Scholarship Program, the interview provided an opportunity to share information about the Association's broader mission and how Association Members serve as role models having achieved the American Dream.



2007 National Scholars viewing an announcement featuring them and the 2007 Award recipients in USA Today on Friday, April 13

On November 16, 2007, the Horatio Alger Association helped to sponsor a special concert with the Give Us Your Poor Foundation, at the Strand Theater in Boston, Massachusetts. During the concert, the Horatio Alger Association presented a \$20,000 scholarship to a formerly homeless eighth grader named Kyla Middleton who had persevered academically in the face of tremendous adversities. This generated regional coverage when an article about Ms. Middleton was prominently featured in the *Boston Globe*. The Boston concert was the second in the ongoing Horatio Alger Concert Series. One had been held in Chicago, Illinois, in October 2006, at which William F. Farley ('86) and his Life Partner, Shelley MacArthur Farley, provided remarks from the stage about the Association's mission and educational outreach.

CONCLUSION

As the Horatio Alger Association concluded its 60th-anniversary year, Members, Life Partners, and Friends were buoyed with optimism by all that had been accomplished. Momentum generated by achieving this noteworthy milestone encouraged Members to aim at higher goals in the future.

2008 INTERNATIONAL HORATIO ALGER MEMBERSHIP FORUM AND BOARD OF DIRECTORS MEETING

The Business of North America
In a New Global Economy
&
Countdown to the 2008 Presidential Election
An Inside Look at U.S. Politics


Moderator: Peter Mansbridge

Ron
Insana

T. Boone
Pickens

Jeanne
Cummings

Norman
Ornstein



The 2008 International Membership Forum included a panel session about the state of the economy and U.S. Presidential election moderated by Peter Mansbridge with panelists (L to R): Ron Insana, T. Boone Pickens ('06), Jeanne Cummings, and Norman Ornstein.

STEADY MOMENTUM IN UNCERTAIN TIMES

2008

As the calendar shifted from 2007 to 2008, the Horatio Alger Association continued to benefit from strong leadership provided by its Officers and Board of Directors. At the conclusion of the Members Forum on April 4, 2008, during the Award events, Dennis R. Washington ('95) assumed the title of Immediate Past Chairman, Joseph Neubauer ('94) became the new Chairman, and David L. Sokol ('04) assumed office as the new President and CEO.

MEMBERS OF THE 2008 EXECUTIVE COMMITTEE



CHAIRMAN - Joseph Neubauer ('94),
Chairman and CEO, ARAMARK Corporation



PRESIDENT & CEO - David L. Sokol ('04),
Chairman and CEO, MidAmerican Energy Holdings Company



VICE PRESIDENT - Delores M. Kesler ('98),
Chairman and CEO, Adium, LLC



VICE PRESIDENT - Paul Anthony Novelly ('00),
Owner, St. Albans Global Management; Apex Oil Company; AIC, Ltd.



TREASURER AND CHAIRMAN EMERITUS - George L. Argyros ('93),
Chairman and CEO, Arnel & Affiliates



IMMEDIATE PAST CHAIRMAN - Dennis R. Washington ('95),
Founder, Washington Group



CHAIRMAN EMERITUS - Walter Scott, Jr. ('97),
Chairman of the Board, Level 3 Communications, Inc.

At this time in the United States, corporations, including nonprofit organizations, were under heightened scrutiny by the government. In 2002, the federal government issued the Sarbanes-Oxley Act to regulate the actions of corporate boards and management and accounting firms in response to recent scandals. In 2007, to ensure that the Horatio Alger Association was being administered according to the highest standards pertaining to nonprofit organizations, then-President Joseph Neubauer recommended the Association undergo organizational and financial assessments.

A thorough review of the Association's bylaws and governance structure was conducted by the management consulting firm of Cavanaugh, Hagan & Pierson, Inc. The assessment resulted in a series of bylaw and policy changes that were distributed for approval to the Board of Directors in February 2008, with many changes being implemented in April 2008. These included expanding the Executive and Nominating Committees, instituting new procedures for electing the Nominating Committee and Executive Committee, adding an Audit and Finance Committee, identifying characteristics of Executive Committee and Board Members, and changing the waiting period for possible future Board service from one to two years after completion of two five-year terms. (In light of the active participation by Board Members, the term limits and waiting period were rescinded by the Board the following year.)

In August 2008, Executive Committee Members were sent a financial assessment prepared by the Association's accounting firm, Halt Buzas and Powell, Ltd., outlining current practices and recommendations regarding internal controls. The report also noted changes to the IRS Form 990 and financial statement requirements for nonprofits issued by the American Institute of Certified Public Accountants. The favorable report was prepared in support of transparency and governance best practices.

The findings of the financial assessment were confirmed later that year, when the Horatio Alger Association was awarded a four-star rating for sound fiscal management by the nonprofit "watchdog" organization Charity Navigator. This is the highest rating awarded by that organization. The Association would continue to receive this rating for the next two years.

Ironically, while new governmental regulations were addressing problems that had existed in certain segments of the economy, egregious problems were overlooked in the financial and housing markets, as would come to light in September of that year as the Association was hosting its International Board of Directors Meeting in Toronto.

However, earlier that year, the economic outlook still appeared very positive. The fundraising goal for the 2008 Horatio Alger Awards Induction Ceremonies, which preceded the financial crisis, was \$6.25 million, and as of July 15, 2008, funds raised totaled \$7,512,758. Exceeding the annual Awards events' fundraising goals would continue unabated throughout the decade despite the economic downturn. This is another example of the exceptional generosity of Horatio Alger Members, Life Partners, and friends.

HORATIO ALGER AWARDS INDUCTION CEREMONIES

During the decade from 2008 to 2017, the events that comprise the annual Horatio Alger Award Induction Ceremonies in Washington, D.C., have remained relatively consistent. The events for Members have been based at the Ritz-Carlton Hotel (1150 22nd Street, N.W.), and the National Scholars Conference has been based at the Fairmont Hotel (2401 M Street, N.W.). The two hotels are approximately two blocks apart, and the Scholars walk to the Ritz-Carlton for shared events. Currently (2017), the Association has contractual agreements with the two hotels through 2022.

The following events have been hosted over three days each spring as part of the annual Horatio Alger Awards Induction Ceremonies.

THURSDAY EVENTS

New Member Orientation, Inaugural Reception, Inaugural Ceremony

U.S. Supreme Court

Since his own induction in 1992, Association Board Member and Associate Supreme Court Justice Clarence Thomas has made it possible for the Horatio Alger Association to host its Orientation Session for new Members and the Inaugural Reception and Ceremony at the U.S. Supreme Court. The Association is one of very few organizations granted this privilege. During the ceremony in the actual chambers of the Supreme Court, the new Members are welcomed to the Association as they are presented with their Horatio Alger medallions by Justice Thomas. The event concludes with a salute to the newest class of Horatio Alger National Scholars.

Inaugural Dinner

Andrew W. Mellon Auditorium

Since the 50th anniversary in 1997, the Association has hosted the Inaugural Dinner immediately following the Inaugural Ceremony. This event, attended by Members, Life Partners, and their guests, provides opportunities for participants to become better acquainted with the new Members. It also serves as a venue to share Association information. The theme or focus of the dinner may vary, but it always includes musical entertainment. At the conclusion of the evening, participants receive copies of the latest edition of *Only in America Opportunity Still Knocks*, which features the new class of Members and National Scholars. In most years of this decade, except 2010, the dinner has been hosted at the Andrew W. Mellon Auditorium.

FRIDAY EVENTS

Meet the Scholars Breakfast

Ritz-Carlton Hotel

Added in 2010, the Meet the Scholars Breakfast is the newest addition to the annual Awards schedule. Members, Life Partners, and the current class of National Scholars attend this breakfast, which is hosted each year at the Ritz-Carlton Hotel. This is the first opportunity for Members and students to meet and talk with one another. This breakfast serves as a forum to convey information about the Association's latest educational advancements, and it often has included a Member providing inspirational remarks addressed to the Scholars.

Members Forum

Ritz-Carlton Hotel

During the Members Forum, the new Members, grouped into panels (usually three) answer questions posed to a particular panel by the newest National Scholars. For many years, this Members Forum was moderated by Association Board Member Thomas S. Haggai ('80). In 2012, he was joined by a co-moderator, Life Partner Jeanette Lerman-Neubauer. Together they facilitate the Scholars' learning more about the life experiences and philosophies of success of the new Members. This event, open to Members, Life Partners, and guests, helps all become better acquainted with the new Members.

Members Luncheon

U.S. Department of State

Since 2003, the Association has hosted the Members Luncheon for Members, Life Partners, and Scholars, in the Benjamin Franklin Diplomatic Room at the U.S. Department of State. This event provides another opportunity for the adults and students to talk and learn from one another. Usually three students (two current Scholars and one Alumnus Scholar) share their life experiences, and a keynote address is given by an influential Member or guest speaker. Hosting the luncheon in the beautiful and historic diplomatic reception rooms is another way in which the Association seeks to convey to its Scholars that all things are indeed possible in America.

Awards Induction Ceremony

DAR Constitution Hall

The Awards Induction Ceremony is the zenith of the Awards events and the Association's annual calendar. It starts each year at 6:00 p.m. with a military color guard and the national anthem. During the ceremony, new Members are introduced with brief video biographies and presented with the Horatio Alger Award by their nominators.

The evening also focuses on the life experiences of representative National Scholars and their courageous perseverance through adverse circumstances. Musical entertainment is always featured, along with the flight of Challenger, an American bald eagle. The evening concludes with a musical finale and a joyous salute to the Scholars. The Awards Induction Ceremony has been hosted at DAR Constitution Hall since 2004, and there are no plans at the present time (2017) to change locations for this event.

Awards Reception

Ritz-Carlton Hotel

Following the Awards Induction Ceremony, participants are invited to continue the celebration at a reception featuring music, dancing, and refreshments in the ballroom at the Ritz-Carlton. Many participants enlist Association photographers to take formal portrait shots or photos with Challenger, which are mailed upon request during the week

following the events. In different years, this event has been referred to as the Chairman's Reception, the Board of Directors' Reception, or the Anniversary Reception.

SATURDAY EVENT

Salute to the National Scholars Breakfast

Ritz-Carlton Hotel

The Awards events conclude with an inspirational breakfast in salute to the National Scholars. Each year in a panel format, four or five Scholars from the newest National Scholars class respond to questions from the moderator or the audience. The event allows them to share highlights of and insights from the weekend—how what they have learned may impact them in the future. The breakfast also provides an opportunity for the Association to specially recognize individuals or key programs. Musical entertainment gives participants a festive farewell.

THE 61ST HORATIO ALGER AWARDS INDUCTION CEREMONIES

The Awards Induction Ceremonies were hosted on April 3–5, 2008, and chaired by Board Member Anthony Welters ('98) and his Life Partner, Beatrice Welters. The Association welcomed 10 distinguished new Members to its ranks:



Class of 2008 (L to R): William F. Austin, Gary P. Brinson, Hadi Makarechian, G. Wallace F. McCain, Robert Beyster, Joseph R. Moderow, Aulana L. Peters, Joseph Clark, Robert J. Schlegel, Lee E. Mikles

Highlights of the 61st Horatio Alger Awards events included:

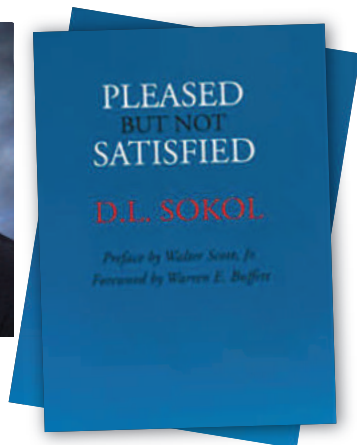


Missing Man Ceremony in honor of fallen veterans

- A tribute to the U.S. armed forces during the Inaugural Dinner at the Andrew W. Mellon Auditorium. Maj. Gen. Howard Bromberg, Commander of Fort Bliss and the U.S. Army Air Defense Artillery Center in Texas, narrated the Missing Man Ceremony, which is used in the military to remember all who are no longer with us. Maj. Gen. Bromberg, who helped to select the Horatio Alger Military Veteran Scholarship recipients, talked about the value of those scholarships for men and women returning from Iraq and Afghanistan. And Julia and George Argyros ('93) introduced U.S. Marine Sgt. Joseph McLaughlin, one of the veteran recipients. Entertainment was provided by vocalists Gun. Sgt. Kevin Benner and S.Sgt. Sara Dell'Omo, both with the U.S. Marine Band.



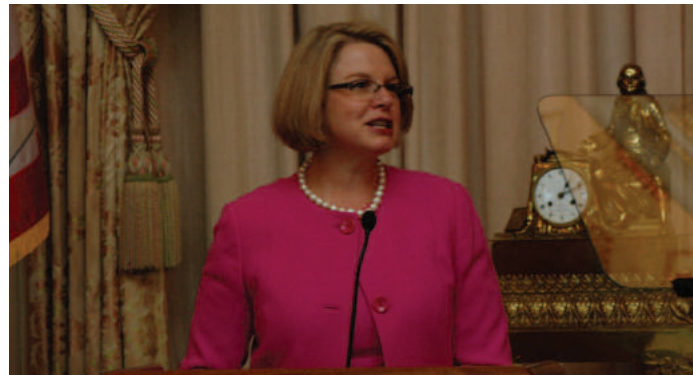
President David L. Sokol ('04) 2008–2010



- During the Members Forum, the transition of officers took place. David L. Sokol ('04), who became the Association's new President and CEO, during his

acceptance remarks noted that he was pleased and proud of all that the Association had accomplished, but he was not satisfied. (Mr. Sokol authored a book titled *Pleased but Not Satisfied* about his approach to leadership.) He laid out a vision for the future in which the Association will attempt to address the entirety of the Scholars' needs along with the financial assistance provided through its scholarships.

- The keynote address at the Members Luncheon was given by U.S. Secretary of Education Margaret Spellings. Secretary Spellings's participation was facilitated by Association Member Ambassador Barbara Barrett ('99).



Secretary of Education Margaret Spelling provided the keynote address during the 2008 Members Luncheon.

- The 2008 Horatio Alger Awards Induction Ceremony was held at DAR Constitution Hall on Friday, April 4. Entertainment featured singer, songwriter, and guitarist Jonathan Butler and the National Capital Choir. (Mr. Butler later performed at the Chairman's Reception.) In addition to the presentation of the Horatio Alger Awards to the new Members, the evening included a special



Ed McMahon ('84) with Lt. Gen. John G. Castellaw

tribute to Association Member Ed McMahon ('84) who had served as executive producer and emcee of the annual Awards Induction Ceremony for more than a decade. Lt. Gen. John G. Castellaw participated in the tribute to his fellow marine comrade. Lou Dobbs, who had assisted Ed McMahon since 2006, served as the evening's master of ceremonies. During the Ceremony, the Association was proud to recognize the contributions of Chairman Emeritus H. Wayne Huizenga ('92) by presenting him with the 2008 Norman Vincent Peale Award.



2008 Peale Award presentation to Chairman Emeritus H. Wayne Huizenga. Pictured (L to R) are David L. Sokol ('04), Clarence Thomas ('92), H. Wayne Huizenga ('92), and Joseph Neubauer ('94).

At the Breakfast Saluting the National Scholars at the Ritz-Carlton on Saturday, Beatrice and Anthony Welters ('98) were given a gift in appreciation of their leadership of the Awards events. Participants valued hearing summaries of conference experiences given by four 2008 National Scholars serving on a panel moderated by Alumna Scholar Amy Scott ('98), a clinical psychologist at the Northport Veterans Medical Center on Long Island, New York.



Anthony Welters ('98) and Beatrice Welters were saluted at the concluding breakfast for chairing the 2008 Awards events.

The 2008 National Scholars Conference, which ran concurrently with the 61st Horatio Alger Awards Induction Ceremonies, included a reception on Capitol Hill for the Scholars to meet U.S. Senators from their respective states and a question-and-answer session with Association Member and U.S. Senator Chuck Hagel ('01). As he has done since his induction in 1992, Association Board Member and Supreme Court Justice Clarence Thomas shared his life story with the Scholars in a special session, addressing their questions and graciously allowing photographs with Scholars.

As noted previously, support for the 61st Horatio Alger Awards events exceeded the \$6.25 million fundraising goal, by more than \$1.25 million. This success was facilitated by actions from the Association's Class Coordinators.

Class Coordinators Program: Starting with the class of 2008, a Member was selected from each class extending back to 1990 to serve as a Class Coordinator for his or her respective class. The role of Class Coordinators is to reach out to their fellow class Members to encourage their involvement in the Awards events and other Association activities as well as their financial support of Association scholarships. They also support the general esprit de corps, which is so important for the success of a membership organization. Board Member Thomas S. Haggai ('80) was instrumental in the formation of the Class Coordinators Program. In support of the Association's 60th Anniversary Awards events in 2007, he wrote to all Members to foster their participation and support. Lee E. Mikles agreed to serve as Coordinator for the 2008 class of new Members. Dr. Haggai agreed to serve as the "Classes" Coordinator for Members inducted between 1980 and 1989.

CLASS COORDINATORS

The Horatio Alger Association is grateful to the following individuals who commit their time and energy to serve as coordinators of their respective classes.

Valerie Montgomery Rice, 2017

Lenard B. Tessler, 2017

Harvey L. Massey, 2016

James F. Dicke II, 2015

Mike Jackson, 2014

Patrick P. Lee, 2013

John H. Weiland, 2012

Glenn B. Stearns, 2011

Al Annexstad, 2010

Michael G. Morris, 2009

Lee E. Mikles, 2008

Chris Sullivan, 2007

Doris K. Christopher, 2006

Ronald M. Simon, 2005

Duane B. Hagadone, 2004

Harry S. Rinker, 2003

Charles L. Overby, 2002

Bill Greehey, 2001

R. James Nicholson, 2000

Sidney D. Wolk, 1999

Anthony Welters, 1998

John F. Grundhofer, 1997

Melvyn N. Klein, 1996

Herbert F. Boeckmann II, 1995

Terry M. Giles, 1994

George L. Argyros, 1993

Richard L. Knowlton, 1992

David L. Sokol, 1991

James R. Moffett, 1990

Thomas S. Haggai, 1980–1989*

** Dr. Haggai has volunteered to serve as the Class Coordinator for all Class Members inducted between 1980 and 1989.*

GOVERNANCE

FORMATION OF THE STRATEGIC DIRECTIONS COMMITTEE

The other major structural initiative in 2008 was the formation of the Strategic Directions Committee (SDC). With leadership provided by Vice President Delores M. Kesler ('98), this committee was established to foster the Association's ongoing expansion. The Association had just completed its 60th anniversary and fulfilled many of the objectives set for that milestone. Now Ms. Kesler, working with committee Members Barbara Barrett ('99), Lee E. Mikles ('08), R. James Nicholson ('00), and Chris Sullivan ('07), was charged with providing a report to the Board in September 2009 enumerating two or three key objectives to serve as benchmarks or defining moments for the Association's future advancement.

The SDC, initially formed for the short-term, continues to be a key leadership component in the ongoing expansion of the Association's programs and outreach. Additional Members who joined the SDC in subsequent years are William J. Doré ('00), Greg Renker ('12), Earl W. Stafford, Sr. ('10), Glenn B. Stearns ('11), Robert L. Wright, Jr. ('09), and Michael B. Yanney ('05).



Vice President Delores Kesler served as the charter Chairperson of the Strategic Directions Committee.

2008 INTERNATIONAL MEMBERSHIP FORUM AND 2008 BOARD OF DIRECTORS MEETING

The next opportunity for Association Members and Life Partners to meet together was during the International Membership Forum and 2008 Board of Directors Meeting hosted at the Four Seasons Hotel in Toronto, Ontario, on September 24–26, 2008. While large portions of the meeting were underwritten by Dennis R. Washington ('95), the meeting was officially hosted by the Association's International Members from Canada:

Dominic D'Alessandro ('05)

Wayne Gretsky ('03)

G. Wallace F. McCain ('08)

Jim Pattison ('04)

David E. Ritchie ('06)

Hosting the meeting in Canada served to salute our International Members and strengthen the bonds between them and their American counterparts. It was also a major step in the ongoing expansion of the Association's mission into the international arena.



Registration, International Membership Forum and 2008 Board of Directors Meeting

In addition to meetings of the Board and Executive Committee, events included a welcome reception and dinner at The Carlu, a landmark Art Deco venue in Toronto. Association Member Dominic D'Alessandro enlisted the involvement of Ontario Premier Dalton McGuinty, who welcomed participants and reflected on how one scholarship had altered the course of his family's history. Following that Wednesday dinner, as well as at a dinner on Thursday at the Royal Ontario Museum, musical entertainment was provided by David Foster, who would be inducted as an Association Member in 2009.

On Friday, September 26, the final day of the Members Forum, the Association hosted a special session, titled The Business of North America and the 2008 Presidential Election. Panelists included Association Member T. Boone Pickens ('06) and journalists/commentators from the United States and Canada. While the presidential election was only months away, the focus of the panelists was on the economic crisis then unfolding in the United States's financial markets. The panelists conveyed the serious nature of the crisis that would ultimately impact the U.S. economy and the world for years.

The Forum concluded with a panel featuring current and Alumni Horatio Alger Scholars. Then most participants quickly prepared to return home to track the expanding crisis and monitor the drastic steps the U.S. government was taking to prevent the collapse of the financial sector.



Awards Committee Review, 2008 Board of Directors Meeting

INTERNATIONAL MEMBERSHIP FORUM SCHEDULE

THURSDAY, SEPTEMBER 25



Event Moderator:
Bernard A. Harris, Jr. ('00),
President and CEO, Vesalius Ventures

THE HORATIO ALGER ASSOCIATION IN THE 21ST CENTURY

Jack Stark, *Performance Psychologist and CEO, Performance Enhancement Group*

Delores M. Kesler ('98), *Chairman & CEO, Adium, LLC*

Joseph Neubauer ('94), *Chairman and CEO, ARAMARK Corporation*

Dennis R. Washington ('95), *Founder, Washington Group*

EDUCATION IN THE 21ST CENTURY

Richard Ferguson, *CEO & Chairman of the Board, ACT, Inc.*

Martha Piper, *Former President and Vice Chancellor, The University of British Columbia*

THE STATE OF OUR NATION'S YOUTH SURVEY (2008)

Peter D. Hart, *Founder, Peter D. Hart Research Associates*

Jody Malek, *Canadian High School Student*

Devron Lovick, *Junior, Hatboro-Horsham Senior High School, Philadelphia*

Tommy Maranges, *Freshman, University of Notre Dame, South Bend, Indiana*

Tiffany Taylor, *2008 National Scholar, Freshman, University of Chicago*

Jesse Collins-Swartz, *Canadian High School Student*

FRIDAY, SEPTEMBER 26

THE BUSINESS OF NORTH AMERICA AND THE 2008 PRESIDENTIAL ELECTION

Jeanne Cummings, *Chief Lobbying and Influence Writer, Politico*

Ron Insana, *CNBC Senior Analyst & Commentator, Founder & Managing Director, Insana Capital Partners*

Peter Mansbridge, *Anchor and Chief Correspondent, Canadian Broadcasting Corporation News*

Norman Ornstein, *Resident Scholar, American Enterprise Institute*

Boone Pickens ('06), *Chairman, BP Capital Management*

CHANGING LIVES: THE IMPACT OF HORATIO ALGER SCHOLARSHIPS

Jeanette Lerman-Neubauer, *Founder and President, J.P. Lerman and Company*

Andrew Angely (2004), *Undergraduate Student, Colorado State University*

Shana Bartlett (2003), *Graduate Student, University of Florida*

Dentin Dale Chapman (2007), *Undergraduate Student, Washburn University*

Tyler Dohlman (2004), *Student in the Veterinary Program, Iowa State University*

Torarie Durden (1994), *Graduate, Morehouse College; Director of Marketing, Consolidated Container Co.*

Kanathy Haney (2004), *Graduate, Florida State University; Counselor, The Twelve, Inc.*

Zenaida Gallardo (2004), *Graduate, University of California at Berkeley*

THE ASSOCIATION'S RESOURCES

Few organizations were spared the adverse impact of the global economic financial crisis. The Horatio Alger Association had been carefully shepherding its endowment assets with the objective of accruing \$100 million in the fund to support its scholarship programs regardless of the state of the economy. In the early part of 2008, it appeared the Association was closing in on the goal. As of September 17, 2007, the endowment totaled \$91,813,775 in cash and pledges. However, by October 31, 2008, the fund had declined in value to \$76,280,004.

When David L. Sokol ('04), who had been chairing the endowment fund campaign, became Association President and CEO in April 2008, Board Member John F. Grundhofer



John F. Grundhofer ('97)

('97) assumed the role of Chairman of the Capital Campaign. Mr. Grundhofer worked closely with the Executive Committee and Board of Directors to realign the Association's assets. They were successful in preventing further losses and in positioning the fund to steadily regain and surpass previous benchmarks over the next several years.

EXPANSION OF THE EDUCATIONAL PROGRAMS AND SERVICES

The leadership duo of Chairman Joseph Neubauer ('94) and President and CEO David L. Sokol ('04) contributed to the progress of the Association in all sectors, most notably in its educational programs. In addition to Jeanette and Joseph Neubauer being ardent proponents and sponsors of the Horatio Alger Alumni Association since its formation in 2004, they've had a keen interest in research.



Jeanette and Joseph Neubauer ('94) sponsored the Association's multiphase Success Factors Study.

Research—Success Factors Study

One of the most important developments in 2008 was the initiation of a new study concerning the resiliency of Horatio Alger Scholars. At the behest of Joseph Neubauer ('94), the Association undertook the multiphase Success Factors Study to determine why Horatio Alger scholarship recipients persevere with their studies and succeed in spite of often tremendous personal challenges.

Preliminary preparations for the study were overseen by Dr. Brian Victor from George Washington University working with six other educators/researchers from across the country. They reviewed existing studies about resiliency and assessed responses from current and Alumni Scholars. To supplement their findings, that year the Association conducted another of its periodic State of Our Nation's Youth surveys. The survey was administered by Peter D. Hart Research Associates, and the results were released at a press conference on August 5, 2008, at the Newseum.

The next two phases of the Success Factors Study would be conducted by NORC (formerly the National Opinion Research Center) at the University of Chicago, with resultant reports provided at the 2012 and 2013 Board meetings. The study has positioned the Association as a major source of information regarding individual characteristics and factors that contribute to resiliency and educational success.



Phyllis and Dennis R. Washington ('95), sponsors of graduate scholarships for Horatio Alger Alumni

Dennis R. Washington Achievement Scholarships

At the 2007 Board of Directors Meeting in Washington, D.C., then-Chairman Dennis R. Washington ('95) announced that he and his Life Partner, Phyllis Washington, would contribute \$10 million to the Association's endowment fund to support graduate scholarships for Horatio Alger Alumni. Mr. and Mrs. Washington had previously funded graduate scholarships for Horatio Alger Alumni studying at the University of Montana, but the **Washington Family Horatio Alger Scholarships of Excellence** marked the launch of a program open to all qualified National Scholar Alumni. In 2008, the program's charter year, 10 scholarships were awarded, valued at up to \$90,000. The following year, the name was changed to Dennis R. Washington Achievement Scholarships. This program has now been endowed with additional gifts from the Washingtons (a total of \$35 million) and \$15 million from the Horatio Alger Endowment Fund. The value of the scholarship increased to a maximum of \$120,000. At the present time (2017), 84 Alumni have received graduate scholarships through this program totaling \$5.2 million. The Association is grateful to Phyllis and Dennis Washington for providing the necessary support so that exceptional Horatio Alger Alumni can take the next educational step to become the leaders of tomorrow in their respective fields.

2008 Field Directors Meeting

The Association's first **Field Directors Meeting** was held in Williamsburg, Virginia, on October 30–November 2, 2008. Field Directors are individuals from all 50 states who act as liaisons between the Horatio Alger Association and the educational community in their respective states. They played a vital role in recruiting National Scholars for almost two decades. However, in 2003, their role became less defined once the Association started awarding scholarships through an online application process rather than by selecting students from a specific high school in each state.

Recognizing the valuable contributions of its Field Directors over the years, the Association convened them in 2008 to redefine their role. Today Field Directors help inform schools in their respective states about the availability of the Association's scholarships; they intercede on the Association's behalf with individual schools and students; and they volunteer to assist at Association events. The Association is gratified that more and more Alumni with backgrounds in the field of education are volunteering to serve as Field Directors.

At the 2008 Field Directors Meeting, President and CEO David L. Sokol ('04) gave the keynote address and helped to underwrite costs for the meeting. The speaker at the closing ceremony was Jeanne Cummings, then the chief lobbying and influence writer at Politico. At the conclusion of the meeting, Field Directors outlined individual action plans indicating how they would support the mission and work of the Association.



Participants at the 2008 Field Directors Summit, Williamsburg, Virginia

Other Educational Initiatives

Noteworthy gatherings included hosting the first conference for recipients of **Horatio Alger–Benjamin Franklin Scholarships**. Through this program, cosponsored by the Horatio Alger Association and The Pew Charitable Trusts, 25 students from Pennsylvania were selected each year to receive scholarships valued at \$10,000 each. This program was administered between 2008 and 2011, and the Association sponsored a recognition ceremony/conference each spring at Valley Forge for the newest recipients. Gratitude is extended to then Chairman Joseph Neubauer ('94) for facilitating the partnership between the Association and The Pew Charitable Trusts.



William J. Doré ('00)

In the aftermath of Hurricanes Katrina and Rita in 2005, Board Member William J. Doré ('00) targeted support of the **Horatio Alger Louisiana State Scholarships** for Scholars to attend one of five universities in Louisiana. He convened a meeting in 2008 to further develop this program through which 50 students in Louisiana were awarded scholarships valued at \$10,500 to attend Loyola University, McNeese University, Tulane University, University of New Orleans, or Xavier University. In addition to helping at-risk youth, the objective was to encourage promising young people to stay in and thereby help restore the state.



David E. Ritchie ('06)

In 2008, International Association Member David E. Ritchie ('06) committed \$1 million to sponsor the Association's **first scholarship program for American students to study in Canada**. Through this program, designed to foster the ongoing exchange of knowledge and understanding between Canada and the United States, Horatio Alger Scholars are given the opportunity to study for one or two semesters at the University of Victoria in British Columbia. Scholars gain an international perspective from studying in Canada and from exposure to fellow students who hail from countries all over the world.



Randall R. Rollins

Friend of Distinction Randall R. Rollins, the son of late Association Member O. Wayne Rollins ('86), contributed \$1 million to sponsor **Horatio Alger State Scholarships for students in Georgia** for four years. Mr. Rollins would double this amount, with another \$1 million gift to the Association in 2012 and a \$2 million gift in 2016. This was in addition to his generous support in 2012 for an event in honor of his uncle, the late John W. Rollins, Sr. ('63), to endow scholarships for students in Delaware.



Arthur A. Ciocca ('00)

With support from Board Member Arthur A. Ciocca ('00) and his Life Partner, Carlyse Ciocca, opportunities were expanded for Horatio Alger Scholars to study at the **University of San Francisco**. Though not an alumnus of this private university, Mr. Ciocca greatly admires the quality of the education it provides and its outreach to at-risk youth. Through Mr. Ciocca's intercession, both he and the university provide funds in addition to the Association's scholarship to enable Scholars to attend the school with minimal debt.

PUBLIC OUTREACH

The drive to increase public awareness about the Association's mission, Members, and programs made several advances in 2008, most notably a series of three concerts hosted by the Horatio Alger Association in Omaha, Nebraska, over the weekend of November 7–9.

The concerts featured tenor Mario Frangoulis and soprano Sarah Lawrence performing with the Omaha Symphony Orchestra under the leadership of Maestro Ernest Richardson at the Omaha Performing Arts Center. Prior to the concert on Friday, November 7, Association President and CEO David L. Sokol ('04) and his Life Partner, Peggy Sokol, hosted a dinner for Members, Friends, and Scholars. Before the concert, from the stage, Chairman Emeritus Walter Scott, Jr. ('97), and an Alumnus Scholar talked

briefly about the Association’s mission. At the next two concerts, Board Member Michael B. Yanney (’05) addressed the audiences on the Association’s behalf. Representing Horatio Alger National Scholars, Tyler Dohlman (’04), Lindsay Marshall (’97), and Benjamin Sandy (’94) each spoke from the stage prior to one of the concerts, explaining how the Association had enabled them to attend college in pursuit of their dreams.



Barbara and Steven Durham (center) with artists to their left and family members

The concerts were sponsored by Steven H. Durham and his sisters in memory of their father, late Association Member Charles W. Durham (’02). The Association is honored that Mr. Durham was a distinguished Member, and we continue to be deeply grateful for the ongoing friendship and support of his family.



In appreciation for ongoing efforts on behalf of the Association, tenor Mario Frangoulis was designated as an International Ambassador for the Association during an event at the Greek Embassy.

In light of Mario Frangoulis’s fostering awareness about the Association’s mission, he was officially designated as the Association’s **International Ambassador** at a ceremony at the Greek Embassy in Washington, D.C., on November 20, 2008. Earlier that day, Mr. Frangoulis went with Association representatives, including Mona Hershey, the wife of late Association Member John O. Hershey (’81), to meet with representatives on Capitol Hill. They met with Rep. Zack Space (D-OH) and Rep. John Sarbanes (D-MD) and Sen. Olympia Snowe (R-ME). All three legislators served on education-related committees. The meetings served to share information about the Association’s outreach to at-risk youth and encourage increased federal funding of financial aid. The Association is grateful for its ongoing affiliation with Mr. Frangoulis in his role as an International Ambassador.

Internal actions undertaken by the Association in 2008 in support of public outreach included the total redesign of its website. This provided enhanced accessibility and navigability and allowed for more information about its programs and Members, including video biographies of all Members inducted since 1989.

In terms of print media, the Association continued to benefit from the intercession of Board Member Barbara Barrett (’99) with the Forbes family. Since 2003, Mr. Forbes has helped the Association introduce its newest class of Members by providing pro bono a full page for the announcement in **Forbes** magazine in advance of the Awards events. Later that year, two additional announcements about the Association’s mission and Members also ran in *Forbes*. The Association is deeply grateful to Mr. Forbes for his generous support of its mission and proud to garner this national exposure in an esteemed publication.



Steven Forbes



Barbara Barrett (’99)



EXPANSION AGAINST THE ODDS

2009

The subprime mortgage crisis and the collapse of the housing market led to a recession in the United States and a global financial crisis. Charitable giving decreased, and it was a challenging period for many nonprofits. The Horatio Alger Association, however, continued to benefit from the strong momentum generated by the steadfast commitment of its Members, Life Partners, and Friends. Instead of retrenching and attempting to hold a steady course, Association Members continued to support the expansion of the Association's activities on many fronts. This year, 2009, marked the creation of two new Horatio Alger organizations and saw foundational plans laid for a third.

THE HORATIO ALGER ASSOCIATION OF CANADA

When the first International Horatio Alger Award was presented in 2003 to Wayne Gretzky, it was an honorary recognition. The Association had been an American organization focused on American citizens for almost 60 years. The leap to being an international organization happened incrementally. When Jim Pattison was inducted in 2004, it became apparent that the role of the International Award recipients needed to be defined. From then on, International Award honorees were inducted as full-fledged Members of the Association with the same privileges and responsibilities as American Members. All recognized that the values promoted by the Association could serve citizens of other countries equally well. However, it was not possible for our International Members to serve as role models through the Association in their own countries, because the Association's activities had been hosted almost exclusively in the United States. The International Members Forum and 2008 Board of Directors Meeting represented a step on the path to addressing this situation. The following year, the Association would travel further down that path through a development that would allow the Canadian Members to support scholarships for students in their own country.

Effective July 10, 2009, the Horatio Alger Association of Canada (HAAC) was formally established as a tax-exempt, nonprofit organization in Canada. The accomplishment of

this goal required creating and registering a separate corporation with the Canadian government. Serving on the charter HAAC Board were International Members: Dominic D'Alessandro ('05), President; Rebecca MacDonald ('09), Vice President; G. Wallace F. McCain ('08), Vice President; and Jim Pattison ('04), Treasurer. The first Board meeting of this new organization was held at the offices of Rebecca MacDonald in Toronto on February 17, 2010. Changes to the HAAC Board in subsequent years include the death of Mr. McCain in 2011 (the Association will continue to honor his memory) and the addition of International Members serving as Vice President, including Rick Waugh in 2011 and Brian Mulroney and V. Prem Watsa in 2012. In 2015, Dominic D'Alessandro became President Emeritus and V. Prem Watsa became the second Member to serve as the HAAC President.

The first project undertaken by the HAAC was to establish a Horatio Alger scholarship program for young people in Canada. The Board agreed that it was best to start awarding scholarships on the provincial level and work toward a national scholarship program.

The Horatio Alger Association of Distinguished Americans is proud to have a partner organization in the Horatio Alger Association of Canada. It is hoped that eventually many countries will have individual Horatio Alger Associations, encouraging free enterprise and sponsoring educational opportunities for deserving young people.



First meeting of the Horatio Alger Association of Canada's Board of Directors took place at Rebecca MacDonald's office in Toronto on February 17, 2010.

THE HORATIO ALGER ASSOCIATION OF CANADA CHARTER BOARD MEMBERS

**PRESIDENT**

Dominic D'Alessandro ('05),
President and CEO
Manulife Financial Corporation

**VICE PRESIDENT**

Rebecca MacDonald ('09),
Founder and Executive Chair
Energy Savings Group

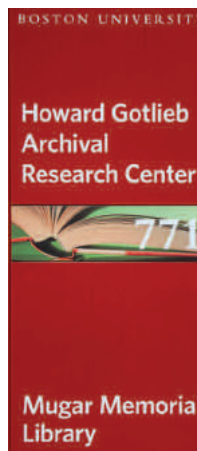
**VICE PRESIDENT**

G. Wallace F. McCain ('08),
Co-Founder & Vice Chairman
McCain Foods Limited
Chairman, Maple Leaf Foods Inc.

**TREASURER**

Jim Pattison ('04),
Founder/Owner
The Jim Pattison Group

HORATIO ALGER ARCHIVE



The second organization established by the Association in 2009 was the Horatio Alger Archive at Boston University's Howard Gottlieb Archival Research Center. The archive was made possible through the intercession of Association Member John Silber ('92), who served as president or chancellor of Boston University from 1971 to 2003. It was his vision to house the Association's archive at the Gottlieb Center because of its mission to preserve the historical materials and records of contemporary individuals of notable achievement; what's more, the archives of esteemed Association Members Ruth Stafford Peale ('77) and Norman Vincent Peale ('52) were already housed there.

Members are encouraged to direct to the Association, for inclusion in the archive, biographical materials documenting their experiences and rise to success. The Association's archive will preserve in perpetuity important documents and biographical information about its Members and Scholars.

Additionally, in 2009, the Association was laying the groundwork for a third new organization. The Executive Committee was exploring the possibility of creating a separate 501(c)(3) entity to house the Association's endowment funds. Ongoing discussions weighing potential benefits of this action involved Executive Committee Members, the Association's accountants (Halt, Buzas and Powell Ltd.), lawyers (the firms of Webster, Chamberlain & Bean and Odin Feldman Pittleman, PC), and the Association's new auditing firm (McGladrey & Pullen, LLC).

GOVERNANCE

STRATEGIC DIRECTIONS COMMITTEE

The Strategic Directions Committee (SDC) was established by the Board in 2008, but the first formal meeting of the committee was on April 4, 2009, in Washington, D.C. Vice President Delores M. Kesler ('98) chaired the meeting, and Committee Members in attendance were Barbara Barrett ('99), Lee E. Mikles ('08), R. James Nicholson ('00), and Chris Sullivan ('07). During the meeting, discussion focused on developing ways (1) to ensure lifelong relationships and commitments from Members beyond their inaugural years

and (2) to identify programs and services that would continually engage Members' interest in the Association's mission and programs. Throughout the meeting, SDC considered the results of a written survey previously distributed to Association Members.

On June 24, the Committee conducted a follow-up meeting via conference call. At the behest of the SDC, letters that included an interest review form were sent by Class Coordinators to their class Members. What was their current level of commitment? What activities would be of interest to them? Would they like to renew connections? Members were also sent copies of their biographies for possible changes and updates. Biographical information about deceased Members was sent to their family members for revision and to encourage family interest in Association activities.

At the Board meeting in September 2009, Lee E. Mikles ('08), reporting on behalf of the SDC Chair Delores Kesler ('98), presented four objectives established by the SDC to guide the Association's actions and programs in the future. The objectives were as follows:

- Identify prospective members.
- Engage and communicate with Members and Scholars through meaningful programs and services.
- Develop a sustainable scholarship program.
- Increase public awareness.

While much has been accomplished in support of these four goals since 2009, they continue to govern the Association's actions as the Association celebrates its 70th anniversary (2017).

2009 BOARD OF DIRECTORS MEETING

The 2009 Board of Directors Meeting was hosted in Jackson Hole, Wyoming, on September 24–25 at the Four Seasons Hotel. During the session on September 24, the Board reviewed matters pertaining to the Association and its programs, and special reports were provided by: President and CEO David L. Sokol ('04) on college retention and support for the “whole Scholar”; Chairman Joseph Neubauer ('94), on the Success Factors Study; Lee E. Mikles ('08), on SDC actions; and Terry M. Giles ('94), on the most recent National Scholars Survey.



Warren Buffet was the guest speaker at a dinner hosted by Suzanne and Walter Scott, Jr. ('97), during the 2009 Board of Directors Meeting in Jackson Hole, Wyoming.

Major developments from the Executive Committee and Board meetings included the following:

- The Executive Committee considered changing investment strategies to reduce administrative fees.
- The Executive Director was authorized to pursue the necessary legal steps to create a separate 501(c)(3) for the endowment fund.
- Tax exemption was granted for creation of the Horatio Alger Association of Canada.
- Approval was granted to house the Association's official archive at the Howard Gotlieb Archival Research Center at Boston University.
- Chris Sullivan ('07) and Anthony Welters ('98) were appointed as Members-At-Large on the Executive Committee.
- Anthony Novelly ('00) was selected as the Association's next President and CEO.
- The two-year hiatus between serving more than two consecutive terms on the Board was revoked, and approval was granted for Board Members to serve unlimited terms.

On the evening of September 24, Chairman Emeritus Walter Scott, Jr., and his Life Partner, Suzanne Scott, hosted a dinner at their home. The guest speaker was Warren Buffett, and two National Scholars, Kristin Champlain ('04) and Thomas Frazone ('05), offered their perspectives on support provided by the Association.

62ND HORATIO ALGER AWARDS INDUCTION CEREMONIES

During the 62nd Horatio Alger Awards Induction Ceremonies hosted on April 2–4, 2009, 11 distinguished Horatio Alger Award recipients were welcomed as new Members of the Association:



2009 Horatio Alger Award Recipients (L to R): Stephen A. Wynn, James S. C. Chao, Thomas J. Shannon, Jr., Rebecca MacDonald, David Foster, Clayton Paul Hilliard, Michael G. Morris, Indra K. Nooyi, Robert L. Wright, Jr., and Carl H. Ricker, Jr. (Not Shown: Denzel Washington)

The Awards events featured artistic performances by talented current and Alumni Horatio Alger Scholars. At the Inaugural Ceremony, Alumna Alicia Atwater White ('99) sang "America the Beautiful" and Alumnus Christopher Hutton ('04) spoke about his experiences and the impact of receiving a Horatio Alger National Scholarship.

The Inaugural Dinner at the Andrew Mellon Auditorium featured individual musical performances by current and Alumni National Scholars: Charlie Driscoll ('08, viola), Tarria Poplar ('04, piano), and Sarah Todd ('02, clarinet).

During the Members Luncheon, the keynote address was provided by new Member Denzel Washington, following remarks by 2009 National Scholars Kelsey Gaetjens and Mahad Mohamed, and 2002 National Scholar Alumna Ashley McKain.



New Member Denzel Washington ('09) provided the keynote address at the Members Luncheon.

The 62nd Annual Horatio Alger Awards Induction Ceremony included a special presentation about 2009 National Scholars moderated by Vice President Delores Kesler ('98) and Association Member Benjamin S. Carson, Sr. ('94). They helped to convey the stories of National Scholars Angela Eklund, Stephen Hadford, Heather Knutson, and Khama Weatherspoon. Lou Dobbs ('99) served as the master of ceremonies, introducing various segments of the program and welcoming the 11 Award recipients. The Association was also able to publicly acknowledge and thank Walter Scott, Jr. ('97), for his outstanding leadership and contributions, presenting him with the 2009 Norman Vincent Peale Award.



David Foster ('09) with singer Sandi Patty during 2009 Awards Reception

New Member David Foster ('09) emceed the Chairman's Reception, performing some of his compositions on the piano and engaging participants in an impromptu talent contest. The reception also included a performance by Sandi Patty, who had been the featured performer during the Induction Ceremony.

The Salute to the National Scholars Breakfast featured a panel of five new National Scholars responding to questions from National Scholar Alumni Amy Scott ('98) and Michael Girsch ('96). Participants were afforded another opportunity to enjoy music provided by current and Alumni National Scholars: Charles D. Driscoll ('08), Sarah A. Todd ('02), Tarrja J. Poplar ('04), and Alicia Atwater White ('99) performing as an ensemble.



Presentation of the 2009 Norman Vincent Peale Award to Walter Scott, Jr. ('97); pictured (L to R) are David L. Sokol ('04), Walter Scott, Jr. ('97), Suzanne Scott, Joseph Neubauer ('94)

Special fundraising efforts in support of the 2009 Awards events included two receptions in honor of Clayton Paul Hilliard ('09) hosted by William J. Doré ('00) and friends in Lafayette, Louisiana. Letters were sent to friends and associates of Walter Scott, Jr., David L. Sokol ('04), and Michael B. Yanney ('05), soliciting support in honor of Mr. Scott receiving the 2009 Peale Award. And Class Coordinator Lee Mikles ('08) issued special communications to encourage the support of his fellow class Members who had received the Horatio Alger Award the previous year. The fundraising goal of the 62nd Awards in 2009 was \$6.25 million. As of September 15, 2009, funds raised in support of the Awards events totaled \$6,430,266.

EDUCATIONAL PROGRAMS AND SERVICES

During 2009, the Association marked the 25th anniversary of the Horatio Alger Association's National Scholarship Program. Since awarding the first National Scholarships, valued at \$5,000 each to seven students in 1984, by 2009 the Association had awarded more than \$18,277,500 in National Scholarships to 1,976 Scholars.

SERVICES TO ASSIST THE WHOLE SCHOLAR

In acceptance remarks as he assumed office in 2008, President and CEO David Sokol ('04) noted that, although Association Members could be pleased with all that had been accomplished, they should never be satisfied. Mr. Sokol's vision was for the Association to be more than simply a check-granting organization. As important as that is, he wanted to address the needs of the "**whole Scholar.**" In response to his challenge, by 2009 the Association had greatly expanded its programs and services for National Scholars. The array of services outlined in a document titled *A Commitment to Our Scholars* included the following:

- Personal contact by Members, Life Partners, and staff via telephone calls, letters, newsletters, emails, and Facebook
- Additional financial support through the Collegiate Partners Program
- Opportunities for free housing through Campus Crest Communities, which increased in number each year
- Health insurance if not available through the Scholars' families or schools

A COMMITMENT TO OUR SCHOLARS



Horatio Alger Association of Distinguished Americans, Inc.
A Commitment to Our Scholars

- Mentoring by Members, Life Partners, and Alumni Scholars
- Access to professional counselors through a counseling service available seven days a week, 24 hours a day
- Tests to promote college preparedness and career aptitudes
- Alumni Association activities after Scholars complete their undergraduate degrees
- Canadian Study Abroad Program
- Dennis R. Washington Achievement Scholarships for graduate studies
- Reinstatement Program to allow Scholars who discontinue their college studies to resume them at a later time

The terms *pleased, but not satisfied* and *whole Scholar* became important additions to the Association's lexicon. These expressions continue to motivate Association Members and staff to develop increasingly significant ways to assist and serve Horatio Alger scholarship recipients.

MENTORING PROGRAMS

Early results of the Success Study being sponsored by Chairman Joseph Neubauer ('94) also influenced the Association's educational programs. The study quickly brought to light the important role played by mentors in helping students stay the course to graduation. This coupled with Mr. Sokol's emphasis on the "whole Scholar" encouraged the creation of **mentoring programs** for Horatio Alger Scholars by Members and Life Partners and Alumni Scholars.

Plans were for Members and Life Partners to mentor new National Scholars through their first three years in college. During the senior year, as Scholars prepared to enter the workforce or pursue higher education, they would be mentored by Alumni Scholars. As the mentoring programs were enacted in 2010 and 2011, feedback prompted change; it was more practical for the Alumni to work with the Scholars during their first three years in college. Alumni are closer in age and can identify with college life more readily than Members and Life Partners. Because Members and their Life Partners are more engaged in the career sector, they can provide effective mentorship as the Scholars contemplate career choices and seek employment.

HORATIO ALGER STATE SCHOLARSHIPS

The Strategic Directions Committee's objective to develop a "sustainable scholarship program" was also a strong motivational factor in the Association's ongoing goal of awarding Horatio Alger State Scholarships in all 50 states and the District of Columbia. The major advancement in support of this goal in 2009 occurred when the **American Electric Power Foundation** committed support for Horatio Alger State Scholarships in nine states. With a gift of almost \$1.4 million, the foundation agreed to underwrite scholarships to students in several states most adversely affected by the economic downturn: Arkansas, Indiana, Kentucky, Indiana, Michigan, Ohio, Oklahoma, Tennessee, and West Virginia. This generous support was made possible by



Michael G. Morris ('09)

Association Member Michael G. Morris ('09), the Chairman, President, and CEO of the American Electric Power Foundation. At the time of this gift, Mr. Morris had not been a member of the Association for even a year. The Association continues to be grateful for this generous gift in support of its mission and educational outreach.

HORATIO ALGER MILITARY VETERANS SCHOLARSHIP PROGRAM

Another educational hallmark in 2009 was the administration of the seventh and final application round in the **Horatio Alger Military Veterans Scholarship Program**. While funds would continue to be distributed in support of awarded scholarships through 2012, the last new scholarships were awarded in 2009. A total of 2,348 Veterans Scholarships were awarded, valued at \$11,740,000. The breakdown of scholarships by branch of service is as follows:

Military Branch Number

Army	1,019
Navy	167
Marine Corps	756
National Guard	289
Air Force	117

The Association continues to be grateful to Julia and George Argyros ('93) for initiating and serving as the major sponsors of support to our veterans returning from Iraq and Afghanistan. Appreciation is also conveyed to all the Members and Friends who joined them in support of this important effort.

SCHOLARSHIP SELECTION COMMITTEE

While the Association had conducted its application process online through its website since 2003, the selection of scholarship recipients was still handled by educational professionals and Members who convened in Washington, D.C., each December to choose the following year's recipients. In 2009, the Association conducted the scholarship selection process online for the first time. Application information was sent to panelists electronically for their review and recommendations. This reduced costs for the Association and allowed the panelists to review the information at times convenient to their personal schedules.

The Association would like to express appreciation to the Members and Life Partners who continue to serve or have served on the Scholarship Selection Committee over the past decade:

MEMBERS AND LIFE PARTNERS WHO HAVE SERVED ON THE HORATIO ALGER SCHOLARSHIP SELECTION COMMITTEE

CHAIRMAN OF THE SCHOLARSHIP SELECTION COMMITTEE

TERRY M. GILES ('94), *President*, Giles Enterprises, Houston, Texas

BARBARA BARRETT ('99), *U.S. Ambassador to Finland, 2008–2009 and President & CEO*, Triple Creek Guest Ranch, Paradise Valley, Arizona

BERNARD A. HARRIS, JR. ('00), *President and CEO*, VESALIUS VENTURES, Houston, Texas

JACK M. GILL ('99), *The Gill Foundation of Texas*, Houston, Texas

LINDA GILL, *The Gill Foundation of Texas*, Houston, Texas

JOSEPH R. MODEROW ('07), *Senior Vice President, General Counsel, and Board Member, Retired*, United Parcel Service, Dana Point, California

RODRIGUE MORTEL ('85), *Emeritus Professor of Obstetrics & Gynecology & Associate Dean*, Penn State University College of Medicine, State College, Pennsylvania

KALLI O'MALLEY, *Giles Enterprises*, Houston, Texas

STRATEGIC PARTNERS

AMERICAN ASSOCIATION OF COMMUNITY COLLEGES

AMERICA'S PROMISE ALLIANCE

ASSOCIATION FOR CAREER AND TECHNICAL
EDUCATION

BUILD – THROUGH ENTREPRENEURSHIP-BASED,
EXPERIENTIAL LEARNING

COLLEGE ADVISING CORPS (CAC)

COLLEGE BOARD

COMMUNITIES IN SCHOOLS

CRISTO REY

GIVE US YOUR POOR

JUNIOR ACHIEVEMENT

KNOWLEDGE IS POWER PROGRAM

LEADERSHIP ENTERPRISE FOR A DIVERSE AMERICA

THE LEARNING PARTNERSHIP

THE NATIONAL FOSTER PARENT ASSOCIATION

NETWORK FOR TEACHING ENTREPRENEURSHIP,
START IT UP

PATHWAYS TO EDUCATION

SCHOOLS THAT CAN

SHAD UNCOMMON PURPOSE

Note: Organizations listed are partnering with the Horatio Alger Association at the present time [2017].

COMBINED FEDERAL CAMPAIGN

In 2009, the Horatio Alger Association participated for the first time in the federal government's Combined Federal Campaign (CFC). As noted on its website, the "CFC is the world's largest and most successful annual workplace charity campaign." It raises millions of dollars in contributions from federal employees in support of health and human services. After an arduous application process, the Association was granted approval to be listed as one of the charities to which federal employees could direct their charitable donations. The Horatio Alger Association has now participated in the CFC every year since 2009.

STRATEGIC PARTNERSHIPS

The Horatio Alger Association established strategic partnerships with organizations that serve at-risk student populations, including those who are homeless or in foster care, to increase awareness of Horatio Alger scholarships. The Association has been developing marketing strategies with these partners to promote Horatio Alger scholarships by including links to the Association's website on their sites and by encouraging their constituent students and parents to apply for the Association's scholarships online.

At the present time (2017), the Association is working with Strategic Partner organizations in both the United States and Canada. All partners share in our mission to promote free enterprise, entrepreneurship, and education to at-risk young people.

CONCLUSION

The strong momentum generated by the buildup to the 60th anniversary helped the Horatio Alger Association not only to successfully weather one of the worst economic downturns in recent history, but also to thrive and expand on several fronts. This would continue as Members seized opportunities to support the Association's mission.



ed based provider of college scholarships - Washington, DC - April 8, 2010 - William Alfred Cook, Founder and Chief

THE NEW YORK TIMES — OCT

The 2010 Inaugural Dinner was hosted at the Newseum in Washington, D.C.

PREPARATIONS FOR GREATER ACHIEVEMENT

2010

In the history of all organizations, there is an ebb and flow to progress. While there were substantial achievements in 2010, it is noteworthy as a year in which the groundwork was laid for even greater triumphs in the future.

63RD ANNUAL HORATIO ALGER AWARDS INDUCTION CEREMONIES

The 63rd Annual Horatio Alger Awards Induction Ceremonies were held on April 8–10, 2010. The new Members pictured below were inducted into the Association in 2010:



Class of 2010 (L to R seated): James M. Seneff, Jr.; Lawrence Mead Higby; Richard D. Holland; Al Annexstad; William Alfred Cook; (L to R standing) 2010 Peale Award Recipient Clarence Thomas ('92); Tommy Ray Franks; Earl W. Stafford, Sr.; Joseph M. Grant; Jenard M. Gross, Alan B. Miller (Not shown, Condoleezza Rice)

Associate Supreme Court Justice Thomas ('92) received the 2010 Norman Vincent Peale Award. He traditionally presented the Award recipient with the Peale medallion during the Inaugural Ceremony. In his stead, his good friend and fellow class Member Chairman Emeritus H. Wayne Huizenga ('92) presented Justice Thomas with the medallion. National Scholars were represented during the Ceremony by Alumnus Joshua Eddy ('03) and music selections were performed by operatic singers Jesus Daniel Hernandez and Emily Albrink.

Association Board Member Charles L. Overby ('02) made it possible for the Association to host the Inaugural Dinner at the Newseum; entertainment included a performance by pianist Stanislav Ioudenitch, a gold-medal winner of the Van Cliburn Music Competition. His participation was sponsored by Association Board Member Michael B. Yanney ('05).



Chairman Emeritus H. Wayne Huizenga ('92) presented the 2010 Norman Vincent Peale Medallion to Justice Clarence Thomas ('92).

In 2010, a new event was added to the Awards schedule. The Association hosted its first Meet the Scholars Breakfast at the Ritz-Carlton Hotel on Friday morning, April 9. During the breakfast, the 2010 National Scholars were introduced to Members and Life Partners, and it afforded an opportunity to “kick off” the Association’s restructured Mentoring Program. Psychologist Stephen Timm provided the keynote address focused on the purposes and benefits of mentoring relationships.



Since first partnering together in emceeing the Awards Induction Ceremony in 2010, Lou Dobbs and Tom Selleck have fostered the increasing success of this event, which is the high point of the Association’s annual calendar.

The Members Luncheon hosted at the U.S. Department of State featured new Member Condoleezza Rice ('10) speaking about her life, including her service as the U.S. Secretary of State.

The 63rd Annual Horatio Alger Awards Induction Ceremony was hosted at DAR Constitution Hall on Friday, April 9, 2010. The 11 new Members were formally inducted into the Association, and Justice Clarence Thomas was saluted for his courage and steadfast commitment to the Association during the presentation of the 2010 Peale Award. For the first time, Association Members Lou Dobbs ('99) and Tom Selleck ('00) served together as emcees. The Association would continue to benefit from this membership duo through the 2017 Awards events. The ceremony included a special tribute to the memory of Ed McMahon ('84), during which Chairman Emeritus Dennis Washington ('95) presented Life Partner Pam McMahon with a special set of DVDs featuring Mr. McMahon’s leadership of past Awards Ceremonies.



New Member Condoleezza Rice ('10) provided the keynote address at the 2010 Members Luncheon.

ED McMAHON

Ed McMahon's ('84) many contributions to the Horatio Alger Association included:

- Serving on the Association’s Board of Directors from 1996 to 2008;
- Emceeing the Horatio Alger Awards Induction Ceremony from 1997 to 2007;
- Serving as Executive Producer of the Awards events from 2002 to 2008;
- Supporting the Horatio Alger Endowment Fund;
- Moderating the Association’s *Only in America* and *Against the Odds* television programs;
- Hosting dinners at his home in Beverly Hills for Horatio Alger Scholars; and
- Meeting with Scholars in small groups during the Awards events.

In addition to being a noted entertainer, Ed McMahon was a highly decorated U.S. Marine fighter pilot in World War II and the Korean War. The Association will always be grateful to Ed McMahon and his Life Partner, Pam McMahon, for their steadfast commitment to the Association’s mission and its young Scholars.



The featured performer was Joseph Leo Bwarie, from the cast of *Jersey Boys*. Immediately following the Awards Ceremony, the evening was capped by the Chairman's Reception, featuring musical performances by Association Member David Foster ('09) and his young protégés Nikki Yanofsky, Charice, Josh Page, and Ruben Studdard.



Singer Joseph Leo Bwarie during the finale of the 63rd Awards Induction Ceremony, which garnered coverage on Rush Limbaugh's and Lou Dobbs's radio programs

The following morning, the 2010 Awards events concluded with the Breakfast in Salute to the National Scholars at the Ritz-Carlton. Alumnus Scholar Michael Girsch ('96) moderated a panel of five 2010 National Scholars who responded to questions from the Members and Life Partners. A highlight of the breakfast was a surprise performance by musician Christopher Cross and his ensemble.

At the conclusion of the breakfast, Joseph Neubauer ('94) was presented with a Steuben American flag in appreciation for his able leadership as Chairman of the Association (2008–2010), and David L. Sokol and Paul Anthony Novelly were introduced as the Association's new Chairman and President and CEO respectively. This dynamic leadership duo would help guide the Association over the next five years. The Board would vote to extend their terms in office beyond the traditional two years because of the great progress being made under their leadership.



April 2010 marked the start of the leadership team featuring David Sokol ('04) as Chairman and Tony Novelly ('00) as President and CEO of the Association. They would serve in these roles for five years.

The budgeted goal for the 63rd Horatio Alger Awards was again \$6.25 million; revenue raised as of July 31, 2010, totaled \$6,380,554. The success of the fundraising drive was supported by the Class Coordinators and a special campaign was also conducted to endow the Jamal Thomas Scholarship in appreciation and recognition of Board Member Clarence Thomas ('92) as the recipient of the 2010 Norman Vincent Peale Award.

GOVERNANCE AND BOARD OF DIRECTORS

At the conclusion of the 2010 Awards events on April 10, in addition to the transition of Officers, the Executive Committee increased in size. At the Board meeting in 2009, Directors had approved the addition of two Members-At-Large and another Chairman Emeritus in the composition of the Executive Committee. This expansion was in response to a recommendation generated by the 2008 organizational assessment: to provide opportunities for more Members to participate in leadership roles and to foster transparency in leading the Association.

The composition of the Executive Committee
in April 2010:

David L. Sokol ('04)
Chairman

Paul Anthony Novelly ('00)
President and CEO

Delores M. Kesler ('98)
Vice President (she retired from service in 2015)

George L. Argyros ('93)
Chairman Emeritus and Treasurer

Joseph Neubauer ('94)
Immediate Past Chairman

Dennis R. Washington ('95)
Chairman Emeritus

Walter Scott, Jr. ('97)
Chairman Emeritus

Chris Sullivan ('07)
Member-At-Large

Anthony Welters ('98)
Member-At-Large

2010 MEMBERSHIP AND BOARD OF DIRECTORS MEETING

A major objective of Tony Novelly's presidency was to engage more Members and Life Partners in the activities of the Association. In support of this, he designated that all Members, Life Partners, and Friends of the Association should be invited to participate in meetings and activities surrounding the annual Board of Directors Meeting. This applied to the 2010 Membership and Board of Directors Meeting, hosted on September 22–24, by Lola and Duane B. Hagadone ('04) in Coeur d'Alene, Idaho, with preliminary events hosted by Phyllis and Dennis R. Washington ('95) in Missoula, Montana. Participants were encouraged to arrive in Missoula on September 21. Phyllis and Dennis R. Washington hosted a barbecue dinner at their

ranch that evening, and they provided a private train to take participants the next morning from Missoula to Sandpoint, Idaho, located in close proximity to Coeur d'Alene.



Phyllis and Dennis R. Washington ('94) hosted a barbecue at their ranch in Missoula, Montana, prior to the start of the 2010 Membership and Board of Directors Meeting.

Participants were welcomed by Lola and Duane Hagadone at a reception on September 22 at the Coeur d'Alene Golf and Spa Resort. The evening featured a performance by Association Member Kenny Rogers ('90). The following evening, Mr. and Mrs. Hagadone invited everyone to their home, located on the shore of Lake Coeur d'Alene, for a patriotic salute to the U.S. military featuring musical performances by the 4Troops vocal ensemble.



Lola and Duane B. Hagadone hosted the 2010 Membership and Board of Directors Meeting in Coeur d'Alene, Idaho.

HORATIO ALGER RESOURCES

The most important developments stemming from meetings in 2010 of the Executive Committee and Board of Directors related to the Association's finances.

In light of the economic downturn following the financial crisis in 2008, with leadership from Tony Novelly, the Executive Committee voted to realign the Association's asset allocations. To enact these changes, in September 2009, the Officers approved contracting with Summit Strategies as the Association's investment counsel. The transfer of all the Association's assets for management by Summit Strategies was completed by July 2, 2010. Summit Strategies' responsibilities included recommending a new investment custodian and fund managers. The Executive Committee approved Summit's recommendation of Comerica as the investment custodian in February 2010, and they approved the recommended fund managers in April 2010. The full Board ratified these actions at their meeting in September 2010.

Based on research conducted in 2009, in early 2010, the Executive Committee determined that creating a separate 501(c)(3) organization to house the Association's Endowment Fund was a wise course of action. Papers were filed with the Virginia Corporation Commission and the Internal Revenue Service to gain approval for the new tax-exempt organization. Approval was readily granted by the Commonwealth of Virginia, and on August 30, 2010, the Internal Revenue Service approved tax-exempt status for the Horatio Alger Endowment Fund as a separate 501(c)(3) organization. The Board of Directors was informed of these actions, and the Directors indicated their support of the fiscal proceedings at the 2010 Board meeting in September.

CONTINUED GROWTH OF THE ASSOCIATION'S EDUCATIONAL PROGRAMS

HORATIO ALGER STATE SCHOLARSHIPS

A goal of the Association since 2007 had been to award Horatio Alger State Scholarships in all 50 States and the District of Columbia. In 2010, the final groundwork was laid to achieve this objective in 2011. The Board of Directors approved of unifying and expanding the various State Scholarship programs into one national program. Based on a model developed by ACT, the nonprofit educational firm that administers the ACT test and promotes life-long learning, a minimum of 500 State Scholarships would be allocated across the nation based on the number of graduating high school seniors in each state. State Scholarships valued at \$5,000 would be offered on a proportional basis in all 50 states and the District of Columbia.

To make up for any shortfall, the Association accepted a generous pledge of up to \$500,000 a year from Suzanne and Walter Scott, Jr. ('97), to aid in the implementation of the new nationwide State Scholarship Program. The funds were to underwrite scholarships in states that did not have a sponsor.



Al Annexstad ('10)

In 2010, the Association also received support for State Scholarships from Association Member Al Annexstad ('10) and fellow members on the Federated Mutual Insurance Company's Board of Directors to provide scholarships for students in Kansas, Minnesota, Mississippi, Pennsylvania, and Washington.

In addition to fulfilling Ronald C. Waranch's ('03) \$1 million bequest, his family members funded Horatio Alger State Scholarships in Georgia and Texas. And Association Friend of Distinction Robert J. Hudiburg endowed a Texas State Scholarship in memory of his son, John Hardin Hudiburg.

2010 ALUMNI SUMMIT

The most noteworthy event in the Association's 2010 educational calendar was the third Alumni Summit hosted by Chairman Emeritus Joseph Neubauer and his Life Partner, Jeanette Lerman-Neubauer, in their hometown Philadelphia, Pennsylvania, on October 8–11, 2010. The theme of the Summit was Making Our Mark. The following Horatio Alger Members and Life Partners provided keynote addresses at the Summit: Joseph Neubauer ('94), Jeanette Lerman-Neubauer, R. James Nicholson ('00), and Benjamin S.



Group photo of participants at the 2010 Alumni Summit taken at the Comcast Center

Carson, Sr. ('94). Speakers and facilitators of breakout sessions included Life Partner Phyllis Washington, Bill Durham (grandson of the late Charles W. Durham ['02]), Shawn Gross (son of Jenard M. Gross ['10]), George Levan (friend of the Gross family), and Michael and Ted Rollins (sons of the late John W. Rollins, Sr. ['63]). Topics focused on three broad categories: Career Development, Investment and Financial Planning, and Life Management.



Chairman Emeritus Joseph Neubauer ('94, right) presenting the 2010 Alumnus of the Year Award jointly to Amy Hubbard ('92) and John M. Lee, Jr. ('98)

Right before the Summit, several National Scholar Alumni spoke to high school students at the William H. Bodine High School to provide information about applying for college and scholarships. Alumni were invited to a special dinner aboard the *Moshulu*, the world's largest, four-masted ship still afloat, on Saturday, October 9. On Sunday morning, a special session was conducted about the state of our nation 10 years into the new millennium. Guest speakers were Politico's Jeanne Cummings and Fox News Commentator Stephen Hayes. The Summit concluded that evening with a dinner at Philadelphia's Comcast Center with a performance by Broadway singer-actor Adam Paschal. Alumni at the Summit received continuing education units through Nova Southeastern University; credits could be used in support of advanced-degree programs or toward professional career development. At the concluding dinner, Joseph Neubauer announced that Amy Hubbard ('92) and John M. Lee, Jr. ('98), had been selected as the 2011 Horatio Alger Alumni of the Year.



Members and Life Partners at the 2010 Alumni Summit (L to R): Phyllis Washington, R. James Nicholson ('00), Suzanne Nicholson, Candy Carson, Benjamin S. Carson, Sr. ('94), Jeanette Lerman-Neubauer, and Joseph Neubauer ('94)



Musical finale of the 2010 Horatio Alger Awards Induction Ceremony

THE NATIONAL VISIBILITY CAMPAIGN

In addition to engaging Members and heightening the role of the Strategic Directions Committee, new President Tony Novelty ('00) would make the ongoing national visibility campaign a major focus during his tenure.

The 2010 Awards events garnered unanticipated national radio coverage when commentator Rush Limbaugh, who attended the Awards Induction Ceremony, talked at length about aspects of the event that impressed him; his radio program aired on Monday, April 12, 2010. Later that week, Association Member and Awards Co-master of Ceremonies Lou Dobbs ('99) afforded the Association additional nationwide coverage by talking about the Association and its Awards events on his syndicated radio program.

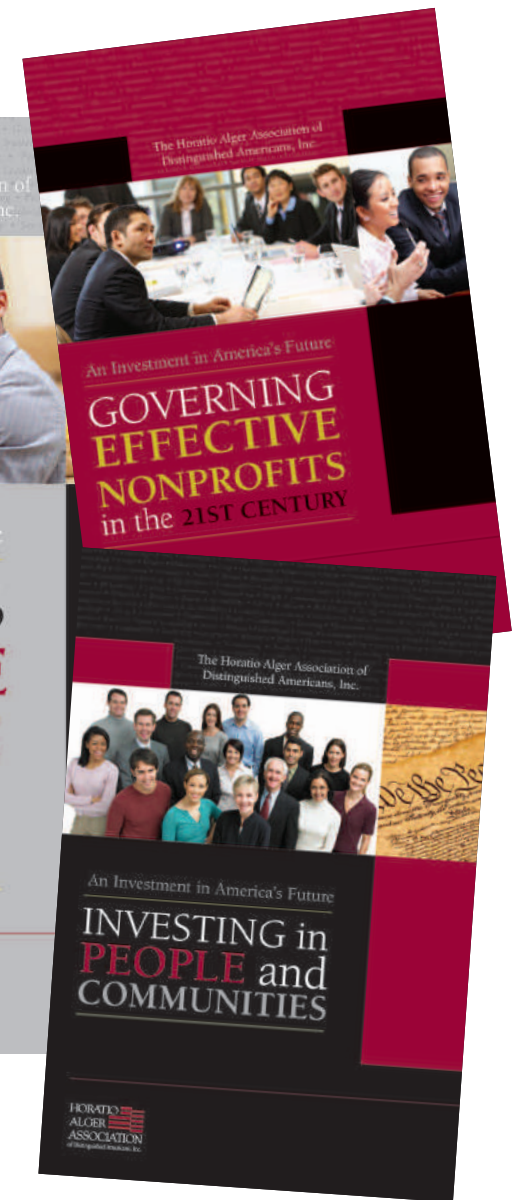
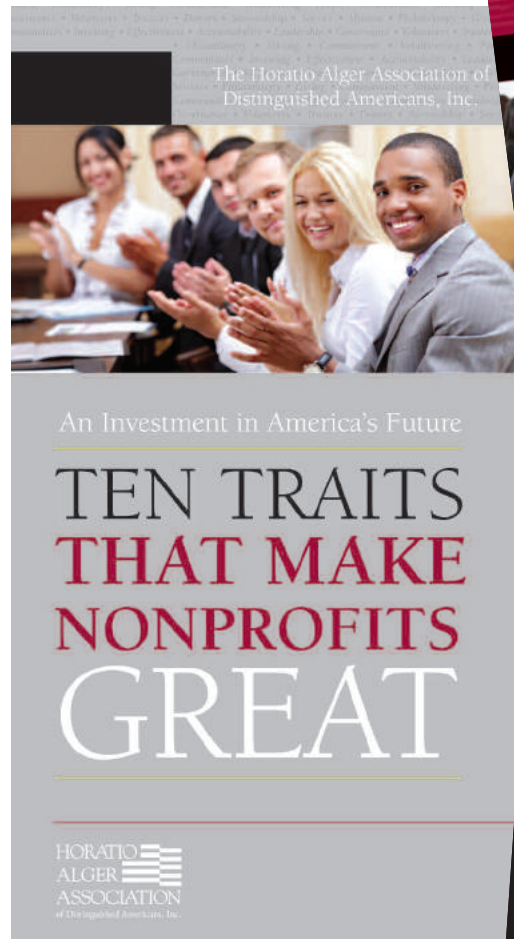
Although the Association did not sponsor any concerts in 2010, it did coordinate appearances by its International Ambassador Mario Frangoulis and National Scholar Alumna Lindsay Marshall ('97) during targeted PBS broadcasts of a concert featuring Mario Frangoulis at the Acropolis. Mr. Frangoulis and Ms. Marshall spoke in person at four different stations about the Association's mission and educational outreach to at-risk youth. The interviews were aired to audiences in 16 states.

The Horatio Alger Association continued to promote awareness about its mission, Members, and educational programs through three public service announcements (PSA) produced in 2010. One PSA emphasized that Horatio Alger Members are leaders in their respective fields who achieved success in spite of adversity. Another highlighted why individuals are selected to receive the Horatio Alger Award. The third saluted the 2011 Horatio Alger Award winners.

Success magazine ran an article in its July 2010 issue featuring the 2010 Award recipients and Justice Thomas as the 2010 Norman Vincent Peale Award recipient. The article also included excerpts from an interview with Immediate Past Chairman Joseph Neubauer. Chairman David L. Sokol ('04) participated in an interview with *Barron's* lead writer Andrew Bary to discuss his commitment to the Horatio Alger Association and why he gives his time and resources to the organization.

Arguably the most noteworthy visibility achievement was the Association's 2010 publishing of a book titled *Investing in People and Communities*. The book promotes best practices among nonprofit organizations, and it explores aspects of good governance and effective management that contribute to America's charitable sector. It also features interviews with the Association's current and past Presidents and CEOs about the principles that govern their philanthropic activities.

This book was the first in a three-volume set written for the Association by nonprofit consultant Brian E. Foss. It would be followed in August 2013 by the publication of *Governing Effective Nonprofits in the 21st Century* and in 2014 by *Ten Traits That Make Nonprofits Great*. The Association was already an acknowledged resource for information about American teenagers, based on its State of Our Nation's Youth surveys and research projects. Through these new publications, it is now a resource in promoting effective management of nonprofit organizations. The books are available through the Association's websites and various eReaders (Nook, Kindle, iPad). The Association continues to receive requests for copies from people and organizations in the United States and Canada.





Participants at the 2011 International Horatio Alger Membership and Board of Directors Meeting, Bordeaux, France

ACHIEVEMENT OF LONG-HELD GOALS

2011

If 2010 had passed as a relatively quiet year for the Association, all of the pent-up energy and enthusiasm of the Association's Members, Life Partners, and Friends was unleashed in 2011, resulting in four major advancements:

- Formation of the Horatio Alger Endowment Fund
- Attainment of the goal to award Horatio Alger State Scholarships in all 50 states
- 2011 International Membership and Board of Directors Meeting
- Successful completion of the campaign to achieve \$100 million in the Endowment Fund

HORATIO ALGER ENDOWMENT FUND

After gaining governmental approval at the state and national levels in 2010, the Horatio Alger Endowment Fund was established as a separate 501(c)(3) organization on January 1, 2011. It was determined that its board would be composed of Executive Committee Members who would track its investments and provide progress reports and recommendations to the Association's full Board of Directors at its annual autumn meeting. The charter Board of Directors of the Horatio Alger Endowment Fund consisted of the following:

Chairman and President

Walter Scott, Jr. ('97)

Vice President and Assistant Secretary

Anthony Welters ('98)

Treasurer

George L. Argyros ('93)

Secretary

Joseph Neubauer ('94)

Directors

Paul Anthony Novelly ('00) and

Dennis R. Washington ('95)

The composition of the Endowment Fund Board remained unchanged until Chairman Emeritus David L. Sokol ('04) was appointed as its Vice President in September 2015; Anthony Welters became Assistant Secretary (and Treasurer of the Horatio Alger Association), and George Argyros became a Director. James M. Senneff, Jr., was added as a director in 2017.

As of July 31, 2011, pledges and contributions to the Endowment Fund totaled \$93,553,341, representing the achievement of 93 percent of the \$100 million campaign goal. In light of nearing the goal of \$100 million in the fund, the Endowment Fund Board analyzed options to expand the campaign with a new increased goal.

The rationale for a large endowment fund was to ensure that the Association would continue to award scholarships to deserving young people regardless of the state of the economy. While the Association continued to thrive in spite of the economic downturn in 2008 and 2009, the crisis alerted Association Members about the need for careful planning to preserve their legacy in the future.

STATE SCHOLARSHIPS IN ALL 50 STATES

Since the establishment of Horatio Alger State Scholarships in 2001, an Association goal was to award State Scholarships in all 50 states, the District of Columbia, and Puerto Rico. In 2011, this became possible with a generous support from President Tony Novelly ('00) and a \$2.5 million grant from Endowment Fund Chairman and President Walter Scott, Jr., to be expended over five years. Many other Members and Friends also stepped in to support State Scholarships in their respective states. The Association is proud that eligible students all across America are considered for both the National and State Scholarships when they complete the online application. We extend sincere appreciation to all the Members, Life Partners, and Friends who have supported Horatio Alger States Scholarships.



In 2001, Suzanne and Walter Scott, Jr., initiated the first State Scholarship Program in their homestate of Nebraska. In 2011 they, along with President Tony Novelly, helped to ensure that State Scholarships were awarded to students in all 50 states, and the District of Columbia.

2011 INTERNATIONAL MEMBERSHIP AND BOARD OF DIRECTORS MEETING & ATTAINMENT OF THE \$100 MILLION ENDOWMENT FUND GOAL

The 2011, International Membership and Board of Directors Meeting, hosted by Kathy and Tony Novelly ('00), convened at the Fairmont Hotel in Monte Carlo, Monaco, on September 20–26. The meeting began on Tuesday, September 20, with a welcome reception and dinner in Eze, France, hosted by Board Member Terry Giles ('94) and his Life Partner, Kalli O'Malley. On Wednesday, the Fairmont Hotel was the site for meetings of the Executive Committee and Board as well as a general session for all Members, Life Partners, and guests in attendance. Vice President Delores M. Kesler ('98), Chair of the Strategic Directions Committee, provided a detailed report of initiatives undertaken by the committee, and Immediate Past Chairman Joseph Neubauer ('94) reported on the information garnered in Phase 1 of the Success Factors Study, completed in the summer of 2011. The Board meeting formally concluded with a gala dinner and special performance at the Hotel de Paris on Friday, September 23, featuring George Perris (tenor) and soprano Deborah Myers. In light of their subsequent appearances at Association events and concerts, Ms. Myers and Mr. Perris have been designated, along with Mario Frangoulis, as Horatio Alger International Ambassadors.

During the concluding dinner, the Association achieved its long-standing goal of a \$100 million Endowment Fund. That evening Chairman Emeritus Dennis R. Washington ('95) pledged \$10 million in additional support for his grad-



Dinner along the Mediterranean coast in Monte Carlo, Monaco



Concluding dinner at the Hotel de Paris included a musical performance by soprano Deborah Myers.

uate scholarship program. David Sokol ('04) and Tony Novelly ('00) challenged participants to match this gift, which resulted in commitments totaling \$11 million. More than \$21 million was raised that evening for the Horatio Alger Endowment Fund.

The next morning (Saturday, September 24), President Novelly invited participants to fly with him to the Bordeaux region of France for special tours of the wine region. Participants returned to Monte Carlo the following day. This was the Association's fourth International Board Meeting (Rose Hall, Jamaica, 2001; Madrid, Spain, 2003; Toronto, Canada, 2008).

In addition to welcoming a significant number of new Board Members and celebrating the generous contributions to the Endowment Fund, the Board in 2011 took a stride toward securing the Association's future when Chairman David L. Sokol ('04) and President and CEO Paul Anthony Novelly ('00) accepted the Board's invitation to serve a second two-year term in their respective offices. The Board wanted to ensure continuity of leadership throughout the Association's 65th anniversary year in 2012 and facilitate the ongoing development of the new Horatio Alger Endowment Fund.



Nancy and Richard Knowlton ('92) in a Bordeaux vineyard

64TH ANNUAL HORATIO ALGER AWARDS INDUCTION CEREMONIES

Twelve individuals were inducted into the Horatio Alger Association during the 64th Horatio Alger Awards Induction Ceremonies on April 7–9, 2011.



2011 Horatio Alger Awards Honorees (L to R): 2011 Peale Award recipient William J. Doré ('00), James E. Rohr, Roger E. Ailes, Rick Waugh, Herbert A. Wertheim, Josue Robles, Jr., Anousheh Ansari, Harry S. Patten, Frederic V. Malek, Byron D. Trott, Glenn B. Stearns (Not shown, Michael R. Bloomberg and Leonardo DiCaprio)

Following the Orientation Session, Justice Thomas ('92) presented the new Members with their Horatio Alger medallions, and he introduced Board Member William J. Doré ('00) as the recipient of the 2011 Norman Vincent Peale Award. Mr. Doré was recognized for his ongoing generous support of scholarships to young people in Louisiana and his commitment to the Association. Representing the National Scholars, Alumnus Daniel Lind ('05) spoke about his experiences prior to and since receiving a scholarship from the Association. Musical performances were provided by clarinetist Jose Franch-Ballester and violinist Bella Hristova.

The 2011 Inaugural Dinner at the Andrew W. Mellon Auditorium, under the coordination of Association Member David Foster ('09), featured performances by Kenny "Babyface" Edmonds, Katharine McPhee, Chris Mann, and the Canadian Tenors. The evening concluded on an upbeat note with artists and audience members on stage singing together.

At the second annual Meet the Scholars Breakfast the following morning, National Scholars Conference Director Ronald Nicola welcomed participants and spoke briefly about the 2011 conference. Chairman David L. Sokol ('04) presented the Association's efforts to assist the "whole Scholar" by providing an array of services in addition to the monetary scholarship provision. Immediate Past Chairman Joseph Neubauer ('94) provided an update on the study to determine what factors enable Horatio Alger Scholars to succeed in the face of great adversity. Psychologist Stephen A. Timm shared his thoughts about the value of mentoring relationships.

Following the 2011 Members Forum, the Members Luncheon at the U.S. Department of State featured new Member Leonardo DiCaprio, speaking about the path that led to his successful career as an actor.



New Member Leonardo DiCaprio provided the keynote address at the 2011 Members Luncheon.

Emceed by Lou Dobbs ('99) and Tom Selleck ('00), the 64th Horatio Alger Awards Induction Ceremony at DAR Constitution Hall on Friday, April 8, 2011, included a salute to our armed forces led by former Secretary of Veterans Affairs and Association Board Member R. James Nicholson; musical performances by Adam Pascal, Sy Smith, the Ministers of Gospel Choir, and the Chantilly High School Choral and Show Choir; and a dance performance by the Kirov Academy of Ballet of Washington, D.C. The new Members received their Horatio Alger Awards. William Doré received the Peale Award in a presentation that included a violin performance by Jarius Daigle, a 2010 Horatio Alger Louisiana Scholar studying at Berklee College of Music, with support from Mr. Doré.

The 64th Horatio Alger Awards concluded with the Breakfast Saluting the National Scholars. CBS Correspondent Byron Pitts served as moderator for the first time of the panel session featuring National Scholars. Mr. Pitts has continued to moderate the Scholars panel in subsequent years. The new



William J. Doré ('00) was awarded the 2011 Norman Vincent Peale Award, in a presentation that included a performance by Jarius Daigle, a student whose studies at Berklee College of Music were supported by Mr. Doré.

Members were presented with Horatio Alger glass art pieces featuring an etching of the Horatio Alger medallion. Mr. Novelly ('00) invited people to attend the 2011 Membership and Board of Directors meeting in September, and Lee E. Mikles ('08) provided an update about the Strategic Directions Committee. John F. Grundhofer ('97) informed participants that the goal for the Capital Campaign had increased from \$100 million to \$250 million, and that Association Member Thomas J. Shannon, Jr. ('09), would be joining him as a Co-Chairman of what would be called the Investing in America's Future Endowment Campaign.



News Commentator Byron Pitts first hosted the Scholars panel during the Salute to the National Scholars Breakfast in 2011. He continues to serve in this role at the present time (2017).

The budgeted goal for the 2011 Award events was \$6.25 million. Revenue raised as of June 15, 2011, totaled \$7,875,458, exceeding the goal by \$1,625,458.

EDUCATIONAL PROGRAMS

This marked the final year in which the Association awarded **Horatio Alger–Benjamin Franklin Scholarships**, a program underwritten for four years (2008–2011) by The Pew Charitable Trusts and Chairman Emeritus Joseph Neubauer ('94). The Association was honored to be a partner in encouraging young students from Pennsylvania to learn more about Benjamin Franklin, Horatio Alger, Jr., and the Association's Members.

While one program ended, several ones were launched. In 2011, Chairman David L. Sokol ('04) and his Life Partner, Peggy Sokol, announced their commitment of more than \$400,000 to provide special assistance scholarships to Scholars over the next four years. Each Scholar who wrote a letter to the Association providing a progress report about his or her life and studies received a check for \$250. The **David L. Sokol Special Assistance Program** would assist Scholars in their sophomore through senior years.

Chairman Emeritus **H. Wayne Huizenga**, and his Life Partner, Marti Huizenga, committed to funding 10 scholarships valued at \$10,000 each year to Scholars pursuing business studies at the H. Wayne Huizenga School of Business and Entrepreneurship at Nova Southeastern University.

At a meeting on July 27, 2011, the Board of Directors of the Horatio Alger Association of Canada (HAAC) met in Toronto. On the agenda was the formation of a scholarship program for students in the province of Ontario. The HAAC Board determined to award 20 scholarships valued at \$5,000 each year between 2012 and 2014. The first **Horatio Alger Ontario Scholarships** were awarded in 2012. While the Association had a scholarship program funded by David E. Ritchie ('06) for American students to study at Canadian universities, the Ontario Scholarship Program marked the first time that students from another country were awarded Horatio Alger scholarships.

In the late summer of 2011, the first phase of the **Horatio Alger Success Factors Study** was completed. This study, initiated and sponsored by Chairman Emeritus Joseph Neubauer ('94), was conducted to learn what enables Horatio Alger Scholars to persevere with their studies in spite of often incredible adversity when so many of their peers drop out of school.

Phase 1 of the study focused on factors that have been instrumental in the lives of Horatio Alger Scholars up to the time when they apply for Association scholarships. Phase 2, which was scheduled for completion in the fall of 2012, explored aspects of the Association's programs that influence educational, occupational, and life success among its Scholars. Phase 3 sought to determine the effectiveness of Association programs, by evaluating the differences between Horatio Alger Scholars and others from similar backgrounds.

PUBLIC OUTREACH

In support of the Association's ongoing national visibility campaign, **two concerts** were held in 2011. The first took place in Dallas, Texas, on March 9, 2011, featuring Mario Frangoulis performing with the Dallas Symphony Orchestra. March 9 was also the 100th birthday of Association Member Ebby Halliday. With leadership provided by Horatio Alger Friends of Distinction Barbara and Steven H. Durham (the son of the late Charles W. Durham ['02]), the concert became part of a grand salute to Ebby Halliday. Several other Association Members and Life Partners, including H. Ross Perot ('72), T. Boone Pickens ('06), Roger T. Staubach ('07), Myrna and Robert J. Schlegel ('08), Toni Brinker, and Virginia Clements, worked with the Durhams to plan a gala celebration that included a dinner followed by the concert and a dessert reception. To promote the events, a press conference was conducted at the home of Myrna and Robert Schlegel on January 18. Proceeds from the event, totaling more than \$500,000, were used to endow Horatio Alger State Scholarships, in honor of Ebby Halliday, for young people in Texas.



The Horatio Alger concert on March 9, 2011, was also a tribute to Ebby Halliday ('05) on the occasion of her 100th birthday. The event raised \$500,000 for State Scholarships to young Texans. Shown (L to R) H. Ross Perot ('72), Steven H. Durham, Ebby Halliday ('05), and commentator Scott Murray.



International Ambassador Mario Frangoulis was accompanied by the York Symphony Orchestra and Maestro Robert Hart Baker.

A second concert, held at the Strand Theater in York, Pennsylvania, on November 12, 2011, featured Mario Frangoulis performing with soprano Lisa Williamson and the York Symphony Orchestra, under the leadership of Maestro Robert Hart Baker. The concert was preceded by a dinner for Association Members and Scholars and followed by a dessert reception. To introduce the concert, National Scholar Alumnus Andrew Miller talked from the stage about the Association's educational programs. The concert garnered regional coverage for the Association through media venues in Pennsylvania, Delaware, and Maryland.

The Association continued to share information about its mission and activities through printed publications. The flagship membership publication, *The Forum*, was redesigned in the spring of 2011. Its long-standing 8.5" x 11" format was changed to 10" x 12" to allow for larger photo spreads and more articles.

In 2011, the Association printed two articles in its ongoing *Investing in America's Future* series. These dealt with the Success Factors Study and the anticipated 2012–2013 State of Our Nation's Youth Survey. These articles, which focus on young people and the educational field, reflect the Association's commitment to being a leading resource for information about today's young people.



The Association produced a new biennial report titled *Carpe Diem*. In addition to providing an overview of the Association and its programs, this report featured the personal stories of Scholars representing the various scholarship programs. *Carpe Diem* was designed to serve the Association through its 65th anniversary year in 2012.

Other outreach actions included running announcements about the Association's newest class of Members in *Forbes* magazine and in the *U.S. Airways* in-flight magazine. The Association is grateful to Christopher Forbes and Ambassador Bonnie McElveen-Hunter ('13), for making this exposure possible. With support from Board Member Charles L. Overby ('02), the Association ran an ad during the 2011 Awards events in *USA Today* newspapers highlighting the new Members and 2011 Scholars.

CONCLUSION

This year, 2011, was a truly exceptional one, featuring the attainment of several long-held goals. But as the Horatio Alger Association prepared to celebrate its 65th anniversary in 2012, it anticipated even greater achievements.



On June 21, 2012, International Ambassador Mario Frangoulis and guest artists performed with the Boston Pops at Boston Symphony Hall.

CELEBRATION OF THE SIXTY-FIFTH ANNIVERSARY

2012

Horatio Alger Members were feeling confident and ready for a grand celebration of the Association's 65th anniversary in 2012. This was a truly noteworthy milestone for an organization supported solely by donations from its Members, their Life Partners, and Association friends.

65TH HORATIO ALGER AWARDS INDUCTION CEREMONIES

The main celebration took place during the 65th Horatio Alger Awards Induction Ceremonies on April 12–14, 2012. The Association was proud to induct 12 distinguished new Members and to recognize Chairman Emeritus Dennis R. Washington ('95) as the 2012 Norman Vincent Peale Award recipient.



2012 Award Recipients with Justice Clarence Thomas seated (L to R): Peale Award Recipient Dennis R. Washington, Brian Mulrone, John A. Moran, Wanda M. Austin, Howard M. Meyers, Clarence L. Werner, V. Prem Watsa. Standing (L to R): Justice Clarence Thomas, Robert G. Miller, John H. Weiland, James H. Clark, Foster S. Friess, Greg P. Renker, Kenneth G. Langone

For the 21st consecutive year, Association Board Member and Associate Justice Clarence Thomas enabled the Association to host its Inaugural Reception and Ceremony at the U.S. Supreme Court. In addition to presenting the Award honorees with their medallions, the ceremony featured a musical performance by Emily Albrink, remarks from National Scholar Alumnus Hector Ramos ('04), and the introduction of the 2012 Horatio Alger National Scholars.

Members and guests proceeded from the ceremony to the Inaugural Dinner at the Andrew Mellon Auditorium. This special evening started with the singing of the national anthems of the United States and Canada. The Association was proud to be inducting two distinguished Members from

Canada, Brian Mulrone and V. Prem Watsa. This was followed by an anniversary salute, looking back over the Association's 65-year history. The program also featured a salute to Dennis R. Washington ('95), in appreciation for all that he and his Life Partner, Phyllis Washington, had done for the Association since his induction in 1995. This included a surprise violin performance by 2008 National Scholar Alumnus Charles Driscoll. Mr. Washington had purchased a violin for Mr. Driscoll to use during his college studies at Brigham Young University. The evening also included musical performances by soprano Emily Albrink and tenor George Perris.

On Friday, April 13, following the Meet the National Scholars Breakfast, where Chairman David L. Sokol ('04) detailed the Association's efforts to assist the "whole Scholar," Life Partner Jeanette Lerman-Neubauer introduced Board Member Thomas S. Haggai ('80) as the moderator of the Members Forum. This was the start of a partnership, co-facilitating the annual Members Forum, that continued through 2016.



The 2012 Members Forum marked the start of a partnership for many years between Jeanette Lerman-Neubauer and Thomas S. Haggai ('80) in moderating the annual event.

The 2012 Members Luncheon was officially hosted by Ann Stock, the Assistant Secretary of Educational and Cultural Affairs at the U.S. Department of State. National Scholars Jade Garza and Alex Van Wyem provided remarks, as did Lauren Pignataro ('07) as the Alumni representative. Actor, writer, and producer Rob Lowe gave the keynote address, encouraging the National Scholars to pursue their dreams and to know that happiness stems from the inside rather than from external factors, such as fame or money.

The Horatio Alger Association is grateful to Board Member Jeffrey A. Rich ('13) for enlisting the involvement of Rob Lowe in Association activities. In addition to providing the keynote address at the 2012 Members Luncheon, Mr. Lowe recorded public service announcements for the Association in 2015 and 2016; narrated the 2014 Horatio Alger concert at Chicago's Murphy Auditorium, taped for broadcast on PBS stations across the United States; and would be featured in a video review of Association activities prepared for the 2016 Membership and Board of Directors Meeting. (Note: The Association is honored to be inducting Mr. Lowe as a distinguished new Member in 2018.)



Actor, writer, and producer Rob Lowe provided the keynote address during the 2012 Members Luncheon.

The 65th-Anniversary Awards Induction Ceremony was held on Friday evening, April 13, at DAR Constitution Hall. Association Members Lou Dobbs ('99) and Tom Selleck ('00) served as co-masters of ceremonies. Challenger, an American bald eagle, flew several circles around the room. The 12 new members were presented with the Horatio Alger Award, and Dennis R. Washington received the 2012 Norman Vincent Peale Award. The program also included a salute moderated by Board Member R. James Nicholson ('00) to Julia and George L. Argyros ('93) for their support of the Horatio Alger Military Veterans Scholarship Program. Musical selections were performed by the Chantilly High School Show Choir and International Horatio Alger Ambassadors Mario Frangoulis and George Perris. Mr. Frangoulis performed "A Hero Is Inside," a song commissioned by the Horatio Alger Association from composer Steve Wood in honor of the 65th-anniversary celebration. After the ceremony, Members and guests were invited to attend the Board of Directors Reception at the Ritz-Carlton Hotel.



NFL Football player Hershel Walker was the surprise guest speaker at the 2012 Salute to the National Scholars Breakfast.

DENNIS R. WASHINGTON

2012 NORMAN VINCENT PEALE AWARD RECIPIENT

The Horatio Alger Association was grateful for the opportunity to acknowledge Dennis Washington's numerous contributions in support of its mission with the presentation of the Norman Vincent Peale Award during the 65th Anniversary Horatio Alger Awards events. With his Life Partner, Phyllis Washington, Mr. Washington has advanced the Association's mission through:

- Service on the Board of Directors (1996-present)
- Service as the Association's President (2004-2006); Chairman (2006-2008); Chairman Emeritus (2008-Present)
- Service as a Director on the Horatio Alger Endowment Fund Board (2011-Present)
- Chaired the 1999 Horatio Alger Awards Induction Ceremonies
- Initiated the international expansion of the Horatio Alger Association's mission into Canada through promoting Wayne Gretzky as the recipient of the first International Horatio Alger Award
- Underwrote the 2008 International Members Forum and Board of Directors Meeting in Toronto, Canada
- In 2014, initiated scholarship programs for students in Alberta and British Columbia in honor of fellow Member Jim Pattison
- Contributed \$5 million to the Horatio Alger Endowment Fund in support of a nationwide Canadian scholarship program
- Contributed \$35 million to the Horatio Alger Endowment Fund to support graduate scholarships for Horatio Alger Alumni through the Dennis R. Washington Leadership Scholarship Program
- Faithful sponsor of Horatio Alger State Scholarships for students in Montana
- Member of the Horatio Alger Founder's Club since 1995
- Served as primary or secondary nominator of 21 new Members inducted into the Association
- Hosted the 2005 Board of Directors Meeting in Vancouver and Stuart Island, British Columbia
- Promoted the esprit de corps among Members, Life Partners, and Friends by hosting numerous gatherings at home in Indian Wells, California
- Hosted preliminary reception and dinner in Missoula, Montana, as well as a private train ride for participants to the 2010 Membership and Board of Directors Meeting in Coeur D'Alene, Idaho
- Redesigned and enlarged the actual Horatio Alger Award in 2008
- Redesigned the Norman Vincent Peale Award and Medallion in 2012



These are just some of the highlights of how Mr. and Mrs. Washington have contributed to the mission and programs of the Association since Mr. Washington was inducted as a Member in 1995. Sincere appreciation is extended for their steadfast commitment and generous support.

2012 Norman Vincent Peale Award Recipient Dennis R. Washington with the newly redesigned Peale Award

The 2012 Awards events concluded with the Breakfast Saluting the National Scholars, which included surprise guest speaker Heisman Trophy winner Hershel Walker. CBS correspondent Byron Pitts moderated the National Scholars panel featuring Scholars Michaela M. Sanderson, William E. Baker, Armani Z. Black, and Lance M. Gobert. At the conclusion of the breakfast, National Scholar Alumni Andrew Miller ('90) and Amy Scott ('98) presented the 2012 new Members with art glass pieces featuring an etched image of the Horatio Alger medallion. The breakfast concluded with a video recap of the Awards events and a pyrotechnic display from floral arrangements on each table.

Based on the success of the 2011 Horatio Alger Awards, the Board increased the financial goal for the 2012 Awards events from \$6.2 million to \$7.2 million. With generous support from Members, Life Partners, and Friends, funds raised totaled \$9,277,990. This surpassed the previous year's record donations, and the 2012 Awards also broke the record for Members in attendance.



Earl W. Stafford, Sr. ('10), spoke to the 2012 National Scholars at the concluding dinner of their annual conference hosted that year by Charles L. Overby ('02) at the Newseum.

While the 2012 Awards events concluded on Saturday morning, April 14, the **National Scholars Conference** continued through the remainder of that day. The 2012 National Scholars Conference emphasized college preparedness. This included a special session on the campus of Georgetown University where National Scholar Alumni talked about their experiences at college. Other events included a question-and-answer session with Justice Thomas ('92), who has conducted these sessions with National Scholars each year since his induction in 1992. There was also a session with Life Partner and U.S. Ambassador to Trinidad and Tobago Beatrice Welters. The concluding dinner of the conference, on the top floor of the Newseum, was hosted by Board Member Charles L. Overby ('02). The keynote speaker was Board Member Earl W. Stafford, Sr. ('10). Following this dinner, the National Scholars returned to the Fairmont Hotel for a dance and dessert social before returning to their homes the following morning.

GOVERNANCE

The Association's progress is guided and carefully monitored by the Board of Directors, which gained four new Members in 2012:

John Pappajohn ('95)
Harry S. Patten ('11)
Stephen C. Schott ('01)
Byron D. Trott ('11)

And the Executive Committee also increased in size with the appointment of Al Annexstad ('10) as a new Member-At-Large.

The 2012 Membership and Board of Directors Meeting was hosted at the Encore Resort in Las Vegas, Nevada, on September 11–13. Association Member Stephen A. Wynn ('09) served as the official host of the meeting. On Tuesday, September 11, the Executive and Strategic Directions Committees conducted meetings. That evening, there was a welcome reception and dinner for Members, Life Partners, and guests followed by a performance of Le Reve and a dessert reception. The following morning, the Board met to conduct Association business. This was followed by a session, for all Members, Life Partners, and guests, providing updated information about Association projects. The lunch hour included a panel discussion—journalists William Kristol and A. B. Stoddard, moderated by Stephen Wynn—of issues pertinent to the upcoming presidential election. Following lunch, the Board convened to review nominees for the 2013 Horatio Alger and Peale Awards. The meeting concluded with a reception and dinner hosted by Stephen Wynn.



The 2012 Membership and Board of Directors Meeting hosted by Stephen A. Wynn ('09) at the Wynn Encore Resort in Las Vegas included a political conversation with journalists A. B. Stoddard and William Kristol.

EDUCATIONAL ADVANCEMENTS

As Association Members reflected over the Association's 65-year history, they could take justifiable pride in having sponsored Horatio Alger scholarships totaling more than \$90 million to more than 16,000 young people. A mere five years later, those numbers have increased to a total of \$125 million in privately funded scholarships to more than 25,000 students.

The value of the National Scholarship remained at \$20,000 and State Scholarships were predominantly valued at \$5,000. At the 2012 Board of Directors Meeting, the Board approved increasing these scholarships incrementally by \$1,000 every time an additional \$25 million was achieved through the Investing in America's Future Endowment Campaign. The goal was to endow and award National Scholarships valued at \$25,000 and State Scholarships valued at \$10,000 by the Association's 70th anniversary in 2017.

In 2012, the Association's major educational advances were scholarship programs for students in Canada. In 2011, the Horatio Alger Ontario Scholarship Program was initiated by the Horatio Alger Association of Canada's (HAAC) Board of Directors. With leadership provided by HAAC President Dominic D'Alessandro, funds were raised to award \$5,000 scholarships to 20 students from the province of Ontario. The first scholarships were awarded in 2012.

At the 2012 Inaugural Dinner, which included a salute to the Association's American and Canadian Members, Horatio Alger President and CEO Paul Anthony Novelty announced that he would sponsor scholarships to students from the province of Quebec in honor of former Canadian Prime Minister Brian Mulroney ('12) who was being inducted that year as a Member. The first scholarships would be awarded to students in Quebec in 2013.

The Horatio Alger Association was also preparing to initiate new scholarship programs in Alberta and British Columbia in 2014 with support from Walter Scott, Jr. ('97), and Dennis R. Washington ('95). The British Columbia scholarships were to be awarded in honor of International Member Jim Pattison ('04). Mr. Pattison has been a key adviser in shaping the HAAC and in inducting other distinguished Canadian Members.



Michele Rollins standing in front of a display in honor of Norman Vincent Peale Award recipients. Her husband, John W. Rollins, Sr. ('63), received the Peale Award in 1998.

John W. Rollins Gala Celebration Dinner in Dover, Delaware, May 1, 2012



John W. Rollins, Sr. ('63)



O. Wayne Rollins ('86)

On the American front, the Rollins family hosted a reception and dinner on May 1, 2012, at Dover Downs Hotel and Casino in honor and memory of late Association Member John W. Rollins, Sr. ('63).

The gala evening, which included an auction, was held to raise funds to support Horatio Alger State Scholarships for students in Delaware. Contributors to the auction included Jamie Wyeth, who donated a painting, and NASCAR driver Rusty Wallace, who volunteered to provide race-car rides around the Dover track. During the dinner, tribute was paid to the legacies established through the Association by the brothers, the late John W. Rollins, Sr. ('63) and the late O. Wayne Rollins ('86). In addition to remarks provided by Michele Rollins and other members of the Rollins family, Virginia Clements, Life Partner of the late W. W. "Foots" Clements ('80), provided the invocation, and two National Scholars, Mary Fader Saville ('93) and William E. Baker ('12), gave testimony to the positive impact of Association scholarships. With generous support from the Rollins family and friends, more than \$1.4 million was raised to endow the Horatio Alger Delaware Scholarship Program in perpetuity.

The Association is deeply grateful that the families of John W. Rollins ('63) and O. Wayne Rollins ('86) continue to participate in Association events and actively support its educational programs. No other family has done so much to honor the memory and extend the legacy of their loved ones through the Association.

RESEARCH PROJECTS

This was a banner year for Horatio Alger research projects. The Association conducted the 2012 State of Our Nation's Youth survey along with the correlating Portrait of Contrasts, Study Phase 2 of the Success Study, and a college-retention study called Lifestyle Support for Academic Success.

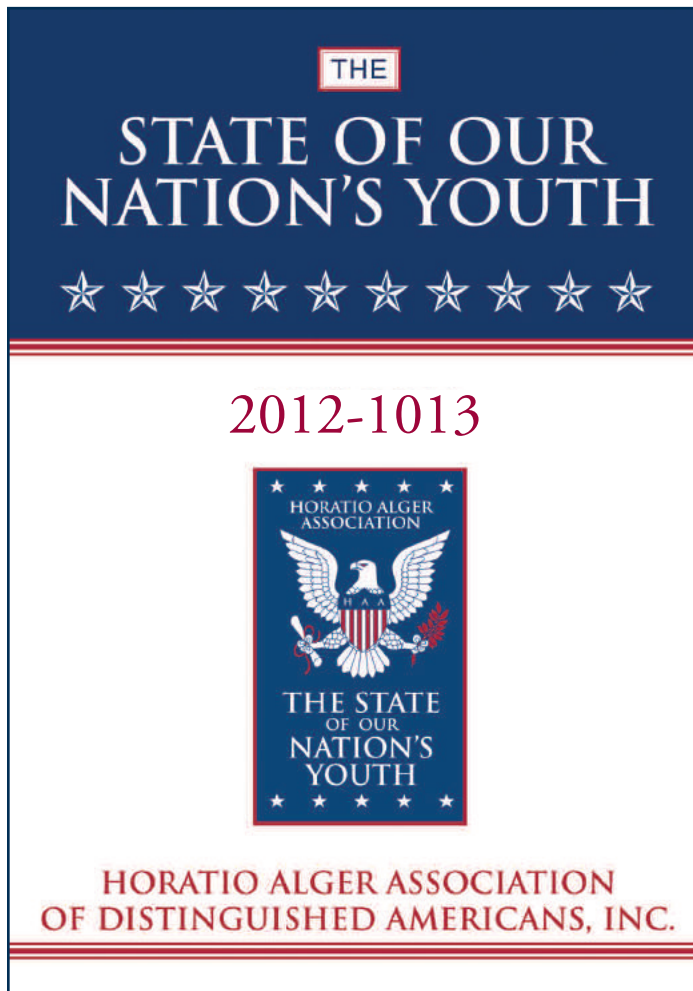


Dr. Greg Wolniak provided details about the State of Our Nation's Youth report during a press conference on August 8, 2012.

In the summer of 2012, the Association sponsored its **2012 State of Our Nation's Youth** survey conducted by Hart Research Associates. In redesigning and expanding the survey, the Association consulted with experts at Hart Associates, Dr. Greg Wolniak at NORC (University of Chicago), Dr. Stephen A. Timm (author, clinical psychologist), Dr. Brian Victor (Vice Chancellor, University of North Carolina, Wilmington), and Dr. Panos Rekoutis (Director of Occupational Therapy, The McCarton School). While some questions from past surveys were used as part of a continuum study, most of the survey was revised to reflect changes in America's political, economic, and technological sectors. The questions were grouped under broad categories, covering academics, family relations, and social and work life. The age range was expanded from previous surveys to include young people between 14 and 23. Results of the survey were

released at a press conference at the Newseum on August 8. Copies of the report interpreting the survey results were distributed to the State Boards of Education, State Supervisors of Public Instruction, and principals in more than 26,000 school districts as well as being made available to the public on the Association's website.

The Association asked the 2012 class of Horatio Alger National Scholars to complete the State of Our Nation's Youth survey. The resulting **Portrait of Contrasts** report compared the perspectives of young people across the nation with those of the Association's National Scholars. The analysis of this data provided insights into what makes Horatio Alger Scholars unique, and the findings supported research conducted in the Success Factors Study.



With generous sponsorship from then Chairman Joseph Neubauer ('94), the Association conducted Phase 2 of the **Success Factors Study** in collaboration with NORC (formerly the National Opinion Research Center) at the University of Chicago. The study has increased our understanding of factors that enable people to persevere through adversity, subsequently allowing us to empower more young people to become successful, productive members of society. The study proceeded in three phases:

Phase 1: Factors that have been instrumental in the lives of Horatio Alger Scholars up to the time when they apply for scholarships from the Association

Phase 2: Aspects of the Horatio Alger Association's programs that influence educational, occupational, and life success among its Scholars

Phase 3: The effectiveness of Association programs, determined by evaluating the differences between Horatio Alger Scholars and others from similar backgrounds

A report on Phase 1 of NORC's research was completed on August 31, 2011, and Mr. Neubauer gave a presentation to the Board at the 2012 meeting about the findings from Phase 2.

During the spring 2012 semester, the Association initiated the **Lifestyle Support for Academic Success**, to teach organizational and learning skills to Horatio Alger Scholars who had a 3.0 cumulative grade-point average or lower starting their sophomore year of college. The program also functioned as a research study, scientifically measuring the results of intensive counseling and one-on-one mediation between the Scholars and educational researchers. The study demonstrated the positive results that are achieved with mentoring and supportive relationships.

NATIONAL VISIBILITY



Charles L. Overby ('02)

The Association's research projects foster its educational objectives and support its ongoing public outreach campaign. The State of Our Nation's Youth press conference, with intercession from Board Member Charles L. Overby ('02), resulted in coverage of the survey in an article on the front page of the August 8 issue of *USA Today* newspapers. Earlier that year, on April 12, Mr. Overby had

also made it possible for the Association to include a full-page announcement in *USA Today* about its new Members and Scholars. The Association is deeply grateful to Mr. Overby for his support and commitment to its mission.

The Association's research projects have gained wide exposure for the Association among the academic community, and they have helped to position the Association as a leading resource of information about America's young people.

Beyond the research projects, the Association's largest outreach efforts in 2012 were in the form of two concerts. A concert with Keith Lockhart and the Boston Pops and International Ambassador Mario Frangoulis took place at Boston's Symphony Hall on June 21. The concert was taped for broadcast on PBS stations nationwide over the next three years. The repertoire featured selections from Mr. Frangoulis's CD *Beautiful Things*, which includes the Association's commissioned composition, "A Hero Is Inside," with Mr. Frangoulis being accompanied by actress and singer Vanessa Williams. Guest artists at the concert included Greek-French tenor George Perris, soprano Hayley Westenra, and renowned Greek vocalist Alkistis Protopsalti. In addition to the Association being prominently featured in the liner notes on the *Beautiful Things* CD and the concert DVD, proceeds from their sale supported Horatio Alger scholarships. Board Member R. James Nicholson ('00) and National Scholar Alumni Lauren Pignataro ('07) and Daniel Lind ('05) spoke from the stage about the Association's mis-



Horatio Alger concert with the Boston Pops featured International Ambassador Mario Frangoulis and guest artists.

sion and outreach at the start of the concert. These introductory remarks were included in the taped broadcast. Mario Frangoulis and National Scholar Alumna Lindsey Marshall ('97) spoke at targeted PBS TV station pledge drives to promote the CD and the Horatio Alger Association.

In conjunction with the Boston concert, the Association hosted a dinner on June 20 at Boston's historic Locke Ober Restaurant for the executive director and staff members of Boston University's Howard Gotlieb Archival Research Center. The purpose of the event was to heighten understanding and strengthen ties between our two organizations in support of the Horatio Alger Archive housed at the Gotlieb Center. The archive is a wonderful resource for sharing information about the Association and its members in perpetuity.

The second concert was held on October 19 at Touhill Performing Arts Center at the University of Missouri–St. Louis with the St. Louis Philharmonic conducted by Maestro Robert Hart Baker. Dr. Baker had conducted the Horatio Alger concert with the York (Pennsylvania) Symphony in November 2011. This concert featured tenors Mario Frangoulis and George Perris with soprano Deborah Myers. The St. Louis concert was taped and broadcast across the state on the public channel HEC-TV.

Late in 2012 and early 2013, the Association helped to sponsor a five-concert tour featuring George Perris among audiences in Canada. The concerts raised awareness about the relatively new Horatio Alger Association of Canada—its scholarship program in Ontario and the start of a program in Quebec. Mr. Perris also prominently featured information about the Association on his CD *Un Souhait (A Wish)*, prepared for release in the United States in 2014.

Print coverage in 2012 included these highlights:

- A two-page announcement of the Association’s mission and the 2012 new Members in the March issue of *U.S. Airways* in-flight magazine was read by syndicated columnist Cal Thomas, who incorporated the Association into an article titled “Inspiration Plus Perspiration Equals Success” that ran in more than 500 newspapers. His complimentary piece used the Association as an example of how our nation should continue to foster merit through perseverance and hard work.
- Journalist Brad Blakeman wrote an article titled “Philanthropy Is Alive and Well in America” for Newsmax.com about his experiences attending the 2012 Horatio Alger Awards Induction Ceremony.
- Three public service announcements in *Forbes* magazine featured (1) the 2012 Horatio Alger Award Winners, April 9; (2) the Horatio Alger Award and Association Members, September 10; and (3) Dennis Washington as the 2012 Peale Award recipient, December 10.

CONCLUSION

As the Association concluded its 65th-anniversary year, it was in stronger shape than ever before. Its Members had demonstrated their steadfast commitment to its mission and to making opportunities available to younger generations. Financially the Awards events were the most successful ever, and the Horatio Alger Endowment Fund had grown by more than 44 percent within the span of just over one year. Strong leadership continued to be provided by Chairman David Sokol, President, and CEO Tony Novelly along with the Executive Committee and Boards of Directors in the United States and Canada, as the



Conductor Robert Hart Baker and Alumna Scholar Lindsay Marshall spoke about the Association's mission and educational programs at the start of the concert in St. Louis.

Association prepared to chart a course for its 70th anniversary in 2017.



Finale of the 66th Horatio Alger Awards Induction Ceremonies included a second flight by Challenger, the American bald eagle, as the 2013 National Scholars are saluted on the stage.

THE EBB AND FLOW OF PROGRESS

2013

Between its 60th and 70th anniversaries, the Association has expanded its programs, but the progress has been greater in some years than in others. Following the 65th-anniversary celebration in 2012, the next year saw modest forward movement in all areas—a time of building up strength for future advancements.

The Association began 2013 with a surplus of \$1,125,823 from FY 2012. One million of this was transferred from the operating fund to the Horatio Alger Endowment Fund, bringing the total operating funds transferred since 1990 to \$17,374,511. This transfer, combined with additional gifts that equaled or exceeded \$1 million from 10 Members and other contributions, caused the Horatio Alger Endowment fund to grow by 21.18 percent between September 2012 and September 2013. As of July 31, 2013, it totaled \$171,505,354, with \$110,357,554 in assets and \$61,147,800 in pledged support. Anticipated revenues for 2013 totaled \$14,226,500 and expenses totaled \$13,925,973 for a proposed surplus of \$300,527 for the year. This proved to be an underestimation, as the Horatio Alger Awards events that year would exceed the revenue goal of \$7.25 million by \$1,789,700.

66TH ANNUAL HORATIO ALGER AWARDS INDUCTION CEREMONIES

The 66th Horatio Alger Awards Induction Ceremonies were hosted on April 4–6, 2013. The Association inducted 11 distinguished new Members and honored Chairman Emeritus Joseph Neubauer with the 2013 Norman Vincent Peale Award.



2013 Award Recipients (L to R): Larry Ruvo, Isadore Sharp, Peale Award Recipient Joseph Neubauer, Thomas J. Donohue, R.C. Slocum, Jeffrey A. Rich, Matthew K. Rose, Patrick P. Lee, J. Russell Flowers, Bonnie McElveen-Hunter, John A. Canning, Jr. (Not Shown: Richard H. Driebaus)



Featured speakers at the 2013 Members Luncheon included 1999 Alumnus National Scholar Garrett Graff who was the editor of *Washingtonian* magazine at the time and The Right Honourable Brian Mulroney ('12), former Prime Minister of Canada.

Highlights of the events included the presentation of the Horatio Alger medallion to the award winners and the introduction of the 2013 National Scholars at the Supreme Court. The Inaugural Dinner at the Andrew Mellon Auditorium featured musical performances by Chris Mann and

Gina Graziadio (granddaughter of the late George L. Graziadio, Jr. ['02]). Members, Life Partners, and Scholars had opportunities to become acquainted during the Members Forum and the Meet the Scholars Breakfast, during which Chairman David Sokol updated attendees on the Association's educational programs. The Members Luncheon included remarks by National Scholar Connor Holeman ('13) and Alumnus Garrett Graff ('99), who at the time was the editor of



Entertainment during the 66th Awards Induction Ceremony included Bebe Winans accompanied on the saxophone by 2012 National Scholar Alexandra Flanigan.



Actor Brad Pitt, who was a guest of Kay and William J. Doré at the Induction Ceremony, took time to have photos taken with the 2013 National Scholars.

Washingtonian magazine. The keynote address at the luncheon was provided by The Right Honourable Brian Mulroney ('12). During the Induction Ceremony, the 11 new Members were saluted and inducted and tribute was paid to Chairman Emeritus Joseph Neubauer ('94) as the 2013 Norman Vincent Peale Award recipient. Entertainment included two flights by Challenger, the eagle, and musical performances by Shoshana Bean and Bebe Winans. Mr. Winans was also featured in a duet with 2012 National Scholar Alexandra Flanigan playing the saxophone. Brad Pitt, a guest of Kay and William Doré ('00), in the audience that evening, graciously took time to meet with and have photos taken with the National Scholars. The Salute to the National Scholars Breakfast featured a Scholars Panel moderated by CBS News Correspondent Byron Pitts. Alumni Amy Scott ('98) and Andrew Miller ('90) presented the new Members with their Horatio Alger pins.

Fundraising and public awareness were increased by special events hosted in honor of two of the new Members:

- On March 19, 2013, Horatio Alger Friends of Distinction Barbara and Steven H. Durham, in coordination with other Association Members in the Dallas area, hosted a luncheon at the Old Parkland Memorial to welcome and honor new Member Jeffrey A. Rich. *Dallas Morning News* journalist Cheryl Hall attended the event. She wrote an article for the paper focusing on the large number of Association Members who reside in the Dallas–Fort Worth area.
- On March 20, 2013, a salute to new Member R. C. Slocum, the renowned football coach at Texas A&M, was hosted by Board Member William J. Doré ('00) and Chairman David L. Sokol ('04) at the Hilton Post Oak in Houston, Texas. The event raised \$500,000 for the Association's educational programs, and it received wide coverage among the Texas A&M network of Alumni and current students.

JOSEPH NEUBAUER



Chairman Emeritus Joseph Neubauer was inducted into the Horatio Alger Association in 1994. Since that time, he and his Life Partner, Jeanette Lerman-Neubauer, have been leaders and active participants in all facets of the Association's programs. We are grateful for the opportunity to acknowledge Joseph Neubauer's outstanding leadership and major contributions to the present time (2017).

- Served as Association President and CEO from 2006 to 2008 and as Chairman from 2008 to 2010
- Member of the Association's Board of Directors since 1995
- Founder's Club Member since 1995
- Nominated at least 10 new Members
- Helped to initiate the Investing in America's Future Endowment Campaign with a \$3 million gift toward the \$100 million goal
- Serves as Secretary of the Horatio Alger Endowment Fund
- Sponsored Horatio Alger Pennsylvania Scholarships since 2003
- Facilitated collaboration with The Pew Charitable Trusts to support Horatio Alger–Benjamin Franklin Scholarship Program (underwrote the Association's part of the collaboration)
- Sponsored the Horatio Alger Success Factors Study
- Led in the formation of the Horatio Alger Alumni Association and has been the major sponsor of the four Alumni Summits
- Chairman of the 1997 and 2014 Horatio Alger Awards Induction Ceremonies
- Host of the 2006 Board of Directors Meeting in Philadelphia



Chairman Emeritus Joseph Neubauer ('94) with family and friends at the 2013 Awards events where he was honored with the Norman Vincent Peale Award

2013 MEMBERSHIP AND BOARD OF DIRECTORS MEETING



Carol Burnett ('88)

The 2013 Horatio Alger Membership and Board of Directors Meeting was held at the Meadowood Resort in St. Helena, California, on September 10–12. Association Board Member Craig Hall ('07) and his Life Partner, Ambassador Kathryn Hall, hosted the meeting. In addition to meetings to conduct Association business by the Executive Committee, Board of Directors, Strategic Directions Committee, and Membership, special events included a welcome reception and dinner at the Halls' St. Helena winery featuring a "conversation" with Member Carol Burnett ('88); a luncheon session with guests, former Sen. Alan Simpson (R-WY) and Mr. Erskine Bowles, who discussed the state of our nation's economy and budget; and the concluding dinner at Kathryn and Craig Hall's home in Rutherford, Napa Valley.

On a sad note, participants at the Membership and Board of Directors Meeting marked the recent deaths of two stalwart supporters of the Association.

- Chairman Emeritus Charles "Red" Scott passed away on April 11, 2013. His Life Partner, Kathy Scott, attended the events in Napa Valley to participate in a special tribute prepared in memory and honor of Red Scott.
- Suzanne Scott, Life Partner of Chairman Emeritus Walter Scott, Jr. ('97), passed away unexpectedly on September 9, 2013. Mrs. Scott was equally committed to the Association's mission as her husband. She was a strong leader for her fellow Life Partners and a wonderful mentor for Horatio Alger Scholars.



Charles "Red" Scott ('86)



Suzanne Scott

The Horatio Alger Association continues to be grateful to Red Scott and Suzanne Scott for all they did to advance its mission, and we will continue to honor their memories.



Lee E. Mikles ('08)

The meeting is also significant because of the transition of leadership of the Strategic Directions Committee (SDC). Association Vice President Delores M. Kesler ('97), who had led the SDC since its formation in 2009, stepped down prior to the 2013 Board events. Board Member Lee E. Mikles ('08) assumed the chairmanship. The SDC continued to promote activities of the Association in support of the four goals it presented to guide the Association toward its 70th anniversary and beyond.

STATE OF THE ASSOCIATION MEETINGS

This year, 2013, marked the start of State of the Association Meetings. These meetings are now being hosted at different locations across the country to allow Members, Life Partners, and Scholars to convene regionally to learn about recent initiatives and to strengthen the network of relationships that are a key to the Association's continued growth.



Beatrice and Anthony Welters ('98) hosted the first State of the Association Meeting.

The first State of the Association Meeting was hosted by Association Treasurer Anthony Welters ('98) and his Life Partner, Ambassador Beatrice Welters, on June 21, 2013, at the Wolf Trap National Park for the Performing Arts in Vienna, Virginia. The meeting, which preceded a concert by The Tenors, featured a reception and dinner, with remarks and information about the Association conveyed by Mr. Welters, former Secretary of Veterans Affairs R. James Nicholson ('00), Alumni Advisory Committee Chairman Andrew A. Miller ('90), and The Tenors. Following dinner, participants attended the concert, which began with remarks about the Association's mission by National Scholar Alumna Sara Prendergast ('08) and Anthony Welters.

The Association is grateful to Anthony Welters and R. James Nicholson, for the roles they played at this meeting, and to President Tony Novelly ('00) and Chairman Emeritus Walter Scott, Jr. ('97), for underwriting the Association's partial sponsorship of The Tenor's North American tour in support of the Association's national visibility campaign.

HORATIO ALGER ASSOCIATION OF CANADA

The Horatio Alger Association of Canada's four-person Board of Directors increased by 50 percent in 2013 with the addition of 2012 International Members Brian Mulroney

and V. Prem Watsa serving as Vice Presidents. The membership grew with the induction of Isadore Sharp as the 2013 International Horatio Alger Award recipient.

The Canadian Association launched its first website with sections in both English and French to facilitate outreach to their fellow Canadians.

On the educational front, Horatio Alger scholarships were awarded for the first time to students in the province of Quebec. These were sponsored by President and CEO Paul Anthony Novelly ('00) in honor of his friend Brian Mulroney. Preparations were also undertaken to award Association scholarships in 2014 to students in the provinces of Alberta and British Columbia.

In April 2013, Chairman Emeritus Dennis R. Washington announced a \$5 million gift to the Horatio Alger Endowment Fund to support a nationwide scholarship program for young Canadians. This amount was matched with gifts from the Canadian Board of Directors, Chairman Emeritus Walter Scott, Jr. ('97), and Canadian Vice President V. Prem Watsa ('12).



State of the Association Meeting & Dinner at the National Park for the Performing Arts in Vienna, Virginia, preceded a concert by The Tenors at the Filene Center.

EDUCATIONAL PROGRAMS AND SERVICES

In the United States in 2013, the Association passed the benchmark of awarding more than \$100 million in privately funded



Peggy and David L. Sokol (04)

scholarships since the start of its scholarship programs in 1984. Several initiatives in 2013 supported this outcome.

DAVID L. SOKOL SPECIAL ASSISTANCE PROGRAM

The first round of these special assistance grants, valued at \$250 each, was awarded to Horatio Alger National Scholars in 2013. This program was funded with a gift of \$440,000 from Peggy and Chairman David L. Sokol ('04) to help Scholars during their sophomore, junior, and senior years in college. The criteria for receipt of these grants included staying in good standing with the Association, maintaining a minimum 2.0 grade-point average, and sending a letter each year with a progress report to the Association. The funds were given directly to the students at the start of the academic year to assist with books and incidental expenses.

DENNIS R. WASHINGTON ACHIEVEMENT SCHOLARSHIPS

During the sixth year of the Dennis R. Washington Achievement Scholarship Program in 2013, scholarships were awarded to nine Alumni. Each scholarship was valued at up to \$90,000 each, depending on the length of the degree program. The value of these scholarships would increase to \$120,000 in 2016. The approximate total value of the scholarships granted in 2013 was \$500,000.

CATHY AND AL ANNEXSTAD SCHOLARSHIP PROGRAM

Board Member Al Annexstad ('10) and his Life Partner, Cathy Annexstad, committed \$1 million to support a four-year scholarship program extending from 2013 to 2017. The program will award a total of 40 four-year renewable scholarships with a total value of \$25,000. Recipients are eligible to receive \$5,000 for each of their first three years in college and \$10,000 during their senior year. Scholarships are awarded to students studying at Emory University, University of Georgia, Georgia Tech, Morehouse, University of Notre Dame, and Spelman College.



Cathy and Al Annexstad (10)

NATIONAL VISIBILITY CAMPAIGN

In July 2013, the Horatio Alger Association contracted with Brian Communications, based in Philadelphia, to assist with its ongoing national visibility campaign. This is an affiliation that continues at the present time (2017).

THE TENORS

In addition to the aforementioned concert at Wolf Trap National Park, The Tenors helped to raise visibility about the Association in their 70-city North American tour at venues in the United States and Canada. They kicked off the tour at a concert in Omaha, where they recognized Chairman Emeritus Walter Scott, Jr. ('97), and Member Richard Holland ('10). The Tenors referenced the Association during their concerts and media engagements. They also agreed to perform with Deborah Myers at the 2014 Horatio Alger Awards events. Their participation in the Association's media campaign was made possible with support from President and CEO Tony Novelly ('00) and Walter Scott, Jr. ('97).



The Tenors helped to raise awareness about the Horatio Alger Association during their Under One Sky concert tour in the U.S. and Canada.

JIM BRICKMAN

The Association also sponsored a concert by songwriter, pianist, and singer Jim Brickman on March 2, 2013, in New Hampshire. Guest artists at the concert included David Cassidy, Rita Coolidge, Thelma Houston, David Pack (Ambrosia), Firefall, Stephen Bishop, and Yvonne Elliman. It was taped for broadcast initially on Comcast channels, followed by release on PBS, Hallmark, and other third-party channels. Mr. Brickman spoke about the Association’s educational outreach during the concert and promoted awareness of the Association on his radio program.

The Association’s concerts the previous year in Boston and St. Louis continued to garner wide exposure. The concert with the Boston Pops aired on Ovation TV, which reaches more than 40 million viewers. This coverage was made possible by Board Member Al Annexstad ('10) with Stanley Hubbard (Chairman and CEO, Hubbard Broadcasting, Inc.). The St. Louis concert was nominated for a local Emmy Award.



Pianist Jim Brickman promoted awareness about the Horatio Alger Association during a concert tour and a special '70s concert on March 2, 2013.

Print media projects included announcements in *U.S. Airways* magazine; two announcements in *Forbes* as well as an article titled “The Power of Resilience: Study Shows How Horatio Alger Association Scholarships Make a Difference”; and a pro bono continuous-run advertisement in the *Wall Street Journal* made possible by Lou Dobbs ('99).



The Horatio Alger concert with the St. Louis Philharmonic aired on HEC TV stations to audiences across the state of Missouri.



2014 Board of Directors Meeting at The National World War II Museum

30TH ANNIVERSARY *of* HORATIO ALGER SCHOLARSHIPS

2014

In 2014, the Horatio Alger Association of Distinguished Americans celebrated the 30th anniversary of its National Scholarship Program. In 1984, the program's first year, National Scholarships valued at \$5,000 each were awarded to seven high school seniors. In subsequent years, the number awarded steadily increased. The goal of the Association's 50th anniversary in 1997 was to award two National Scholarships in every state. After successfully achieving this objective, the Association increased the amount rather than the number of National Scholarships. The scholarship's value doubled in 2001 to \$10,000, and it doubled again in 2007 to \$20,000. It increased to \$21,000 in 2014 as part of the 30th anniversary celebration—as planned when certain benchmarks were achieved in the ongoing Investing in America's Future Endowment Campaign.

During the 67th Horatio Alger Awards Induction Ceremonies, participants were proud to acknowledge this anniversary, celebrating that more than \$100 million in need-based scholarships had been awarded since 1984 and more than \$10 million would be awarded in 2014 alone. The Norman Vincent Peale Award was dedicated to the entire Membership for their sponsorship of Horatio Alger scholarships over the years, and the founders of the National Scholarship Program received special recognition during the 2014 Members Luncheon at the U.S. Department of State.



Group shot of participants at the 2014 Alumni Summit

2014 ALUMNI SUMMIT

In celebration of the 30th anniversary of the National Scholarship Program, the Association also hosted its fourth Alumni Summit on August 1–4, 2014, at the Drake Hotel in Chicago, Illinois. For the first time, State Scholarship Alumni were invited to attend along with their National Scholar Alumni peers. More than 350 Alumni and their guests participated in events based on the Summit’s theme, *The Road to Success*. Alumni participated in small-group and general sessions focusing on entrepreneurship, starting a business, leadership and ethics, dealing with the continuing specter of adversity, and financial planning.

David L. Sokol ('04) gave the keynote address at the opening dinner; Jeanette and Joseph Neubauer ('94) led a panel about leadership and ethics in the 21st century; Richard H. Driehaus ('13) shared tips during the financial planning session. Life Partner Phyllis Washington met with the 12 or so attendees who were recipients of the Dennis R. Washington Achievement Scholarship. Several of the Washington Scholar Alumni gave special “Ted Talk”-style presentations relating principles of entrepreneurship to their diverse fields of study.

On Sunday, August 3, Mr. Driehaus opened his Richard H. Driehaus Museum, housed in one of Chicago’s Gilded Age mansions, for participants to tour his collection of 19th- and early 20th-century art and decorative pieces. Guests then proceeded to the Murphy Auditorium (connected to the Driehaus Museum) for a Horatio Alger concert at which Vice President Byron D. Trott ('11) and Richard Driehaus spoke from the stage about the mission of the Association. Participants then enjoyed a concert of solos and duets featuring Shelley MacArthur (Life Partner of William F. Farley ['86]) and International Ambassador George Perris. The concert was taped for broadcast with narration provided by producer-writer-actor Rob Lowe. It continues to air on public television stations at the present time (2017).



In celebration of the 30th anniversary of the National Scholarship Program, the Association produced a special publication featuring the life stories of representatives from each class of Scholars dating back to 1984. The book was given as a gift to Alumni at the Summit. Pictured are National Scholars Conference Director Ronald Nicola and Jackie Rough, author of the Alumni book.

Following the concert, participants returned to the Gold Coast Room at the Drake Hotel for a State of the Association Meeting and Dinner. Members and Life Partners in attendance that evening included Rosemarie and Dean L. Buntrock ('96), Shelley and William F. Farley ('86), and Lee A. Flaherty ('79). Updates about recent Association programs preceded William Farley’s keynote address. At the end of the event, National Scholar Alumnus Andrew A. Miller ('90) was introduced as the 2015 Alumnus of the Year.



ALUMNUS ANDREW MILLER ('90)

Andy Miller received a standing ovation at the closing dinner of the 2014 Alumni Summit as his fellow Alumni conveyed their heartfelt appreciation for all that he had done for the Horatio Alger Alumni Association. Andy had been serving as the charter Chairman of the Alumni Advisory Committee, the governing body of the Alumni Association, since its formation in 2004; 2014 marked his last year of service in this capacity. For 10 years, Andy shepherded the growth of the Alumni Association, leading by example in his commitment of time, energy, patience, and enthusiasm.

67TH HORATIO ALGER AWARDS INDUCTION CEREMONIES

As noted previously, the 67th Horatio Alger Awards Induction Ceremonies on April 3–5, 2014, provided an opportunity for Members, Life Partners, and Friends to celebrate the accomplishment of having assisted more than 20,000 young people with privately funded need-based scholarships. And celebrate they did: the 2014 Awards events set records in attendance and support. The goal for the 2014 Awards events was increased by \$1 million from the previous year's \$7.25 million. The funds raised in 2014 totaled \$10,525,725, exceeding the \$8.25 million goal by \$2,275,725.



2014 Horatio Alger Award Recipients: (Seated L to R) J. Ronald Terwilliger, Patricia L. Herbold, Peter W. Stott, David M. Cote, Robert Blyth Goergen, Jerral Wayne Jones, Sr. (Standing L to R) Randall Dee Hubbard, David L. Steward, Mike Jackson, N. Murray Edwards, Lee R. Anderson, Sr., Thomas V. McKernan



Wayne D. Gretzky ('03) provided the keynote address at the 2014 Members Luncheon.

The Awards events were chaired by Jeanette and Joseph Neubauer ('94). Highlights included the Inaugural Ceremony, featuring Justice Thomas's presentation of the Horatio Alger medallions, remarks by 2014 Alumnus of the Year Alexander Santiago ('92), and entertainment by singer Jermaine Paul. The Inaugural Dinner focused on a salute to all previous recipients of the Norman Vincent Peale Award, and music was provided by Broadway stars Levi Kreis and Lillias White. Board Member Wanda Austin gave the keynote address at the Meet the Scholars Breakfast. Association Member Wayne Gretzky ('03) was the special speaker at the Members Luncheon, which also included remarks by current and Alumni Scholars and a salute to the founders of the Association's National Scholarship Program.

At the Awards Induction Ceremony, the Association welcomed 12 new Members and conveyed appreciation to everyone who had supported Horatio Alger scholarships over the past 30

years. Attendees enjoyed musical performances by The Tenors, Y'Anna Crawley, Deborah Myers, and Levi Kreis. At the concluding Salute to the National Scholars Breakfast, ABC Correspondent Byron Pitts again hosted a panel of the year's new Scholars. Musical selections were performed by Shoshana Bean, National Scholar Jairus Daigle ('10), and a local gospel choir. Recognition was also accorded to all Alumni Scholars who were serving as Awards and National Scholars Conference volunteers.

The financial success of the Awards events was augmented by outreach efforts of Class Coordinators to Members in their respective classes and special events hosted in honor of the new Members. Al Annexstad ('10) and Duane Hagadone ('04)



A reception to salute Randall D. Hubbard as a 2014 Award Recipient was hosted by Duane Hagadone ('04) and Al Annexstad ('10) on March 5, 2014. Featured (L to R) are Duane and Lola Hagadone, Randall and Joan Dale Hubbard, and Al and Kathy Annexstad.



The 2014 Inaugural Dinner at the Mellon Auditorium included a salute to past recipients of the Norman Vincent Peale Award or their spouses. Shown are (L to R): Life Partners Virginia Clements, Michele Rollins, James R. Moffett, Thomas S. Haggai, George L. Argyros, Richard L. Knowlton, H. Wayne Huizenga, Walter Scott, Jr., Clarence Thomas, William J. Doré, Dennis R. Washington, and Joseph Neubauer.



The American Spirit Gala included tributes to Williams J. Doré ('00) and James R. Moffett ('90) for their generous support of scholarships to students in Louisiana. Many of the recipients attended the Gala to participate in the tribute.

hosted a reception in honor of new Member Randall Dee Hubbard at the Bighorn Golf Club in Palm Desert, California, on March 5, 2014. This event contributed to establishing a new record of funds raised in support of a new Member's induction.

On March 10, 2014, Myrna and Robert J. Schlegel ('08) hosted a reception at their home in honor of new Member Jerral Wayne "Jerry" Jones, Sr. ('14), the owner of the Dallas Cowboys. This event, which generated media coverage for the Association, was well attended by the numerous Members, Life Partners, and Friends who reside in the Dallas–Fort Worth area.

The Association hopes that more of these types of events will be hosted each year in honor of Award recipients. They promote awareness about the Association on the local level, contribute to the esprit de corps among Members, and increase funding for the Association's educational programs.

2014 MEMBERSHIP AND BOARD OF DIRECTORS MEETING

The annual Membership and Board of Directors Meeting was the third major event hosted by the Horatio Alger Association in 2014. Members, Life Partners, and Friends convened at the Ritz-Carlton



Kay and William J. Doré ('00)



Clayton Paul Hilliard ('09), Madlyn Hilliard, Paul Anthony Novelty ('00)

Hotel in New Orleans, Louisiana, on September 30–October 2, for the meeting hosted by Madlyn and Clayton Paul Hilliard ('09) and Kay and William J. Doré ('00). The hosts made it possible for most of the meetings to be conducted at The National World War II Museum. In addition to the business sessions, special events included a dinner at Latrobe's on Royal and a political discussion over lunch with Mary Matalin and James Carville.

The meeting concluded with a Salute to the American Spirit dinner at the museum. Board Member R. James Nicholson ('00) served as the master of ceremonies, and the keynote address was provided by Association Member General Tommy Ray Franks ('10). Scholars from across the state were invited to the dinner, and they participated in a special tribute that evening to Chairman Emeritus James R. Moffett ('90) and Board Member William J. Doré ('00), both recognized for their generous sponsorship of Horatio Alger scholarships for students in Louisiana and across the country.



The 2014 Membership and Board of Directors Meeting concluded with the American Spirit Gala held at The National World War II Museum.

EDUCATIONAL ACTIVITIES

While Members were enjoying the celebration of the 30th anniversary of the National Scholarship Program, they were not “resting on their laurels.” In addition to increasing the value of the National Scholarship, State Scholarships were increased that year from \$5,000 to \$6,000. And several initiatives were undertaken to expand the Association’s outreach to young people.

Most notable among these initiatives were two pilot programs to assist students seeking career and technical training at community colleges and technical centers. This was a major shift in the Association’s approach to scholarship granting, which for 30 years had focused on students attending four-year colleges and universities. This expansion of focus was prompted by the high costs of college tuition, a sluggish economy, and the fact that good jobs were available to people with the necessary training.

- Walter Scott, Jr. (’97), and Michael B. Yanney (’05) initiated the **Horatio Alger Ak-Sar-Ben Applied Technology Scholarship Program** as a two-year pilot



Walter Scott, Jr. (’97)



Michael B. Yanney (’05)

for students in Nebraska who wished to attend Metropolitan Community College in Omaha. The program was a three-way partnership between the Association, the Knights of Ak-Sar-Ben Foundation, and Metropolitan College. Its purpose was to foster successful careers and family stability for students who were not on the four-year college track.

- Dean A. Cortopassi (’05) and the Cortopassi Family Foundation worked closely with the Horatio Alger Association to create the **Horatio Alger Vocational Scholarship Program** to support career and technical training for students at community colleges in California’s Greater San Joaquin Valley. Mr. Cortopassi committed \$1 million for scholarships valued up to \$10,000 (\$2,500 per semester) to assist students seeking training in fields such as auto repair, medical technology, and electronics.



Dean A. Cortopassi (’05)

Both of these programs served as precursors to the establishment of the National Horatio Alger Career and Technical Scholarship Program implemented in 2016 to assist students seeking associate degrees and career training at schools and centers across the country.

Other initiatives in 2014 included the following:

- Expansion of the Association’s Canadian scholarship programs to include students in the provinces of Alberta and British Columbia. These programs were sponsored by Chairmen Emeriti Walter Scott, Jr. (’97), and Dennis R. Washington (’95) in honor of Jim Pattison (’04), Treasurer of the Horatio Alger Association of Canada.
- The Association entered a partnership with Board Member Ronald M. Simon (’05) and the Simon Family Foundation to help prepare high school juniors and seniors for college through the **Horatio Alger Simon Scholars Program**. The Association acted as a fiscal agent in disbursing \$16,000 scholarships to Simon Scholars funded by the foundation. Both entities helped to promote these scholarships, and recipients could also apply for Horatio Alger National and State Scholarships.
- The **Horatio Alger Honeywell Scholarship and Internship Program** was initiated with a \$1 million gift from new Member David M. Cote (’14). Half of the gift was to fund 10 scholarships valued at \$10,000 each year for five years to students pursuing degrees in STEM disciplines. The other \$500,000 was to support paid internships for Horatio Alger Scholars to work at Honeywell branches across the country each summer.
- **New Member R. D. Hubbard (’14) and his Life Partner, Joan Dale Hubbard**, agreed to support State Scholarships for students in New Mexico.



Ronald M. Simon (’05)



David M. Cote (’14)



R.D. Hubbard (’14)

- The Association established the **Educational Policy and Research Advisory Committee** to determine how to implement findings from the Association’s recent research projects to enhance the effectiveness of its educational programs and to build upon what was learned about the nature of resilience.

NATIONAL VISIBILITY CAMPAIGN

In addition to the Chicago concert affiliated with the 2014 Alumni Summit, the Horatio Alger sponsored two other concerts that year with correlating State of the Association Meetings.

On January 22, 2014, despite the frigid and snowy weather, more than 120 current and Alumni Scholars and their guests from Connecticut, New Jersey, New York, and Pennsylvania convened in Manhattan to attend a dinner and concert at Jazz at Lincoln Center. Several Life Partners and approximately 20 key media representatives also attended. The concert, featuring International Ambassador George Perris accompanied by an ensemble of top-flight musicians, was taped and aired on Ovation TV and Comcast channels to a possible viewership of 32 million. The program has also been widely aired on PBS stations.

A Horatio Alger concert featuring Reba McEntire and The Tenors was held at the Holland Performing Arts Center in Omaha, Nebraska, on October 17, 2014. The Association’s sponsorship was underwritten by Chairman Emeritus Walter Scott, Jr. The Tenors had just completed their 70-city tour, which was also supported by Mr. Scott to raise awareness of the Association’s outreach. Receptions were held before and after the concert for Association Members, Life Partners, Friends, and Scholars. It was not taped for broadcast, but the hall sold out, and the concert received wide media coverage in Omaha and surrounding communities.

Other noteworthy public relations advances in 2014 included an article by Chairman David Sokol (’04) titled “Why I Believe the American Dream Is Still Alive” on FoxNews.com on June 23. The op-ed was written in response to a survey indicating that 59 percent of adults believe the American Dream is no longer attainable.

Additional coverage was garnered from an article titled “Saving Horatio Alger” by Richard Reeves posted on the Brookings Institution website. The article was written as a follow-up to Mr. Reeves’s attendance at the 2014 Awards events as the guest of Anthony Welters (’98).

Television coverage about the Association’s mission resulted from an interview with Association Member Mike Jackson (’14) on *Squawk Box* on CNBC on December 4, 2013, and later an interview with John Paul DeJoria (’04) on the *Erin Burnett OutFront* show on CNN on February 24, 2014.

Additional coverage was garnered from the press releases and public service announcements placed in *Forbes* magazine, including a September-issue two-page announcement of the 30th anniversary of Horatio Alger scholarship programs.



International Horatio Alger Ambassador George Perris performed at Jazz at Lincoln Center on January 22, 2014.



Group shot of participants at La Fenice, Venice's famed opera house, during the 2015 International Membership and Board of Directors Meeting

TRANSITION *of* LEADERSHIP AND A GOAL FULFILLED

2015

The tremendous financial success of the 2014 Horatio Alger Awards Induction Ceremonies set the bar high as plans were developed for the 68th Horatio Alger Awards events in 2015. The Association contracted with the special-events firm Linder Global Events to coordinate plans for the induction ceremonies, to be hosted on April 9–11, 2015.

68TH HORATIO ALGER AWARDS INDUCTION CEREMONIES

Following the long-standing tradition, the Awards events in 2015 began with the Inaugural Ceremony at the U.S. Supreme Court hosted by Association Board Member Clarence Thomas ('92). Justice Thomas presented the 12 honorees with the Horatio Alger medallion, and Alumna Amy Hubbard ('92), the new Chair of the Alumni Advisory Committee, talked about her experiences as a Scholar and the commitment of Alumni to the Association's mission. Vocalist Deborah Nansteel provided musical entertainment.

The program during the Inaugural Dinner at the Andrew W. Mellon Auditorium was emceed by Association Vice President Byron D. Trott ('11). Highlights included information about the American Spirit Bridge project underway at The National World War II Museum. Musical performances featured vocalist Nina Whitaker and her daughter, Liisi Whitaker.



2015 Horatio Alger Award Recipients: Seated (L to R) Bruce T. Halle, James J. Maguire, Sr., Gilbert E. LeVasseur, Jr., Edmund A. Hajim. Standing (L to R) Serge Godin, Charles C. Anderson, Sr., David C. Novak, Elizabeth Holmes, Jordan Zimmerman, Frank L. VanderSloot, Leon G. Cooperman, James F. Dicke II



Vice President Byron Trott emceed the 2015 Inaugural Dinner at the Andrew Mellon Auditorium.



Entertainment at the Inaugural Dinner was provided by the mother-and-daughter team of Nina and Liisi Whitaker.



Coach R.C. Slocum ('13) provided the keynote address during the Meet the Scholars Breakfast.

At the Meet the Scholars Breakfast the next morning, adults and students alike were inspired by the remarks of Association Member and retired football coach R. C. Slocum ('13). During the Members Forum, the 12 Award winners talked about their personal philosophies and paths to success in response to questions from the 2015 National Scholars.



Dominic D'Alessandro ('05) received special recognition for serving as the charter President of the Horatio Alger Association of Canada from its founding in 2009 to 2015. He was succeeded by V. Prem Watsa ('12).

The Members Luncheon at the U.S. Department of State included a special tribute to Dominic D'Alessandro ('05) for his dedicated efforts in leading the Horatio Alger Association of Canada as its charter President since 2009. V. Prem Watsa

was introduced as the new President of the Canadian Association and shared his vision for the organization's future. In his keynote address, John Paul DeJoria ('04) inspired the National Scholars, using his own experiences to validate the American Dream. Alumna Patricia Oehring-Aldrich ('85) represented the Alumni perspective, and Kalabrya Gondrezick and Logan Thomas spoke as Scholars.



John Paul DeJoria ('04) was the featured speaker at the Members Luncheon.

That evening, the 68th Horatio Alger Awards Induction Ceremony opened with a lone female flutist walking from the audience onto the stage. Her music segued into a tremendous visual mapping display highlighting key points and Members throughout the Association's 68th-year history, culminating in a tribute to the 12 Award winners, who were revealed onstage as the screen parted. Each of them was presented with the Horatio Alger Award following a video biography. The evening concluded with a musical finale featuring Broadway stars Hugh Panero and Christiane Noll onstage with the National Scholars.

The next morning, the Salute to the National Scholars Breakfast was hosted at the Ritz-Carlton Hotel. Following the panel session moderated by ABC Correspondent Byron Pitts, the Awards events concluded with Lee Greenwood singing his iconic "I'm Proud to Be an American."

Support for the 68th Horatio Alger Awards events totaled more than \$10.6 million, surpassing funds raised the previous year, to set a new record.

2015 INTERNATIONAL MEMBERSHIP AND BOARD OF DIRECTORS MEETING

While the Awards events each spring are the highpoint of the Association's annual calendar, the two most important developments in 2015 took place that fall during the 2015 International Membership and Board of Directors Meeting.



The opening dinner was held at the Palazzo Pisani Moretta in Venice overlooking the Grand Canal.

One of the Strategic Directions Committee's four objectives for the Horatio Alger Association has been to engage Members and Scholars through meaningful programs and services. A prime opportunity for engagement is the annual Membership and Board of Directors Meetings. In 2015, the Association hosted its most expansive meeting to date. The 2015 International Membership and Board of Directors Meeting began in Venice, Italy, on September 14. A welcome reception and dinner was held at the Danieli Hotel overlooking Venice's Grand Canal. The following day, business and membership meetings and a luncheon were hosted at La Fenice, Venice's famed opera house. That evening at the Palazzo Pisani Moretta, Members and guests participated in a dinner and concert featuring vocalists Mario Frangoulis and Deborah Myers.



Participants traveled from Venice to Paris aboard the Simplon-Orient Express.

On September 16, participants boarded the Simplon-Orient Express for an overnight train ride to Paris. After spending the day in Paris, they traveled by train through the Chunnel to London. The next day, the Board met at the Goring Hotel to review nominees for induction into the Association in 2016. That afternoon, a special luncheon was held at Spencer House, where Byron D. Trott ('11) was introduced as the new President of the Horatio Alger Association. After seven years of outstanding leadership, David L. Sokol ('04) transitioned to become Chairman Emeritus and Paul Anthony Novelly ('00) assumed the chairmanship of the Association.

That evening, guests attended a dinner at the Honorable Society of Lincoln's Inn, where Association Board Member Brian Mulrone ('12) provided the keynote address—on leadership and Winston Churchill.



The transition of leadership took place on September 17, 2015, during a luncheon at London's Spencer House, where Byron Trott addressed participants in his capacity as the Association's new President.



The Right Honourable Brian Mulroney ('12) provided the keynote address during the dinner held at London's Honorable Society of Lincoln's Inn.

On September 19, Members, Life Partners, and guests traveled to the English countryside where they visited two estates, Cliveden and Stoke Park. On September 20, the meeting's celebratory concluding dinner was held at Blenheim Palace. At this dinner during the 2011 Membership and Board Meeting, the Association achieved the \$100 million endowment fund goal. Soon thereafter, the goal was increased to \$250 million to be achieved by 2017. Historic Blenheim Palace now plays a role in the history of the Horatio Alger Association; at the dinner there on September 20, 2015, pledges and commitments successfully exceeded the \$250 million goal of the Investing in America's Future Campaign, a full two years ahead of schedule.



The concluding dinner was hosted at Blenheim Palace, the ancestral home of Winston Churchill.

DAVID L. SOKOL



While the 2015 International Membership and Board of Directors Meeting was a time of great accomplishments and good fellowship, it also marked the end of tenure for the Association's longest serving Chairman, David L. Sokol ('04). He served as President and Chairman of the Association from 2008 to 2015. During his time in office, the Association achieved unprecedented growth. His leadership fostered the establishment of the Horatio Alger Association of Canada and the Horatio Alger Endowment Fund as separate 501(c)(3) organizations.

Mr. Sokol pioneered the concept of the "Whole Scholar," which inspired those involved with the Association to think of ways, beyond the financial support, to assist Horatio Alger Scholars. This resulted in vastly increased services, including a 24/7 crisis line, college preparedness training, housing for foster students, mentoring programs and internships, and special assistance grants which he and his Life Partner, Peggy Sokol, personally funded.

Mr. Sokol ensured the provision of scholarships in perpetuity through his leadership of the Investing in America's Future Endowment Campaign. The initial goal of \$100 million in the Endowment Fund was achieved in 2011, and the increased campaign goal of \$250 million was accomplished at the 2015 International Membership and Board Meeting. Fortunately, the Association continues to benefit from Mr. Sokol's leadership and commitment through his service on the Horatio Alger Endowment Fund Board of Directors. Mr. Sokol wrote a book titled *Pleased, but Not Satisfied*. This has become part of the Association's lexicon, serving to remind everyone that while much has been accomplished, there is always more to be done. The Horatio Alger Association is honored to be awarding the 2018 Norman Vincent Peale Award to Chairman Emeritus David Sokol and Chairman Tony Novelly, for their joint leadership and commitment, which has been instrumental in the unprecedented expansion of the Horatio Alger Association's programs and activities on all fronts.

INVESTING IN AMERICA'S FUTURE CAMPAIGN

The Investing in America's Future Endowment Campaign is the largest endeavor ever undertaken by the membership of the Horatio Alger Association. The Horatio Alger Endowment Fund ensures that the Association will continue to award need-based scholarships to young people in the United States and Canada regardless of economic vicissitudes. Building on the contributions of previous generations, the current membership of the Association is providing a legacy that will continue to benefit the Association and young people far into the future.

EDUCATIONAL ADVANCEMENTS

In 2015 and 2016, the value of individual National Scholarships was \$22,000, and most State Scholarships were valued at \$7,000. As part of the plans for the Investing in America's Future Campaign, the successful attainment of the goal would enable the Association to increase the value of the National Scholarships to \$25,000 and State Scholarships to \$10,000 in 2017 as part of the Association's 70th-anniversary celebration.

In 2015, the Association awarded more than \$10.6 million to 1,329 students in the United States and Canada. These recipients were selected from an applicant pool of more than 36,500 students. In addition to awarding National and State Scholarships in every state, scholarships were awarded through the following specialized programs:

SPONSORS OF 2015 SPECIALIZED SCHOLARSHIP PROGRAMS

UNITED STATES

- Aksarben Career Connectors Scholarship (Walter Scott, Jr.)
 - Boise State University Scholarship (Robert G. Miller)
 - California-Making Waves Scholarship (Arthur Ciocca)
 - Cathy and Al Annexstad Scholarship (Cathy and Al Annexstad)
 - Cortopassi Family Foundation Vocational Scholarship (Joan and Dean Cortopassi)
 - Dennis R. Washington Achievement Scholarships (Dennis R. Washington)
 - Fairfax Financial Holdings Scholarship (Prem Watsa – Canada)
 - Honeywell Scholarship (David M. Cote)
 - Hormel Scholarship (Richard L. Knowlton)
 - Mel Klein Scholarship (Melvyn N. Klein)
 - Simon Scholars (Ronald M. Simon)
 - University of Victoria M.B.A. and Study Abroad Programs (David E. Richie)
 - University of San Francisco Scholarships (Arthur Ciocca)
-
-

Gratitude is extended to Members and friends who sponsor specialized scholarship programs through the Horatio Alger Association.

NEW PROGRAMS



V. Prem Watsa ('12)

The Association awarded the first Fairfax Financial Holdings Entrance Awards in fall 2015. With sponsorship from V. Prem Watsa ('12) and his company, Fairfax Financial Holdings, 45 scholarships valued up to \$20,000 are awarded each year to students attending specific universities across Canada. The Horatio Alger Association is grateful to be able to assist more young Canadians through these scholarships.

Another initiative enacted in the fall of 2015 was a partnership with faculty at the University of North Carolina, Wilmington, in offering an online course in entrepreneurship. Available free of charge to all current Scholars, the course, EBD 380–Entrepreneurship, provides the basics of entrepreneurship and free enterprise. Topics include identifying business opportunities, conducting feasibility studies, developing a business plan, evaluating alternative ways of financing new ventures, and identifying the appropriate form of legal organization. Purchasing an existing business and acquiring a franchise are also addressed. Scholars who complete the course earn three credit hours transferable to their respective colleges and universities. The success of this course may lead to additional co-branded online courses being offered in the future.



PUBLIC OUTREACH

PUBLIC SERVICE ANNOUNCEMENTS

The Association garnered much coverage through print and broadcast public service announcements (PSA) in 2015. PSAs that appeared in print publications included the following:

FORBES

- January 19 – Salute to the 2015 Horatio Alger Award Recipients
- October 19 – Announcement about Horatio Alger Members and Scholarship Programs
- November 23 – Credit to the Association in an announcement of International Ambassador Mario Frangoulis's new CD



Chairman David Sokol ('04) calling attention to Washington Post announcement sponsored by Robert Miller ('12) and Safeway stores during the 2015 Horatio Alger Awards.

WASHINGTON POST

- April 10 – Full-page announcement in front section saluting the Horatio Alger Association and its scholarship giving, sponsored by Robert G. Miller ('12) and Safeway.



Robert Miller ('12)

BROADCAST COVERAGE

Broadcast coverage that year included the launch of PSA campaigns in both the United States and Canada. In March, the Horatio Alger Association began distributing three broadcast PSAs featuring Rob Lowe. By mid-year, the PSAs had already aired more than 3,800 times on 243 stations across 187 markets, including the major networks of ABC, CBS, Fox, and NBC. In August, PSAs featuring The Rt. Hon. Brian Mulroney ('12) and Wayne Gretzky ('03) started airing on television stations across Canada.

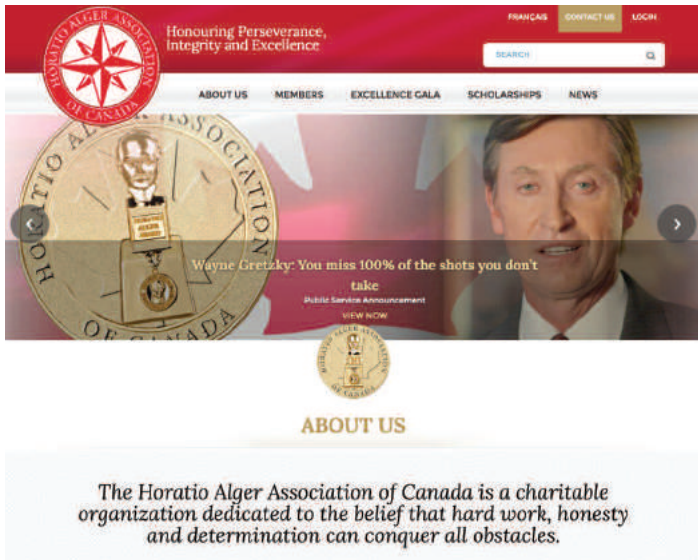


Broadcast public service announcements about the Horatio Alger Association feature Rob Lowe, Brian Mulroney ('12), and Wayne Gretzky ('03).

OTHER MEDIA COVERAGE

Additional broadcast coverage that year included the initial broadcasts of the Horatio Alger concert taped at the Murphy Auditorium the previous year featuring Shelley MacArthur Farley and George Perris. These broadcasts would continue on PBS channels across the U.S. throughout 2016 and part of 2017. Also, the Association gained unanticipated coverage when its Investing in America's Future series article titled "Mental and Behavioral Health of College Students" established the theme for Fox's *The O'Reilly Factor* on March 11, 2015.

The Horatio Alger Association of Canada gained increased exposure for its Members and scholarship programs through a press conference held on May 19, 2015, in Toronto. The press conference began with The Tenors singing Canada's national anthem. The Right Honourable Brian Mulroney ('12) served as host, supported by Canadian Association Board Members Rebecca MacDonald ('09), V. Prem Watsa ('12), and Rick Waugh ('11). Guest speakers included Canadian Minister of Employment and Social Development Pierre Polievre, and U.S. Ambassador to Canada Bruce Hayman. The event generated coverage in major Canadian print and broadcast media including *Macleans*' magazine, the *Financial Post* newspaper, and coverage in *Sun* newspapers in its Toronto, Winnipeg, Ottawa, Calgary, and Edmonton editions.



Canadian website

Internally, the Horatio Alger Association facilitated major redesigns of its American and Canadian websites to respond to current industry standards, increase accessibility and heighten compatibility with mobile platforms. The new Canadian website launched in May 2015, followed by the American website launch in August 2015. Furthermore the Association created a new website dedicated to its scholarship applicants and recipients as well as its educational partners.

The Association would reach out to new Member Jordan Zimmerman (’15), the Founder and Chairman of Zimmerman Advertising for advice and guidance regarding its national visibility campaign. It continues to seek new avenues that will enable it to reach more people with information about its Members, the values represented by the Horatio Alger Award, and its educational mission to assist young people seeking to participate in the American Dream.



Speakers at Canadian press conference included (L to R) Canadian Association Board Members The Right Honourable Brian Mulroney, V. Prem Watsa, Rick Waugh, and Rebecca MacDonald.



*2016 National Scholars at the 69th
Horatio Alger Awards Induction Ceremony*

TWO NEW NATIONAL SCHOLARSHIP PROGRAMS

2016

This year, 2016, marked the start of awarding scholarships to students through two new nationwide scholarship programs. While preparations for both programs took place in previous years, the number of students awarded scholarships substantially increased in 2016 due to these programs.

HORATIO ALGER ASSOCIATION OF CANADA NATIONAL SCHOLARSHIP PROGRAM



Since the initial awarding of Horatio Alger scholarships to students in Ontario, the Association has continued to expand its Canadian geographic outreach. In 2015, its scholarship programs in four provinces opened up, with the Association offering applications for a nationwide scholarship program, the first awards being given in 2016. This was made possible by generous commitments to the Horatio Alger Endowment Fund by Walter Scott, Jr., Paul Anthony Novelly, Dennis R. Washington, and the Canadian Board of Directors. In this new program, 85 scholarships are awarded each year. Eighty of the scholarships are valued at \$5,000, and five top scholarships, National Entrepreneurial Scholarships, are valued at \$10,000. For the first time, the Entrepreneurial Scholars attended the 2016 Horatio Alger National Scholars Conference along with their American peers.

HORATIO ALGER NATIONAL CAREER AND TECHNICAL SCHOLARSHIP PROGRAM

The other nationwide scholarship program enacted in 2016 was the National Career and Technical Scholarship Program for students seeking associate degrees and career certification at community colleges and technical centers across the United States. The nationwide program stemmed from two pilot programs conducted in Nebraska (funded by Walter Scott, Jr. [’97], and Michael B. Yanney [’05]) and California (sponsored by Dean A. Cortopassi [’05]). To establish this new national program, Walter Scott, Jr., provided a gift of \$6.375 million through the Suzanne and Walter Scott Foundation that is being matched by funds from the Horatio Alger Endowment Fund. In 2016, 510 scholarships at \$2,500 were awarded to students across the country. While the Association continues to focus its major scholarship support on students seeking four-year degrees, this new program responds to the realities that college is not cost effective for all students; not all students are on the four-year college track; and good jobs are available to young people with proper training.



Suzanne and Walter Scott, Jr. (’97)

Mr. Scott was responsible for expanding the Association’s educational outreach when he and his wife, Suzanne Scott, sponsored the first Horatio Alger State Scholarship Program (in the current manifestation of the name) in Nebraska in 2000. The Association is deeply grateful to him now for extending its educational mission to include students seeking career and technical training.

OTHER EDUCATIONAL INITIATIVES IN 2016

HORATIO ALGER TROTT FAMILY SCHOLARSHIP PROGRAM

The first Horatio Alger Trott Family Scholarships were awarded to students in 2016. The program targets support to students attending Ohio State University, University of Chicago, and Vanderbilt University. Every year, a total of 21 students (7 from each university) receive scholarships valued up to \$60,000 each. Each school has also made a commitment to match the Association’s scholarship funds. Representative Trott Family Scholars are also invited to participate in the annual National Scholars Conference, where they meet Horatio Alger Members and recipients of National Scholarships from the United States and Canada.



Tina and Byron D. Trott ('11)

COMPSYCH

For many years the Association has afforded Scholars access to a 24/7 counseling and referral service to assist with emotional and mental health crises. Services were expanded in 2016, when the Association contracted with ComPsych. In addition to personal counseling, ComPsych has counselors who can provide advice and guidance regarding legal and financial matters and life issues. Expanding services to Scholars through ComPsych is just another way by which the Association seeks to assist its scholarship recipients beyond the financial provision.

2016 FIELD DIRECTORS SUMMIT



Participants at the 2016 Horatio Alger Field Directors Summit in Williamsburg, Virginia



The opening session of the Field Directors Summit was conducted by Dr. Nido Qubein ('06), President of High Point University.

The Association hosted its second-ever Field Directors Summit on August 5–8, 2016. Like the previous summit in 2008, this was convened in Williamsburg, Virginia. However, it was expanded to include (1) alumni who serve as Horatio Alger Ambassadors assisting Field Directors, (2) representatives from several Strategic Partner organizations who also serve at-risk youth in the United States and Canada, and (3) members of the Canadian Scholarship Selection Committee.

The Summit was coordinated by the Field Directors Committee, consisting of Mack Armstrong, Kay Baker, Ronald Nicola, and Michael Whellams, all experienced educators and longtime Association volunteers. The purposes of the Summit were to provide current information about the Association's educational activities, allow for the free exchange of ideas and methods, help establish a strong network among participants, and motivate our educational partners to promote the Association in their local communities. Participants became better acquainted as they worked on a community service project together, and there were numerous sessions and events that helped to fulfill the objectives of the meeting.

Featured speakers included Association Member Dr. Nido Qubein ('06), who provided the welcome-dinner keynote address; motivational speaker and educational consultant Phil Boyte, who led interactive sessions focused on creating healthy school cultures for students; and Dr. Brian Victor who discussed the first-year college experience and challenges unique to low-income students and those who are the first collegians in their families. Additional sessions were conducted by Association educational staff members, the Alumni Advisory Committee, and Field Director Committee Members.

2016–2017 STATE OF OUR NATION'S YOUTH SURVEY

In 2016, the Horatio Alger Association sponsored the 12th of its State of Our Nation's Youth surveys, initiated back in 1997. The 2016 nationwide survey was conducted during the summer among young people, ages 14 to 23. Questions addressed a wide range of topics, including politics, education, familial relationships, technology, and the economy. Many questions drawn from past surveys provided a continuum of information to register shifts in young people's opinions. This year's survey also incorporated new topics, such as the value of career and technical training, parental involvement in school, the impact of social media, and cyber-bullying.

This marked the eighth time the Association has collaborated to conduct the survey with Peter Hart and his colleagues at Hart Research Associates and its second time working with Dr. Gregory Wolniak, a professor and researcher at New York University, to interpret and write a resultant report.

Extensive national media coverage was garnered when the results of the survey were released at a press conference at the Newseum, in Washington, D.C., on September 13, 2016. Mr. Hart and Dr. Wolniak conducted the conference, which included a panel of Horatio Alger National Scholars representing young Americans across the country.

In anticipation of the presidential election later that year, the survey included an auxiliary section titled Young Voter Insights. The results of this section were released to the press on July 13 in advance of the political conventions. Peter Hart spoke about the insights gained from the Young Voter survey in a national interview on CSPAN on July 24, 2016.

Copies of the 2016–2017 State of Our Nation's Youth report are available by calling the Association or by downloading it from the website. Copies have also been sent to the State Boards of Education, State Supervisors of Public Instruction, and principals in school districts across the country.

MEMBERSHIP EVENTS

69TH HORATIO ALGER AWARDS INDUCTION CEREMONIES

During the 69th Horatio Alger Awards Induction Ceremonies, hosted on March 31–April 2, 2016, the Association welcomed 13 distinguished new Members to its membership ranks. The events started on Thursday with the Inaugural Reception and Ceremony. After the new Members were presented with their Horatio Alger medallions, remarks were provided by Lindsay



Class of 2016 Horatio Alger Award Recipients (L to R): Virginia M. Rometty, Mark E. Davis, T. Denny Sanford, Delos M. Cosgrove, Ronald G. Harrington, James A. Haslam II, Michael S. Shannon, Jeong H. Kim, Kelcy L. Warren, Harold Hamm, Harvey L. Massey, Linda D. Rabbitt, Gerald W. Schwartz



President Byron D. Trott (11) emceed the 2016 Inaugural Dinner.

Marshall ('97), who had been selected as the 2016 Alumna of the Year. Bebe Winans gave a musical performance. The Inaugural Dinner was emceed by President Byron Trott ('11), and featured speakers included Association Vice President Matthew K. Rose ('13) who led a tribute to Association Members who had passed away the previous year; Chairman Tony Novelly ('00) who provided an update about the Horatio Alger Endowment Fund; and Endowment Fund Chairman and President Walter Scott, Jr. ('97) who talked about the Association meeting its goals. Musical performances were provided by the vocal group The Company Men and by musical prodigy, trumpeter Geoff Gallante. At the conclusion of the dinner, participants were provided with the 2016 *Only in America Opportunity Still Knocks* book in front of a large display of the book whose changing scenes featured the biographies of the 2016 new Members.

During the Meet the Scholars Breakfast, Chairman David Sokol spoke about the lifelong relationships among Members, Life Partners, and Scholars through the mission and programs of the Association. The Members Forum, which followed, was moderated for the sixth time by Jeanette Lerman-Neubauer and Thomas S. Haggai. This would be the last year of their partnership.

The Association was again granted the privilege of hosting the Members Luncheon in the Benjamin Franklin Dining Room at the U.S. State Department. The luncheon included a special tribute to Chairman Emeritus David L. Sokol ('04) and the keynote address was provide by new Member Virginia Rometty ('16). Student speakers were Alumnus Dentin Chapman ('07) and 2016 National Scholars Jasmine Juarez and Mikayla Bridgewater.

DR. THOMAS HAGGAI



The Horatio Alger Association is deeply grateful to Dr. Thomas S. Haggai ('80) for his many years of dedicated service in support of its mission. Following his induction in 1980, Dr. Haggai was elected to the Association's first Board constituted wholly of Association Members in 1982. He has served on the Board consistently up to the present time. He emceed the annual Awards Induction Ceremonies from 1988 to 1995. When Ed McMahon assumed that role in 1996, Dr. Haggai transitioned to being the moderator of the annual Members Forum, serving in that capacity through 2016.

Additionally, Dr. Haggai served as co-chairman of the Association's Awards Committee for 20 years in partnership with his friend and fellow Member, Donald Keough ('88). The strength of the Association resides in the commitment of its Members, and Dr. Haggai deserves much credit and recognition for his many years of leadership and his collegial manner in officially nominating top candidates for membership. In 2001, the Horatio Alger Association was proud to present Dr. Haggai with the Norman Vincent Peale Award.

The 69th Awards Induction Ceremony on Friday, March 30, opened with the presentation of colors by a military color guard and a performance by renowned opera star Denyce Graves. This was followed by a tribute to the armed forces by the USO Show Troupe. Lou Dobbs ('99) and Tom Selleck ('00) introduced the new Members who were presented with the Horatio Alger Award. Byron Pitts narrated a presentation about the Association's national visibility efforts, and four National Scholars were featured in a salute to their 2016 Class. The evening concluded with a joint performance of "God Bless America" by The Texas Tenors and the USO Show Troupe surrounded on stage by the Scholars.



A vocal group called The Company Men provided musical entertainment during the Inaugural Dinner.

The Salute to National Scholars Breakfast on Saturday morning included remarks by Chairman Tony Novelly ('00) and President Byron D. Trott ('11). ABC National Correspondent Byron Pitts moderated the panel with 2016 National Scholar representatives, and Board Member Barbara Barrett led in a moving tribute to Board Member Robert J. Brown ('90) who has been conducting a major campaign to send books to students in Africa. The lunch concluded with an announcement that Board Member Foster S. Friess ('12) and his Life Partner, Lynn Friess, would be providing each Scholar with \$1,000 to be spent on pizza and ice cream. This was the fourth consecutive year they have provided this support to the newest class of National Scholars. The breakfast concluded with a lively performance by The Company Men of a medley of popular songs. Contributions given in support of the 69th Horatio Alger Awards events totaled \$10,549,666 surpassing the \$10 million goal.



There was a special tribute given to Mr. Sokol in appreciation for his many years of leadership and dedicated efforts in support of the Association. Association Officers (L to R): V. Prem Watsa ('12), Matthew K. Rose ('13), Dennis R. Washington ('95), David L. Sokol ('04), Paul Anthony Novelly ('00), Walter Scott, Jr. ('97), Byron D. Trott ('11).

STATE OF THE ASSOCIATION MEETING— ORLANDO, OCTOBER 15, 2016

During the Horatio Alger Association's 2015 International Membership and Board of Directors Meeting, the Association hosted a dinner and musical program at the Palazzo Pisani Moretta featuring International Ambassadors Mario Frangoulis and Deborah Myers. Harvey L. Massey, who would be inducted as a new Member in 2016, enjoyed the concert. The evening prompted him to plan a similar event in his hometown of Orlando, Florida—at the Dr. Phillips Performing Arts Center on Saturday, October 15. The reception and concert were hosted by Mr. Massey along with fellow Members Clarence Otis, Jr. ('07), and James M. Seneff, Jr. ('10). Each of these Members spoke briefly during the reception and from the concert stage. The featured artists were International Horatio Alger Ambassadors Mario Frangoulis, George Perris, and Deborah Myers accompanied by the outstanding Orlando Philharmonic Orchestra under the baton of Maestro Eric Jacobsen. While tickets were available to the general public, the three Members used this event as a fundraiser to support Horatio Alger scholarships for young people in Central Florida. Following the intermission, Horatio Alger Alumni Scholars Luis Febres ('91) and Zoe Carr ('10) spoke from the stage and briefly shared their personal stories, including how the Association had changed the trajectory of their lives. In addition to providing an uplifting evening of music, the concert raised more than \$250,000 for Horatio Alger scholarships. Also, the concert was taped for broadcast on PBS stations over the next several years.

The Association is grateful to Messrs. Massey, Otis, and Seneff for hosting a wonderful event that raised awareness about the Horatio Alger Association's mission and supported its educational outreach.



Association Members and Concert Hosts Clarence Otis ('07), James M. Seneff, Jr. ('10), and Harvey L. Massey ('16) with the Mayor of Orlando, Teresa Jacobs

***HORATIO ALGER ASSOCIATION OF CANADA—2016
BOARD OF DIRECTORS MEETING AND FIRST
MEETING FOR MEMBERS***



2016 Horatio Alger Association of Canada Board of Directors Meeting

The Horatio Alger Association of Canada's Board of Directors convened for its annual meeting at the Four Seasons Hotel in Toronto in the afternoon of Thursday, October 20, 2016. Five of the six Board Members were there in person, and Jim Pattison ('05) participated via teleconference. After the meeting, the Officers proceeded to a festive dinner in the Aria

ballroom at the Four Seasons, which marked the first meeting hosted for the full Membership of the Canadian Association. Approximately 300 people attended including more than 30 Canadian Scholars. The event served to raise awareness about the Horatio Alger Association of Canada among the many governmental dignitaries and cultural leaders who came as guests of Members.

The evening program was emceed by writer and anchor of Bloomberg TV Canada, Rudyard Griffiths. Speakers included Rebecca MacDonald ('09), The Right Honourable Brian Mulroney ('12), V. Prem Watsa ('12), and Vicky Xu, a 2016 Horatio Alger Entrepreneurial Scholar. Vicky was among the charter class of Canadian Scholars to participate in the National Scholars Conference along with her American peers. Tribute was paid to the newest Member of the Canadian Association, Gerald Schwartz ('16), and talented young musicians from Toronto's Royal Conservatory of Music performed. The event will serve as a prototype for future Canadian Membership Meetings. Plans are underway for a greatly expanded Membership Meeting in 2017.



Participants at the 2016 Membership and Board of Directors Meeting in Kailua-Kona, Hawaii

2016 MEMBERSHIP AND BOARD OF DIRECTORS MEETING

The 2016 Membership and Board of Directors Meeting was hosted in Kailua-Kona, Hawaii, on September 22–24, at the Four Seasons Hotel. The events were hosted by Walter Scott, Jr.; Sandi and Ronald M. Simon; Beatrice and Anthony Welters; and Gail and Michael B. Yanney. In addition to the business sessions for the Executive Committee, Horatio Alger Endowment Fund Board, the Board of Directors and the Membership, special events included a tour of the W. M. Keck Observatory, lectures about the culture and natural history of the islands, helicopter tours, and a political discussion between journalist A. B. Stoddard and pollster Peter D. Hart about the upcoming presidential election. The welcome dinner on Thursday, September 22, featuring the cultural arts was hosted by Beatrice and Anthony Welters ('98) at their home on the island, and the closing dinner on September 24 featuring a magical theme was hosted by Sandi and Ronald Simon ('05). Walter Scott ('97) and Gail and Michael B. Yanney ('05) hosted a reception and dinner in the amphitheater at the Four Seasons Hotel with an Asian-Hawaiian fusion theme on Friday, September 23.

GOVERNANCE TRANSITIONS AND OPERATIONAL ASSESSMENTS

In September 2009, the Strategic Directions Committee (SDC) made its first report to the Board with recommendations for four objectives to govern the activities and programs of the Association. As mentioned earlier, the recommendations were as follows:

1. Identify prospective members.
2. Engage and communicate with Members and Scholars through meaningful programs and services.
3. Develop a sustainable scholarship program.
4. Increase public awareness.

Vice President Delores Kesler ('98) followed by Lee E. Mikles ('08) had provided outstanding leadership for the SDC, recommending activities and programs in support of these four objectives.

The transition of the Association's presidency from David Sokol ('04) to Byron Trott ('11) in September 2015 preceded a transition in October 2105 of the chairmanship of the SDC. Committee Members Barbara Barrett ('99) and R. James Nicholson ('00) became co-chairs of the SDC, charged with assessing the effectiveness of the four goals and determining possible new objectives.

As is often the case, these transitions in leadership provided an opportune time to assess many aspects of how the Association was carrying out its mission. The SDC immediately conducted a survey among Board Members based on topics discussed at the 2015 Board meeting:

- Eligibility criteria for the Horatio Alger Award
- Award nomination and selection process
- Annual Awards activities
- Possible changes in scholarship programs

Beyond these topics, the SDC also considered additional topics at the request of Board Members, including the following:

- Engaging Members' families
- Recognizing non-Members
- Expanding the International Horatio Alger Award
- Nominee and nominator responsibilities
- Membership survey

Simultaneously, the SDC undertook an assessment of the Association's scholarship programs in light of best practices among other scholarship-granting organizations. The review was conducted in consultation with the members of the Association's Educational Policy and Research Advisory Committee (practitioners in the field of education who are familiar with the Association's programs and provide advice and guidance), representatives from Members' foundations, and the National Scholarship Providers Association. The findings were positive, confirming that the Association is administering its programs using best practices in the field; it was noted that the 10 percent costs for administering scholarship programs for Members is extremely low compared to other organizations' administrative costs.

In the summer of 2016, SDC conducted a survey among Members to determine what they believe the Association is doing well, what areas could be improved upon, and what keeps Members engaged in the Association's mission. Key findings indicated that support for scholarships and interactions with the Scholars are among the most highly valued parts of Members' participation. The Association can do more to inform Members about its various programs and activities; and time constraints are the major factor limiting Members' involvement.

Two thousand sixteen was deemed an appropriate time to assess the Association's fiscal activities regarding internal controls and monitoring procedures to ensure that it is following nonprofit best practices. Executive Director Terrence Giroux carried out this project in consultation with the Association's accounting firm (Halt, Buzas & Powell Ltd.), auditing firm (RSM LLC), legal counsel (Webster, Chamberlain & Bean), and liability consulting firm (Tate & Tryon). This resulted in a memorandum about functional expense reporting that was sent to Board Members in the spring and provided to the Membership in the Association's 2016 Annual Report. It confirmed that the Horatio Alger Association's fiscal practices are sound and in keeping with nonprofit best practices.

Finally, in keeping with a motion to decrease the size of the Executive Committee (approved at the 2013 Board of Directors Meeting), the Executive Committee was reduced in size from 13 to 9 Officers and Members-At-Large. This was achieved without any of the 13 Members being denied a leadership role, because several participants were serving on both the Executive Committee and the Horatio Alger Endowment Fund Board of Directors. After this change, participants were assigned to one governing body or the other, but not both for the most part.

These changes also led to an assessment of the Association's bylaws. The bylaws had most recently been assessed in 2008. To bring greater clarity and allow for increased flexibility under the bylaws, in November 2016, Board Members were mailed a set of revised bylaws and a ballot to indicate their pleasure. Key revisions included the following:

- Defining the term *Active Member*
- Changing the title of the President and CEO to President and clarifying the roles of the President and the Executive Director
- Clarifying the role of the Nominating Committee
- Specifying term limits of Officers and Members-At-Large on the Executive Committee
- Changing the term served by Directors on the Board from five years to four years
- Creating a category of Honorary Directors on the Board (participants with many years of service or members who are unable to fulfill the standard expectations of directorship due to career demands)
- Expanding the circumstances under which an individual can be removed from the membership
- Removing the maximum limit of nine people serving on the Executive Committee to allow for more flexibility in the number of Chairmen Emeriti and At-Large Members who could serve at one time on the committee

The combined expertise provided by the Association's Board of Directors along with its fiscal associates (RSM US LLC; Halt Buzas and Powell Ltd.; Tate and Tryon) have led to the establishment of internal controls and monitoring procedures that ensure the Association is appropriately following best practices in the industry related to financial and operational matters.

All these assessments confirmed that the Association's "house was in good order" as preparations were under way for its 70th-anniversary celebration. While the Horatio Alger Association was at its strongest point ever throughout its seven decades of existence, Members were not taking anything for granted as they anticipated the future.



*70th Horatio Alger Awards Induction Ceremony, DAR
Constitution Hall, March 31, 2017*

70TH ANNIVERSARY CELEBRATION

2017

In 2017, the Horatio Alger Association was poised for a grand celebration of its 70th anniversary. Eleven individuals were selected for induction that year. One hundred and sixteen young people participated in the 2017 National Scholars Conference, comprising 106 National Scholars, five Canadian Entrepreneurial Scholars, and five Trott Family Scholars.



2017 Horatio Alger Award Recipients with Justice Thomas (L to R seated): Clarence Thomas, Byron Pitts, Valerie Montgomery Rice, Marcia Taylor, Richard J Stephenson, Melody Hobson; (Standing) John H. Scully, John A. Elway, Jr., Roger S. Penske, Harold B. Matzner, Lenard B. Tessler, Alain Bouchard

AWARDS CEREMONIES

The Association hosted its 70th-Anniversary Horatio Alger Awards Induction Ceremonies on March 30–April 1, 2017. During the afternoon on Thursday, March 30, the Horatio Alger Alumni hosted a luncheon buffet for participants arriving at the Ritz-Carlton to attend the festivities. The Inaugural Ceremony at the U.S. Supreme Court included a moving



“An Evening with David Foster” featured David Foster accompanying a host of performers, including singer Michael Bolton.

musical performance by opera tenor Ronan Tynan and remarks by National Scholar Alumnus Caesar Layton ('95). Participants then traveled to the Andrew W. Mellon Auditorium for the Inaugural Dinner and “An Evening with David Foster” ('09). In addition to performing at the piano, Mr. Foster coordinated a program that included performances by Jackie Ivancho, Michael Bolton, CeeLo Green, Pia Tuscano, Matteo Bocelli, Caroline Campbell, and William Joseph. This uplifting and lively event also provided an opportunity for Members and Life Partners to meet and congratulate the Award recipients.

The next morning, Vice President Matthew K. Rose ('13) provided the keynote address at the Meet the Scholars Breakfast. This was followed by the Members Forum, which was co-moderated by Jeanette Lerman-Neubauer and for the first time Dr. Nido Qubein ('06). The event included a tribute to Dr. Thomas Haggai, who had moderated this event from 1996 through 2016.

Members, Life Partners, and National Scholars then convened at the U.S. State Department for the Members Luncheon. Student speakers included 2017 National Scholars Marlene Martinez and Michael Medaugh and the 2017 Alumnus of the Year Award recipient Rangel McLaurin (1990 National Scholar).

The keynote address was provided by new Member Melody Hobson ('17), who shared thoughts about what enabled her to overcome tough times on her path to success. The event also included the awarding of the first Walter Scott, Jr., Visionary Leadership Award to its namesake, Walter Scott, Jr. Mr. Scott has impacted the Association in so many ways since his induction in 1997, including creating the Association's State Scholarship Programs, sponsorship of the National Career and Technical Scholarship Program, and establishing the Horatio Alger Endowment Fund as a separate 501(c)(3) organization.



Dr. Nido Qubein ('06) moderated the Members Forum for the first time in partnership with Jeanette Lerman-Neubauer.



During the Members Luncheon, Walter Scott, Jr. ('97), was presented with an award named in his honor in appreciation for his visionary leadership.

That evening, the Association hosted the 70th Horatio Alger Awards Induction Ceremony at DAR Constitution Hall. Musical performances were provided by Deborah Myers, Ronan Tynan, and The Voices of Liberty Choir. The opening number included a performance by tapdancer Savion Glover



Justice Clarence Thomas ('92) introduced the segment of the Awards Induction Ceremony highlighting the National Scholars.

and aerial acrobats. In addition to the 11 Horatio Alger Award recipients, remarks were provided by General Colin Powell ('91) and Justice Clarence Thomas ('92). Life Partner Mindy Stearns interviewed Members and Life Partners from a satellite stage located high in the hall. The Association is grateful to Lou Dobbs ('99) and Tom Selleck ('00) for serving as co-masters of ceremonies.

LOU DOBBS



The 70th Awards Induction Ceremony marked the last time that Lou Dobbs served as emcee. He had started serving in this capacity when he assisted Ed McMahon as Co-Master of Ceremonies in 2006. In 2010, Lou Dobbs and Tom Selleck ('00) started working together to provide leadership during the ceremony. Their partnership resulted in ever-increasingly successful induction ceremonies. The Horatio Alger Association will always be grateful to Lou Dobbs for his leadership during the annual Awards events and his continued service on its Board of Directors.

For most of its history, the Association's main development endeavor had been to charge for seats or tables at the annual Awards Induction Ceremonies. In 2006, the highest table level was increased to \$150,000. It remained at this level for 10 years. In 2016, tables were available at levels of \$150,000, \$100,000, \$60,000, and \$40,000. In the intervening years, tables at the \$1 million level were sometimes offered, but few people ever chose this option.

The Association changed its fundraising approach for the 2017 Awards events. Instead of purchasing seats or tables, participants provided support for specific programs. Underwriting opportunities included general support, scholarship programs and support services, the National Scholars Conference, Alumni programs, personal computers for Scholars, and research projects.

THE SPONSORSHIP LEVELS ARE AS FOLLOWS:

Eagle Flight - \$250,000
Liberty - \$175,000
Patriot - \$100,000
Legacy - \$75,000
Enterprise - \$50,000
Non-Members Only - \$15,000
Members Only - \$7,500



Life Partner Mindy Stearns conducted interviews during the 2017 Awards Induction Ceremony from a satellite stage high above the main floor at DAR Constitution Hall. Participants included Susan and Craig O. McCaw ('99).

In addition to providing program support, specific table/seat placements and special recognitions correlate with each sponsorship level. The goal for the 2017 Awards events was \$10 million. The 70th-Anniversary Horatio Alger Awards Induction Ceremonies proved to be the Association's most successful Awards events ever with funds raised totaling \$14,061,224.

STATE OF THE ASSOCIATION GATHERINGS

Preceding the Awards events, there were several State of the Association gatherings around the country.

Friends of Distinction Barbara and Steven H. Durham hosted an event in honor of Vice President Matthew K. Rose ('13) and the Association's leaders at the Old Parkland Memorial on January 11. Members, Life Partners, and friends in the Dallas-Fort Worth community convened to celebrate the Association's outstanding leaders and recent accomplishments. The evening was a spirited initiation of the Association's yearlong 70th-anniversary celebration.

On January 26, 2017, the dedication ceremony of The National World War II Museum's Founders Plaza and American Spirit Bridge provided an occasion for Association Members and Life Partners to convene in New Orleans. The Association hosted its 2014 Membership and Board of Directors Meeting at the museum. Through the efforts of Madlyn and Clayton Paul Hilliard ('09) and Kay and William J. Doré ('00), the Horatio Alger Association was granted a sponsorship opportunity to have its name affixed to the American Spirit Bridge and a permanent display about its mission and Members at the museum. With leadership provided by Board Members R. James Nicholson ('00) and Thomas J. Shannon, Jr. ('09), a campaign among individual Association Members was successfully completed by the end of 2016 to establish this permanent affiliation with The National World War II Museum. We are immensely proud that the thousands of people who visit the museum each year will now have the opportunity to learn about the Horatio Alger Association.



Participants at a State of the Association gathering hosted on January 11, 2017, in honor of then Vice President Matthew K. Rose ('13). The event was hosted by Friends of Distinction Barbara and Steven Durham.



The Horatio Alger American Spirit Bridge at The National World War II Museum was sponsored by individual Members of the Association.

**SINCERE APPRECIATION IS EXTENDED
TO THE FOLLOWING MEMBERS WHO
SUPPORTED THE AMERICAN SPIRIT
BRIDGE CAMPAIGN:**

Arthur A. Ciocca ('00)
William J. Doré ('00)
Tommy Ray Franks ('10)
Foster S. Friess ('12)
Jack M. Gill ('99)
Edmund A. Hajim ('15)
Craig Hall ('07)
Bruce T. Halle ('15)
James A. Haslam II ('16)
Clayton Paul Hilliard ('09)
Mike Jackson ('14)
Melvyn N. Klein ('96)
Richard L. Knowlton ('92)
Harvey L. Massey ('16)
Paul Anthony Novelty ('00)
James A. Patterson ('02)
Richard M. Rosenberg ('07)
Walter Scott, Jr. ('97)
James M. Seneff, Jr. ('10)
Thomas Joseph Shannon, Jr. ('09)
Roger T. Staubach ('07)
Peter W. Stott ('14)
Henry B. Tippie ('96)
Byron D. Trott ('11)



On January 26, 2017, the Horatio Alger Association / American Spirit Bridge, sponsored by Association Members, was dedicated at The National World War II Museum in New Orleans, Louisiana.

On February 14, 2017, Phyllis and Dennis R. Washington ('95) hosted a State of the Association gathering at their home in Indian Wells, California, featuring a Valentine's Day theme. Soon thereafter, Joan Dale and Randall D. Hubbard ('14) sponsored an event in honor of 2017 Horatio Alger Award Recipient Harold Matzner at the Bighorn Golf Club on March 1 in Palm Desert, California.



Phyllis and Dennis R. Washington ('95) hosted a State of the Association gathering for Members and Life Partners in Southern California on February 14.



A State of the Association Meeting was hosted on March 1 in Palm Desert, California, in honor of 2017 Award Recipient Harold Matzner. The event was hosted by Joan Dale and R. D. Hubbard ('14).

HORATIO ALGER ASSOCIATION MEMBERSHIP AND BOARD MEETING

The Association's anniversary celebration was capped later that year by the American and Canadian Board and Membership Meetings. On September 13–15, Association President Byron D. Trott ('11) and his Life Partner, Tina Trott, hosted the 2017 Membership and Board of Directors Meeting at the Park Hyatt Hotel in Chicago, Illinois. The meeting started with a welcome reception and dinner at their home in Winnetka, Illinois, located on the shore of Lake Michigan. The evening included a panel session moderated by Association Member Nido Qubein ('06) with four Scholars, Austin Kazarian ('10), Nadia Marston ('06) and Adam and Alex Scigliano ('17). The following day, meetings of the Executive Committee, Board, Membership, and Strategic Directions Committee were hosted at the Park Hyatt Chicago. The meeting marked the transition of leadership, and Byron Trott ('11) and Matthew K. Rose ('13) addressed participants during the Membership Session in their capacities as the Association's new Chairman and President respectively. This session also included a panel session focused on "Generation Z"—Horatio Alger Freshmen and Their Peers Nationwide. The panel was moderated by Association Member Dr. Valerie Montgomery Rice ('17) and panelists included Drs. Mack Armstrong, Brian Victor, and Gregory Wolniak. That evening, the meeting concluded with a festive reception and dinner in the Stock Exchange Room at the Art Institute of Chicago. Chairman Byron Trott emceed the program which featured The Tenors and Max Major (a mentalist).



Participants at the 2017 Membership and Board of Directors Meeting



Dr. Nido Qubein ('06) moderated a panel session featuring current and Alumni Scholars (L to R): Austin Kazarian ('10), Nadia Marston ('06), and Adam and Alex Scigliano ('17).

PAUL ANTHONY NOVELLY



The 2017 Membership and Board of Directors Meeting marked the end of Paul Anthony “Tony” Novelly’s seven-year tenure in leading the Association. He served as its President from 2010 to 2015, and as Chairman from 2015 to 2017. In close partnership with David L. Sokol ('04), the results of Mr. Novelly’s leadership include:

- Creation of the Horatio Alger Endowment Fund in 2011
- Successful attainment of the initial Investing in America’s Future Endowment Campaign goal of \$100 million in 2011
- Achievement of the increased Endowment Fund goal of \$250 million in 2015, two years ahead of schedule
- Expansion of the annual Board of Directors Meeting to include events for all Members, Life Partners, and Friends of the Association
- Emphasis on carefully vetting and making sure potential new Members understand the lifelong nature of membership in the Association, resulting in record-setting funds being raised in support of the annual Awards events

- Attainment of the goal to award Horatio Alger State Scholarships in every state by 2011. (Mr. Novelly and Walter Scott, Jr., have personally underwritten State Scholarships in several states for which there were no sponsors.)
- Sponsorship of the Horatio Alger Quebec Scholarship Program in 2013 in honor of his friend, The Right Honourable Brian Mulroney
- Establishment of an endowment fund for the Horatio Alger Association of Canada which facilitated the initiation of a national scholarship program for students across Canada
- Hosting and helping to underwrite two international Membership and Board of Directors Meetings (2011 and 2015)
- Generous support of the Horatio Alger Association’s ongoing national visibility campaign

These are just the highlights of all that was achieved with leadership provided to Paul Anthony Novelly. There are countless other ways that Mr. Novelly would work behind the scenes to ensure that the Association maintained a steady course in support of its mission. Anticipating a joint presentation of the 2018 Norman Vincent Peale Award to Mr. Novelly and Mr. Sokol during the 71st Horatio Alger Awards events, we look forward to celebrating and thanking them for the time, energy, and resources they have devoted in providing visionary leadership for the Horatio Alger Association in the United States and Canada.

HORATIO ALGER ASSOCIATION OF CANADA'S BOARD OF DIRECTORS MEETING AND EXCELLENCE GALA



Entertainment during the first Excellence Gala included performances by David Foster ('09) and Paul Anka.

On October 17, 2017, the Horatio Alger Association of Canada hosted its annual Board meeting during the day at the Fairmont Royal York Hotel in Toronto. Several American Board Members were invited to sit in on the session, and they affirmed their support for Canada and their Canadian peers. Among the key developments from the meeting was the resignation of Jim Pattison, who had served as the Association's Treasurer since its inception in 2009.

That evening, the Canadian Association hosted the first Excellence Gala. This was the first event held to generate support of Horatio Alger scholarships for young Canadians. With strong support and leadership provided by President V. Prem Watsa and his fellow Board Members, they enlisted the involvement of almost 1,000 of their fellow citizens and scholarship recipients for a dinner and program that raised more than \$2.6 million for the Canadian Association. They were assisted by producer Lorne Michaels in coordinating the evening, which featured Martin Short as emcee and musical entertainment provided by The Tenors, Ginette Reno, David Foster ('09), George Perris, and Paul Anka.

The evening also included special tributes to 2018 International Horatio Alger Award Recipient David Johnston (the 23rd Governor General of Canada), and presentation of the first Excellence Award to Jim Pattison. It is

planned that the Excellence Gala will serve as the signatory event for the Horatio Alger Association of Canada, similar to the annual Awards Induction Ceremony for the Association in the United States.

JIM PATTISON



Jim Pattison ('04)

The Association was proud to present Jim Pattison with its first Excellence Award in appreciation for the key leadership he provided in defining the role of International Members. Mr. Pattison was instrumental in establishing the Horatio Alger Association of Canada in 2009, and he has helped to welcome other distinguished Canadians into the membership. The Association will always be grateful for Mr. Pattison's leadership, commitment, and generous support.

EDUCATIONAL PROGRAMS

In celebration of the Association's 70th anniversary and the successful completion of the Investing in America's Future Endowment Campaign, in 2017 the value of the Horatio Alger National Scholarship increased from \$22,000 to \$25,000 and State Scholarships increased from \$7,000 to \$10,000.

This 70th-anniversary year, 2017, also marked the second year of administering the National Career and Technical Scholarships in the United States and the Horatio Alger Association of Canada's National Scholarship Program. Plans proceeded to expand both of these programs. With a generous gift from Walter Scott, Jr., the number of Career / Technical scholarships doubled from 510 in 2016 to 1,020 in 2017.

With the recent increases in the values of National and State Scholarships, the doubling of the number of Career / Technical Scholarships, and increased gifts from Phyllis and Dennis R. Washington ('95) in support of their graduate scholarship program, the Horatio Alger Association increased its scholarship giving from \$12 million in 2016 to more than \$18 million in 2017.

2017 GLOBAL LEADERSHIP SUMMIT

The major educational meeting scheduled in 2017 was the Global Leadership Summit, which was hosted at venues in the United Kingdom and France on July 7–16. Through a highly competitive application process, 30 Alumni were selected to participate in this all-expense-paid journey designed to provide practical tools and theoretical knowledge to carry out yearlong projects of their own devising that will benefit their communities or a specific group or organization beyond themselves and their families.

The curriculum, in part, addressed specific projects, but it also covered a range of topics, such as

- Leadership from a socio-historic perspective
- Effective team management and mentoring
- Domestic and international entrepreneurship
- Effective communication styles and behaviors
- Establishing and acting on goals
- Developing sustainable organizational practices
- Managing conflict and dispute resolution

The Alumni were required to prepare for the event by completing reading assignments and participating in conference calls. Some participants will be asked to give presentations about their projects and Summit experiences at the 2018 Horatio Alger Alumni Summit in Washington, D.C.

The story of the Association's educational outreach in recent years has been one of constant expansion due to the generosity of its Members, Life Partners, and Friends. The Association is grateful to participate in their philanthropic efforts through (1) direct gifts for its current programs, (2) the creation of new programs based on the sponsors' guidelines, or (3) the administration of scholarship programs previously administered by the sponsors' foundations or companies. As long as the objective is to help students with limited means who have faced adversity, the Association would welcome the opportunity to administer new scholarship programs sponsored by its Members and friends.

HORATIO ALGER DENNY SANFORD SCHOLARSHIP PROGRAM



In the fall of 2017, T. Denny Sanford ('16) attended the 2017 Membership and Board of Directors Meeting in Chicago. This meeting included a panel session about Horatio Alger scholarships and its educational mission.

Thereafter, Mr. Sanford determined to establish his own scholarship program through the Association. He contributed the equivalent of \$30 million to be expended over ten years for scholarships to students at 12 universities located in Arizona California, Minnesota, New York, and South Dakota. Arrangements are currently being made with the participating universities and the first scholarships will be awarded in 2019. This is the largest single contribution ever received by the Association. Sincere appreciation is extended to Mr. Sanford for expanding the Association's educational outreach and for helping to conclude its 70th anniversary year in a strong manner.



Global Summit participants visited the battlefields in Normandy, France.



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2018 & THE FUTURE BEYOND

2018

While the recent focus has been on the Horatio Alger Association's 70th-anniversary celebration in 2017, plans are being made for events in the years beyond. In 2018, the Membership and Board of Directors Meeting will be held in Washington, D.C., October 4–7. This meeting will overlap with the fifth Alumni Summit, also hosted in Washington, D.C., on October 5–8. This will allow Members, Life Partners, and Friends to meet with many of the scholarship recipients—now adults—whom they have assisted over the past 34 years. It will also enable both groups to participate in a grand celebration of achievement at the John F. Kennedy Center for the Performing Arts on Saturday, October 6. The Association looks forward to announcing at this event the first Horatio Alger Alumnus Scholar who will be inducted as a full-fledged Member of the Association during the 2019 Awards events. Achievement of this goal has been anticipated by Members for decades.

The Association looks forward to inducting the following individuals as new Members at the 71st Horatio Alger Awards Induction Ceremonies in Washington, D.C., on April 5–7, 2018:



GREGORY E. ABEL



RONALD M. BERGERON, SR.



DON R. DASEKE



ALPHONSO R. JACKSON



DAVID JOHNSTON (CANADA)



LARRY LAWSON



JAMES J. LIAUTAUD



ROB LOWE



REBA McENTIRE



JAMES H. PUGH, JR.



ERNEST S. RADY



H. LEE SCOTT, JR.

The following year, the Association will host the 2019 International Membership and Board of Directors Meeting in conjunction with the Board and Membership Meeting of the Horatio Alger Association of Canada in Montreal, Quebec, on October 2–4. This will be part of the celebration of the Horatio Alger Association of Canada's 10th anniversary.

CONCLUSION

Aside from these events, which are already confirmed, one can be expansive in making predictions regarding the Association's future. This optimism is based on all that has been accomplished in the past 10 years. As a brief comparison . . .

- In 2007, as the Association celebrated its 60th anniversary, the endowment fund had gifts and pledges totaling almost \$92 million. In the intervening years, the Horatio Alger Endowment Fund was established (2011) as a separate 501(c)(3) organization. Its assets and pledges now total more than \$250 million.
- In 2007, the Association accomplished the long-held goal of awarding two National Scholarships to students in every state, valued at \$20,000 each. In 2017, the value of the National Scholarship increased to \$25,000. In addition to this National Scholarship Program, the Association is administering two other national programs: one to support the career and technical education of students in the United States, the other for students in Canada's 10 provinces and three territories.
- In 2007, the Association administered State Scholarship programs in 29 states. In 2011, it accomplished the goal of awarding State Scholarships to students in all 50 states, the District of Columbia, and Puerto Rico. The value of State Scholarships has doubled from \$5,000 to \$10,000.
- In 2007, the Association had presented four Canadians with the International Horatio Alger Award. In 2009, it established the Horatio Alger Association of Canada (HAAC) as a separate nonprofit organization in Canada, and we are preparing to welcome David Johnston as the 15th Canadian Member to the Association's ranks in 2018. As noted, there is now a national scholarship program for young Canadians, and the top five scholarship recipients attend the National Scholars Conference with their American peers. In addition to the annual Board of Directors Meeting, the HAAC hosted its first meeting for Canadian Members and friends in the

fall of 2016. In 2017, the first fundraising event, the Excellence Gala, was hosted on October 17, garnering more than \$2.6 million in support of need-based scholarships for young Canadians. It is anticipated that this will become the annual signature event for the Horatio Alger Association of Canada.

- Following the establishment of the Alumni Association in 2004, the Association hosted the first Alumni Summit in Washington, D.C., in 2007. In 2010, it hosted the second summit in Philadelphia, Pennsylvania, and in 2014, the third summit was held in Chicago, Illinois. As noted, preparations are underway for the next Alumni Summit in Washington, D.C., in 2018. The Alumni Summit opened up its programs to State Scholars in 2014. In 2007, there were 1,360 Scholars eligible to participate in the Alumni Association. That figure now stands at 8,856 National and State Alumni who are eligible to continue their involvement with the Association through participation at meetings and as Alumni Ambassadors and mentors.
- In 2007, a total of \$6,631,146 was raised in support for the 60th Horatio Alger Awards Induction Ceremonies. For the past three years [2014, 2015, 2016], contributions to the annual Horatio Alger Awards Induction Ceremonies have exceeded \$10 million. In 2017, funds raised exceeded \$14 million.
- In 2007, the Association was redesigning its one website. Today it has three websites (U.S., Canada, Scholars) and an increasing presence on social media.
- The Association sponsored the second in its Horatio Alger concert series in partnership with another charitable organization in Boston in 2007. By 2017, it has conducted or sponsored 13 major concerts at venues around the country. It has also sponsored concert tours by The Tenors, Mario Frangoulis, Jim Brickman, and George Perris at venues in the United States and Canada. Six of the Association's concerts were recorded and broadcast on PBS and educational stations to audiences numbering in the millions.

Throughout its history, the Association has inducted distinguished women as well as men. Association Members such as Ruth Stafford Peale ('77), Ruth Fertel ('95), Mary Kay Ash ('78), Jean Nidetch ('89), and Delores Kesler ('98) have all supported and helped to advance its mission. In 2019, Association Vice President Barbara Barrett is positioned to become the first female President of the Horatio Alger Association.

These are just a few highlights of all that has been accomplished over the past 10 years and a glimpse into the near future, which should justify having confidence in the Association's long-term prospects. Preparations that have been made to chart the Association's course beyond the 70th anniversary include the signing of contracts, where possible, with venues and hotels for the annual Awards Induction Ceremonies through 2022; adding additional office space in 2016 in anticipation of future growth as well as signing a lease for the headquarters through 2026; and endowing Association scholarships in perpetuity with plans to further grow the Horatio Alger Endowment Fund.

Perhaps the most amazing aspect of all the progress that has been made in the past decade is the fact that the number of Association Members has remained relatively consistent. Since the start of the Association in 1947 and the completion of the 70th Horatio Alger Awards Induction Ceremony, 731 individuals have been inducted as Members. Since 1953, new Member classes have averaged in size between 9 and 12. At any given time, there are approximately 300 living Members of the Association, and yet the rate of progress made by the organization continues to escalate. The expansion could be attributed to individuals' commitment to the Association's mission, but it is also just as likely that one generation's contributions serve as the springboard for the next generation's progress. This does indeed seem to be the case with an organization composed of exceptional achievers. Each new induction class assesses what has been done and how their actions in support of the mission can further elevate the Association.

Horatio Alger Members can be very proud of all they have accomplished over the past 70 years, and the Association's progress should be the source of great hope for the future. Although it might be nice to say our mission is complete, Members continue to benefit from their involvement with the Association. In addition to the friendships that are established among Members, Life Partners, Friends, and Alumni, great joy is derived from joining with others in support of a noble cause, from helping others less fortunate to succeed, and from being part of a continuum that is passing along knowledge and treasured values to future generations. We are strengthening the fabric of our societies in the United States and Canada, and we are making a positive impact on our world. We are fortunate that there is more work to be done and room to grow in all directions. The stars are truly the limit ...

EXECUTIVE DIRECTOR'S REPORT



Freedom. Mutual respect. Equality of opportunity. These are key elements of the American Dream as personified by the Members of the Horatio Alger Association of Distinguished Americans. They also are the values being transmitted to today's young people through the educational and scholarship programs provided by the Association's Members and Friends.

These enduring values are imbued in America's distinct form of democracy. Over past decades, global and national events have tested our commitment to these core values. Each test has been met with resilience and a deepened commitment to ensure that the American Dream is still possible for those who are willing to work hard and persevere.

Our Members have achieved the American Dream and are committed to sharing it with today's and future generations.

WHERE THE ASSOCIATION STANDS—AND WHERE IT IS HEADING

This report highlights the achievements of the Association, but it also encompasses its goals, designed to strengthen and broaden the future course. Many of these initiatives are already underway and have been identified by the Executive Committee and Board of Directors as priorities:

- Invest in the prominence and value of the Horatio Alger Award and identify exemplary future Members.
- Use best practices in governance and finance to maximize the investments of Members and Friends.
- Facilitate the Horatio Alger Association's outreach through regional meetings and State of the Association events held across the U.S. and Canada to raise awareness about its mission, Members, the values represented in the Horatio Alger Award and its educational programs and services.

- Continue to invest in visibility initiatives to better communicate the mission and goals of the organization.

ENDOWMENT GOAL: SCHOLARSHIPS AWARDED IN PERPETUITY

In 2011, the Association had achieved \$80 million of its \$100 million endowment goal, a benchmark that had taken 22 years to accomplish.

Chairman Tony Novelty then set a new goal of \$250 million with a four-year deadline. Not surprisingly, through the strong leadership of the Executive Committee and Board of Directors and the generosity of the membership, the Chairman's challenge was met in September 2015, with nearly \$18 million being transferred from the operating fund toward the endowment fund goal.

The history of the Horatio Alger Association's giving represents admirable—and amazing—growth. In 1984, the Association awarded seven scholarships totaling \$35,000. Since 1984, 25,000 students have been awarded scholarships representing more than \$125 million.

Reflecting the success of the capital campaign, National Scholarships have been increased to \$25,000 each and State Scholarships to \$10,000 each. In 2017, 2,400 scholarships were awarded totaling \$18.4 million.

If giving continues at the current rate, 40,000 scholarships representing \$215 million will have been awarded by 2022—the Association's 75th anniversary.

PLANNING FOR THE AMERICAN DREAM

The American Dream of freedom, mutual respect, and equality of opportunity does not occur by chance. It is the result of planning, insistence on excellence, accountability, determination, and hard work. To provide future opportunities for Members, Scholars, and Alumni, the Board of Directors and staff are engaged in continuous efforts to ensure that the Association has the human and financial resources to provide financial management, research and program development, excellent governance, and visibility.

FINANCIAL MANAGEMENT AND GOVERNANCE

The Association teams with national experts who use best practices in advancing its endeavors, including financial management skills from Tate & Tryon (best practices in governance), RSM (formerly McGladrey, annual audit), and Halt Buzas & Powell (the Association's independent accounting firm).

Education and research expertise comes through collaboration with educators and researchers on the Association's Educational and Research Advisory Committee as well as from leading universities throughout North America. The Association also engages Webster Chamberlain & Bean, a nonprofit and tax-exempt law firm in Washington, D.C. Mercer, a global consulting leader in talent, health, and investment, works with the Association on human resource management.

FOCUS ON THE HORATIO ALGER AWARD SELECTION PROCESS

The Strategic Directions Committee, co-chaired by Ambassador R. James Nicholson and Ambassador Barbara Barrett, continues to identify new ways to promote awareness about the Award and refine the process for selecting nominees. This has enhanced the selection process for the induction of new Members conducted by the Board of Directors each year. The Board's success can be measured by the increasing number of new Members who participate in subsequent Awards events, State of the Association meetings, and active participation on the Board and its committees.

VISIBILITY AND COMMUNICATION

The national visibility campaign heightens understanding about the values promoted by the Association through the presentation of the Horatio Alger Award as well as the attributes of its Members. Coverage has included the *Wall Street Journal*, *Forbes*, the *Washington Post*, and PBS broadcasts of Horatio Alger concerts, among other communication outlets and platforms.

FOUR STARS FROM CHARITY NAVIGATOR

Under President Byron Trott's leadership, the Association has been recognized for excellence by organizations such as Charity Navigator, which recently accorded its highest rating—four stars—to the Horatio Alger Association for fiscal and governance transparency and the high percentage of funds spent on mission-centered programs.

Through an allocation system, used by highly rated nonprofits, Members and the Board of Directors are able to fully understand the actual costs of conducting every program or service of the Association.

Philanthropic gifts from Members and Friends of the Association provide 100 percent of the funding for the programs and services for Members, Life Partners, Alumni, and Scholars. The Board of Directors is an effective steward of the organization's resources. One indicator is that 95 percent of all contributions are spent on programs, scholarships, research, and educational opportunities.

EXPANDING VITAL PARTNERSHIPS

Partnerships with educational and youth-serving organizations are vital to ensuring that the appropriate young people are applying for scholarships and learning about the American Dream.

The Association was honored to be asked by the prestigious College Board to partner with seven other national organizations to identify at-risk students who may benefit from the Horatio Alger Association's programs.

The partnership with the College Board complements the existing Strategic Partners of the Horatio Alger Association. These partners serve to promote awareness about HAA scholarships among their constituencies.

ANTICIPATING THE CHANGING LANDSCAPE—FOCUS ON VITAL CAREER TECHNICAL TRAINING

Never resting on legacy, the Executive Committee and Board of Directors continue to seek mission-centered program opportunities to expand programs and services in response to the changing educational landscape in the United States and Canada.

Chairman Emeritus and Endowment Fund Chairman and President Walter Scott, Jr., identified an opportunity in the Association's scholarship programs in 2015, resulting in the establishment of the Career Technical Scholarship Program in partnership with community colleges across the nation. Initially piloted in California and Nebraska, the national scholarships may be used to attain training and certification in a range of vocational programs.

The response to the new program has been dramatic, resulting in more than 1,000 scholarships awarded this year. The initiative is addressing a strategic need—preparing young people for promising futures, based on their own talents and vision of the American Dream.

As background, the *Wall Street Journal* (6-13-17) noted the growing need for technical skills in the workplace and apprenticeships in fields such as welding, plumbing, and electrical engineering. One national survey found 203,000 openings in construction, 359,000 in manufacturing, and 1.1 million in health care. The *Journal* further reported, “Nearly all apprentices receive jobs and the average starting salary is \$60,000. That beats the pay for most college majors outside of the hard sciences.”

ENTREPRENEURSHIP EDUCATION ONLINE

In partnership with the University of North Carolina at Wilmington, the Association now offers current Scholars and Alumni the opportunity to enroll in accredited online courses in entrepreneurship. More online programs and webinars are on the drawing board for the future.

GRADUATE GRANTS AND THE GLOBAL SUMMIT

Having successfully implemented the Dennis R. Washington Achievement Scholarship Program to support the advanced studies of Horatio Alger Alumni Scholars, the next step was deemed to offer a highly focused Global Summit for Alumni. The first summit was held in July 2017 in England and France. Participants had a life-changing educational opportunity that underscored leadership and business.

THE WHOLE SCHOLAR ... NOT JUST A CHECK

Beyond the classroom, Chairman Emeritus David Sokol has moved the organization forward from “just giving a check” to recognizing the needs of the whole student. Scholars now receive financial aid and social counseling, internship and job placement opportunities.

A wide support system helps ensure timely graduation from college. Of special note, the Horatio Alger staff provides ongoing personal contact through social media, email, phone calls, e-newsletters, letters, and cards.

DEVELOPING CUTTING-EDGE CURRICULUM FOR SCHOLARS THAT EMBRACES THE AMERICAN DREAM OF FREEDOM, MUTUAL RESPECT, AND EQUALITY OF OPPORTUNITY

In addition to having met a long-range goal of offering the full complement of post-secondary opportunities from career and technical training through doctoral degree programs, the Association has significantly enhanced the curriculum of the National Scholars Program.

Held in conjunction with the annual Horatio Alger Awards Induction Ceremonies, the five-day program has been expanded to focus on:

- Student awareness of civic responsibilities and opportunities provided through the free-enterprise system
- Preparation for students to succeed in college with sessions about choosing a major field of study, financial aid, loans, debt management, study skills, time management, goal setting, and navigating college campus resources
- Small group sessions with Horatio Alger Members as the faculty
- Briefings about the many ways the Association can support lifelong learning in college and beyond, as the basis for ongoing relationships with the Scholars
- Follow-up communications after the Scholars Conference, including outreach by Alumni, to ensure that Scholars complete their degree on time
- Inclusion of the Canadian Entrepreneurial Scholars (National Scholars from Canada sponsored by the Horatio Alger Association of Canada) in the Washington-based program. This has provided new perspectives from Scholars in both countries regarding the similarities and differences of our nations, further defining what the American Dream means for young people in North America.

ENHANCING TECHNOLOGY AND SOCIAL MEDIA TO ENGAGE MEMBERS, LIFE PARTNERS, FRIENDS, SCHOLARS, AND ALUMNI

Using his expertise in direct-response marketing, Association Member Greg Renker worked with Brian Communications, the Association's public relations firm, to audit and review marketing, branding, and communication initiatives.

The results of these findings will help the organization better employ new technology to sharpen its outreach and expand its marketing communications.

The Association has active websites in the United States and Canada, which are updated constantly with new information. In addition, Facebook, Twitter, and Instagram are used year-round with a special emphasis during the Awards Induction Ceremonies.

RESEARCH

Chairman Emeritus Joseph Neubauer's commitment to research has transformed the Association's approach to educational and scholarship programs.

Established initially through national surveys of American youth, today's research initiatives are engaging leading scholars from the United States and Canada who are committed to understanding the role of resiliency and the educational challenges of our Scholars, as well as broader issues impacting youth in the United States and Canada.

The State of Our Nation's Youth survey continues to be highly regarded by educators, academicians, and practitioners. The Horatio Alger Association of Canada is planning to conduct a similar survey in Canada, which also will provide analyses of data from our two nations.

In 2017–2018, the Educational Policy and Research Advisory Committee is developing a framework for research to complement their studies in resiliency, including a research initiative that should lead to better understanding and support of career development for low-income yet upwardly mobile Scholars.

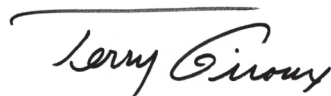
For example, the Association's college graduation rate of 75 percent, contrasted to the national average of 14 percent for low-income students, demonstrates that, despite histories of poverty and adversity, students can achieve in higher education and attain the American Dream. The research agenda for the year ahead will examine the factors that influence Scholars' educational and career aspirations.

MAKING THE AMERICAN DREAM POSSIBLE IN THE UNITED STATES AND CANADA

As the Association plans for the future, it will soon be time for a special salute to V. Prem Watsa, president of the Horatio Alger Association of Canada, and the Canadian Association as it marks its 10th anniversary in 2019.

This—and all of the initiatives—are possible through the dedication and commitment of the Association's Members. Each new idea and new approach is vetted by the Strategic Directions Committee prior to submission to the Board of Directors. Our goal is to be certain that all of our actions are planned in a strategic, cost-effective manner that relies on best practices, transparency, and the engagement of our Members.

Freedom. Mutual respect. Equality of opportunity. The Members of the Horatio Alger Association of Distinguished Americans embrace this American Dream. In this way they provide the greatest gift possible to future generations—the opportunity for young people to find and forge their own American Dream.



Terry Giroux
Executive Director



HORATIO ALGER MEMBERS INDUCTED BETWEEN 2007 AND 2017

Between 2007 and 2017, the Horatio Alger Association of Distinguished Americans had the privilege of inducting 126 new Members. We are pleased to share their stories of triumph over adversity, which is so much a part of the American Dream. Working together, we are proud to be ensuring the American Dream for future generations.



ROGER EUGENE AILES*
CLASS OF 2011
Chairman & CEO, FOX News
Chairman, Fox Television Stations
Group

Roger Ailes was born in 1940 in Warren, Ohio. His father worked in a factory and supplemented his income as a house painter. When Roger was 10, his mother went to work as a cashier, and Roger got a paper route. He also helped his father in his painting business. As a teenager, he worked for the county highway department, which paid for his first year at Ohio State University. He later managed his school's radio station. He graduated in 1962 and began working in television production in Cleveland. He served as a media consultant to Richard Nixon during his presidential campaign. In 1969, he founded Ailes Communications, which he owned until 1992. In 1996, Mr. Ailes started the Fox News Channel for News Corporation. He created *FOX News Sunday* and then created and launched FOX News Channel, which is watched in 95 million households in the United States and more than 55 countries worldwide.



CHARLES C. ANDERSON, SR.
CLASS OF 2015
Chairman Emeritus
Anderson Companies

Charles Anderson was born in 1934 in Florence, Alabama. His father owned a storefront newsstand, and Charles grew up working there. He also had the normal childhood jobs of a paper route and lawn mowing. He attended the University of North Alabama, majoring in business. Upon his graduation, his father sold him one-third of the newsstand business. It was 1956 and Charles started with two newsstands and three trucks that distributed magazines and books in the area. Under his leadership, four separate companies eventually emerged: Anderson Media, one of the largest distributors and merchandisers of music, DVDs, and books in North America; TNT Fireworks, the largest distributor in the United States; Books-A-Million, the second-largest bookstore chain in the nation; and Anderson Press, a book publisher that focuses on the sports markets. Today Mr. Anderson's four sons are CEOs of the four businesses.



LEE R. ANDERSON, SR.
CLASS OF 2014
Owner and Chairman
APi Group, Inc.

Lee Anderson was born in 1939 in Minneapolis, Minnesota, where his father worked as a plumber. As a boy, Lee caught frogs and sold them to the local bait store. At 14, he worked in warehouses on weekends and in the summers. Both his parents were under-educated, and getting a good education for Lee was important to them. He graduated high school with honors and was accepted at West Point, where he played football and basketball. Graduating in 1961, he returned home to run his father's plumbing shop. His father also had an interest in a small company, Asbestos Products, Inc. (APi). Shortly thereafter, Lee took over that business and began to expand. Today APi is the holding company of more than 40 independent fire protection, energy, and industrial and specialty construction companies in North America and the United Kingdom and has gone from 13 employees to more than 10,000.

* Deceased



AL ANNEXSTAD
CLASS OF 2010

Chairman
Federated Insurance Companies
Chairman Emeritus
Federated Insurance Companies
AMA Investments, L.L.C.

Al Annexstad was born on a small dairy farm in the early 1940s near St. Peter, Minnesota. The farm had no plumbing or electricity, and the family worked hard with no modern conveniences. When Al was five, his father died unexpectedly. His mother sold the farm and got a job cooking and serving food in the cafeteria of the local private college, Gustavus Adolphus. Al had a paper route at the age of nine, and as a teenager he delivered milk and worked in construction. He attended Minnesota State University, where he majored in social science and business. Following graduation, he worked as a sales representative for Federated Insurance. He steadily rose through the ranks of the company, becoming president and CEO in 1999. A year later, he added chairman to his title. During his 45-year career with the company, Mr. Annexstad took Federated from a regional entity to a prominent national insurance organization.



ANOUSHEH ANSARI
CLASS OF 2011
Co-Founder and CEO
Prodea Systems, Inc.
Spaceflight Participant, Russian
Space Program

Anousheh Ansari was born in 1966 in Mashhad, Iran, but was mostly raised in Tehran, where her father attended school and worked odd jobs, and her mother worked two jobs. Her family lived with her grandparents and an uncle in a small apartment. Anousheh was 12 when, in 1978, the Islamic revolution began in Iran. When she was 17, she immigrated to the United States with her family. She attended one year of high school and then entered George Mason University in Virginia, where she studied electronics and computer engineering. Following her graduation, she worked for MCI Telecommunications. While there, she earned a master's in electrical engineering from George Mason. In 1993, Anousheh and her husband, Hamid Ansari, started Telecom Technologies, Inc., which later merged with Sonus Networks. In 2006, the couple founded Prodea Systems, Inc., which services applications to smart devices and networked appliances. Later that year, Mrs. Ansari trained for and did a space expedition with Russian Space Adventures, which takes private citizens on flights to the International Space Station.



WANDA M. AUSTIN
CLASS OF 2012
President and CEO
The Aerospace Corporation
President and CEO, Retired
The Aerospace Corporation

Wanda Austin was born in the Bronx in 1954. Her family lived above the barber shop where her father cut hair 12 hours a day, six days a week. Wanda's mother worked as a nurse's aide. After a dangerous fire in their building, the family of five moved down the street to the projects, where they lived at times without heat or running water. Wanda was part of public school racial integration, and from the third grade attended a mostly white school. She was selected to attend Bronx High School of Science, a magnet school for top students. She attended Franklin & Marshall College in Pennsylvania on a full scholarship. She later received a fellowship to attend the University of Pittsburgh's graduate school. She was a teaching assistant while she earned a master's in math. In 1988, she earned her PhD in systems engineering from the University of Southern California. Today she serves as president and CEO of The Aerospace Corporation, which operates a federally funded research and development center (FFRDC) for the United States Air Force.



WILLIAM F. AUSTIN
CLASS OF 2008

Chief Executive Officer, Starkey
Chief Executive Officer, Starkey
Hearing Foundation

Raised on the coast of Oregon in the 1940s, William “Bill” Austin had an independent childhood full of responsibility, such as managing a farm on his own one summer when he was only nine. His early exposure to the work of Dr. Albert Schweitzer inspired him to pursue a career in which he could give back to humanity. He realized that dream when he developed the most successful in-the-ear hearing aid. He created a successful business out of his talents and now employs more than 4,000 people in 26 countries worldwide. His foundation, whose motto is “So the World May Hear,” provides more than 40,000 hearing aids annually to needy children and adults internationally, as well as 10,000 hearing aids per year in the United States. The value of these gifts is \$35 million annually. For his philanthropic work, Mr. Austin has received the Albert Schweitzer Leadership Award from Hugh O’Brien Youth Leadership, the National Caring Award from the Caring Institute, and the Humanitarian Award from Variety International.



CRAIG R. BARRETT
CLASS OF 2007

Chairman of the Board
Intel Corporation
Retired CEO/Chairman of the Board
Intel Corporation

Craig Barrett was born in 1939 in San Francisco. His father was a chemical engineer and his mother worked as a nursing assistant. His parents divorced when he was seven. Only three years later, his beloved father died. During his youth, Barrett delivered papers, cut lawns, and worked as a stock boy at Macy’s. He also did construction jobs during his summer vacations. Craig did well academically and enjoyed school and sports. In 1957, he earned a scholarship to Stanford, where he majored in metallurgical engineering. By 1964, he had earned bachelor’s and master’s degrees in science, as well as a doctorate in materials science—a field that allowed him to combine his interests in physics and engineering. He later joined the faculty of Stanford University, but eventually left the security of a teaching career to be part of the cutting-edge technology boom. He joined Intel and worked his way to the top of this nation’s leading corporate developer of the microprocessor.



J. ROBERT BEYSTER*
CLASS OF 2008
Retired Chairman and CEO
Science Applications International
Corporation (SAIC)

J. Robert “Bob” Beyster was born in Detroit, Michigan, in 1924. His father’s difficulties with his construction business during the Great Depression had a lifelong effect on Bob’s outlook toward taking financial risks. Made self-conscious by an overbearing father, his youth was often filled with loneliness and tension. In high school, he discovered a love for the sciences. When World War II started, Mr. Beyster joined the Navy, which sent him to the University of Michigan for officer training. He graduated with degrees in math and physics. He later earned a master’s in physics and a PhD in nuclear physics. He used the GI Bill to fund his graduate studies. He went on to found, in 1969, SAIC—this nation’s largest employee-owned research and engineering company. When he retired in 2004, SAIC had annual revenues of \$6.7 billion. Mr. Beyster was a recognized authority on national security and reactor physics.

* Deceased



MICHAEL R. BLOOMBERG
CLASS OF 2011

Mayor, City of New York
Founder and Owner, Bloomberg L.P.
Former Mayor, City of New York
Founder and Owner, Bloomberg L.P.

Michael Bloomberg was born in 1942 in Boston, Massachusetts, but was raised in Medford, a blue-collar suburb of Boston. His father was a bookkeeper for a dairy. In his youth, Michael did odd jobs, such as shoveling snow, cutting lawns, and selling Christmas wreaths door to door. These jobs partially funded his summer-long Boy Scout camping experiences. He attended Johns Hopkins University, where he majored in electrical engineering. He paid his tuition working as a parking lot attendant and taking out loans. While Michael was in college, his father died. After graduation, Michael went on to earn his MBA at Harvard. He worked on Wall Street with Salomon Brothers, becoming a partner in 1973. He was laid off in 1981 and started Innovative Market Systems, which he renamed Bloomberg L.P. in 1986. This financial software, data, and media company has more than 325,000 subscribers in 192 countries and employs more than 19,000 worldwide. Mr. Bloomberg served as New York City mayor from 2002 to 2013.



ALAIN BOUCHARD
CLASS OF 2017

International Horatio Alger Award
Founder and Executive Chairman of the Board
Alimentation Couche-Tard, Inc.

One of six children, Alain Bouchard was born in 1949 in Chicoutimi, Quebec, Canada. His father owned an excavation company that ultimately failed when Alain was a boy. As a teenager, Alain worked in a convenience store. His hard work earned him a great deal of responsibility at an early age. In the evenings, he took business courses at the University of Montreal. In 1980, he felt prepared to open his own convenience store in Laval, with the ultimate goal of building a convenience store network across Quebec. He enlisted the help of three businessmen, who formed the executive team that launched Couche-Tard. Under his leadership, the business expanded steadily and became Canada's leading convenience store chain. The Couche-Tard network (Couche-Tard, Circle K, and INGO) includes more than 12,300 stores in 24 countries and has 100,000 people working throughout its network. All this was accomplished through hundreds of acquisitions as well as organic growth.



GARY P. BRINSON
CLASS OF 2008

Founder and Trustee
The Brinson Foundation
Founder and Chairman
The Brinson Foundation

Gary Brinson was born in 1943 in Seattle, Washington. His father was a bus driver, and his mother worked as a store clerk. The family lived in a two-bedroom house with an unfinished, unheated attic, where Gary often slept. He attended Seattle University while working at a sausage factory. He earned a degree in 1966 in finance and then earned his MBA from Washington State University—which he financed by working as a teaching assistant. In 1989, Mr. Brinson purchased a First National Bank subsidiary, renaming it Brinson Partners. He sold his company in 1994 to Swiss Bank and stayed on as head of the company until the bank's merger with Union Bank of Switzerland. The merged organization formed the largest bank in the world. Mr. Brinson managed \$1 trillion in assets and was considered to be one of the “living legends” of the investment profession. He retired in 2000 and founded GP Brinson Investments. Established in 2001, the Brinson Foundation supports educational, public health, and scientific research programs.



THOMAS J. BROKAW
CLASS OF 2007
Former Anchor and Managing Editor
NBC Nightly News
Former Anchor and Managing Editor/Special Correspondent
NBC Nightly News/NBC News

Born in 1940, Tom Brokaw was raised in the small towns and rural culture of the Great Plains. His father earned \$7 a day working for the Army Corps of Engineers, and the family lived in a house that measured 20" by 20". Tom and his brothers used a closet as a bedroom. As a boy, Tom mowed lawns and worked as a lifeguard in high school. He earned a degree in journalism from the University of South Dakota, and then got a job with an NBC affiliate. That job led to a 40-year career with NBC. He became one of the most noted newsmen of the day as anchorman and managing editor of *NBC Nightly News* with Tom Brokaw. Mr. Brokaw is the author of the best seller *The Greatest Generation* (1998). In 2006, he was inducted into the Television Hall of Fame. In 2014, he received the Presidential Medal of Freedom, and, in 2016, he received the French Legion of Honor.



JOHN A. CANNING, JR.
CLASS OF 2013
Chairman and Co-founder
Madison Dearborn Partners

John Canning, the eldest of four children, was born in Tucson, Arizona, in 1944, but soon moved with his family to Bayport, New York, where his father was the only doctor in the small community. As a teenager, John painted houses, sold pizza, served as a delivery boy, and was a vegetable boy at the market. He used his earnings to pay his way through Dennison University in Granville, Ohio. He earned a degree in economics in 1966. Earlier that year John was devastated when his mother and younger brother died in the same week in separate accidents. John went on to earn a law degree from Duke University and then joined First National Bank of Chicago. In 1980, he served as assistant general counsel at First Chicago Venture Capital. In 1992, Mr. Canning and 13 associates founded Madison Dearborn Partners (MDP). For 17 years, he served as CEO of the firm. He has served as chairman since 2007. MDP specializes in management and buyout and special equity investing.



JAMES S. C. CHAO
CLASS OF 2009
Chairman
Foremost Group

James Chao was born in 1927 in a farming village outside Shanghai, China. He had a happy, stable upbringing until he was nine, at which time the Japanese invaded China. The Chao home was destroyed in the bombings, and many of James's schoolmates were killed when his school was bombed. The Chao family lived in a hut and tried as best they could to carry on. James won a full scholarship to the Shanghai Jiao Tong University, where he majored in navigation. In 1949, following his graduation, James went to sea as a cadet on a merchant vessel. China's civil war reached its climax in those months, and Shanghai's ports were blockaded. Unable to return home, James settled in Taiwan. He came to America in 1958 to further his studies. He earned his MBA at St. John's University in New York and soon thereafter established Foremost Maritime Corporation, which is now a part of Foremost Group. Foremost is an international organization with activities in shipping, trading, and finance.



JAMES H. CLARK
CLASS OF 2012

Founder, Silicon Graphics, Inc.
Founder, Netscape Communications Corporation

James “Jim” Clark was born in 1944 in Ft. Worth, Texas, but was mostly raised in Plainview. His parents divorced when he was 13, and a few years later Jim went to work for his stepfather in the farming industry. At the age of 17, he dropped out of school and joined the Navy. After he completed his GED, the Navy sent him to Texas Tech, but he later transferred to Louisiana State University, where he majored in physics. With the help of a fellowship, he went on to earn his master’s in physics and then earned a PhD in computer science from the University of Utah. For a short time, he taught electrical engineering at Stanford, but he left in 1982 to create Silicon Graphics. After 13 years, he had 10,000 employees and \$4 billion in revenue. In 1994, he and a few partners formed Netscape, which became an immediate success. Credited with launching the internet boom, Netscape was sold in 1998 to AOL for \$1 billion. Mr. Clark later developed Healthcon, which became WebMD.



JOSEPH CLARK
CLASS OF 2008

Chairman, Aviation Partners Boeing
Chairman and CEO, Aviation Partners, Inc.

Joseph “Joe” Clark was born in Calgary, Alberta, Canada, in 1941 but was mostly raised in Seattle, Washington. His mother had significant hearing loss, and his father suffered with a severe stutter. Together, these infirmities made for poor communication during Joe’s formative years, which may have caused his difficulties in school. While in college, he earned his pilot’s license and discovered his passion for aviation. With a friend, he started a small business buying and selling Lear jets. The business failed, but he eventually found success in the 1970s when he and a partner founded Horizon Air, which they later sold to Alaska Airlines. In 1991, he co-founded with Dennis Washington (’95) Aviation Partners, Inc., and later formed a joint venture with Boeing to retrofit their aircraft with the gas-saving blended winglets invented at Aviation Partners. It is estimated that by 2019 the blended winglets will have saved in excess of 10 billion gallons of jet fuel. Mr. Clark was listed by Aviation by *Airport Journal* as a Living Legend of Aviation.



WILLIAM ALFRED COOK*
CLASS OF 2010

Founder and Chief Executive Officer
Cook Group Incorporated

William “Bill” Cook was born in 1931 in Mattoon, Illinois. His father was a traveling insurance man. Until Bill was nine, he and his parents moved in and out of cheap hotels while his father worked his region. In the first grade, Bill attended nine schools in three states. In 1940, they finally settled in Canton, where they operated two grain elevators. Bill attended Northwestern University and majored in biology and minored in chemistry. He graduated in 1953 and served with the Army during the Korean War. In 1958, he co-founded MPL Incorporated, which became the third-largest hypodermic needle manufacturer in the country. In 1963, he founded Cook Incorporated, which developed wire guides, catheters, and needles. It became known worldwide as the pioneer in interventional medicine and was the first manufacturer of coronary artery stents. Cook Group Incorporated became a conglomerate by 2006, with 62 companies and 10,000 employees. It is the largest privately held medical products manufacturing business in the world.

* Deceased



LEON G. COOPERMAN
CLASS OF 2015
Founder, Chairman, and CEO
Omega Advisors, Inc.

Leon “Lee” Cooperman was born in 1943 in the South Bronx of New York City. His father, a Polish immigrant, worked as a plumber. One of Lee’s first jobs was weighing and packaging fruit. As a teenager, he was a theater usher. The first in his family to go to college, Lee attended City University of New York’s Hunter College. He earned a degree in chemistry, with the plan of becoming a dentist. Realizing that dentistry was not his calling, he transferred to Columbia Business School and earned his MBA in 1967. He joined Goldman Sachs & Co., where he spent 22 years in investment research—ultimately becoming a general partner. For more than 10 years, Mr. Cooperman was regularly rated as one of the nation’s top investment strategists. In 1991, he retired and launched Omega Advisors, Inc., an investment advisory firm. He serves as the company’s chairman, chief executive, and chief investment officer.



DELOS M. COSGROVE
CLASS OF 2016
CEO and President
Cleveland Clinic

Delos “Toby” Cosgrove was born in 1940 in Watertown, New York, where his father served in the Coast Guard. Toby had the usual childhood jobs of shoveling snow, raking leaves, and collecting and selling old newspapers. He attended Williams College, where he struggled in his studies but graduated. He went on to medical school at the University of Virginia. Once he got into his clinical classes, he began earning all A’s for the first time in his life. Later, when in his 30s, he discovered he was dyslexic, which explained his earlier challenges in the classroom. After serving in Vietnam as a captain in the Air Force, Dr. Cosgrove joined Cleveland Clinic as a heart surgeon and became chairman of his department in 1989. He built an international reputation for his expertise in cardiac surgery and then retired from practice in 2004. Today he serves as president and CEO of Cleveland Clinic, one of the top three hospitals in America.



DAVID M. COTE
CLASS OF 2014
Chairman and CEO
Honeywell

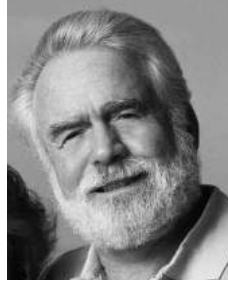
Executive Chairman, Honeywell
Director
Federal Reserve Bank of New York
Director, Council on Foreign Relations

David Cote, the oldest of five children, was born in New Hampshire in 1952. His father ran a small service station. David attended the University of New Hampshire and worked night jobs to help with expenses. After earning a business degree in 1976, he joined GE in Lynn, Massachusetts, as an auditor. Over the next 22 years, he worked his way up the corporate ladder. He was a senior vice president when he left in 1999 to serve as COO for TRW, Inc. One year later, he was named the company’s CEO, and in 2001 he added chairman to his title. In 2002, he left for his current position as chairman and CEO of Honeywell, a Fortune 100 diversified technology and manufacturing leader that has more than 130,000 employees. Under Mr. Cote’s guidance, Honeywell has gone from a \$22 billion company to a \$40 billion global, highly profitable company.



JENNY CRAIG
CLASS OF 2007
Co-Founder
Jenny Craig International

Jenny Craig was born in 1932 in Berwick, Louisiana, but was raised in New Orleans. She was the youngest of six children, and her father worked two or three jobs at a time to support his large family. As a girl, Jenny helped her siblings fish for crabs, which her mother stuffed and sold to local restaurants. After high school, she worked for an oral surgeon, and then married. Following the birth of her daughter, she struggled with weight issues. She lost the weight through diet and exercise, and became the manager and then owner of several gyms. Later she met Sid Craig, and together they developed what became Jenny Craig International—one of the world's largest weight-management companies.



SID CRAIG*
CLASS OF 2007
Co-Founder
Jenny Craig International

Sid Craig was born in Vancouver, but moved with his family to Alhambra, California, when he was two. While attending California State University at Fresno, Craig was a dance teacher at an Arthur Murray dance studio. He served in the U.S. Navy and then returned to manage the studio where he had taught. Craig began buying Arthur Murray studios and eventually bought the entire company. In 1970, he acquired a partnership in a small chain of ladies' figure salons. He formed a new corporation, Body Contour, Inc., and began to rapidly expand nationally. His first target was New Orleans, where he hired his future wife, Jenny, to manage that center. Soon, Jenny Craig was supervising all the centers in the South. After opening 200 outlets, Jenny and Sid got married in 1979. In 1982, the Craigs sold their interest in Body Contour, Inc., and moved to Australia to develop a chain of weight-loss centers that emphasized health and long-term weight maintenance. Based on the theory that a healthy body could be achieved through nutritious eating, physical activity, and positive lifestyle changes, Jenny Craig, Inc. was born. Jenny Craig International became one of the world's largest weight-management companies. Ready for retirement, the Craigs sold their company in 2006.



MARK E. DAVIS
CLASS OF 2016
Chairman
Davis Family Holdings

Mark Davis was born in 1941 in Frost, Minnesota, where his father owned a small creamery. In those early days, the family lived in a rustic, unheated cabin. Mark worked in the creamery from the time he was a child. In high school, he worked for a land surveying company. He attended Mankato State College, majoring in business and economics, and worked his way through school driving a milk truck. He graduated in 1963 and then worked for his father. In 1969, his father purchased a struggling creamery called Le Sueur, and Mark was put in charge. He changed the business to a cheese company in 1973. In 1986, The St. Peter Creamery, Le Sueur Cheese Company, and Nicollet Foods Products merged to form Davisco Foods International, Inc. The company has factories in Minnesota, South Dakota, and Idaho and sales offices in Geneva, Shanghai, and Singapore. Mr. Davis stepped down as president and CEO in 2012, and his son, Jon, took over the day-to-day operations.

* Deceased



LEONARDO DICAPRIO
CLASS OF 2011
Actor and Film Producer

Leonardo DiCaprio was born in Hollywood in 1974. His parents separated shortly after Leo's birth, but his father remained involved in his life. Leo's mother supported them mostly by working as a secretary. As a child, Leo was interested in acting. He did a television commercial for Matchbox cars and made appearances in a few television shows. His big break came in 1992, when he played opposite Robert DeNiro in *This Boy's Life*. In 1993, he co-starred in *What's Eating Gilbert Grape*, for which he received an Oscar nomination as Best Supporting Actor. In 1997, he achieved international fame with his role in *Titanic*. Mr. DiCaprio has been nominated for 11 Golden Globe awards, winning three. He has been nominated for four Academy Awards in the Best Actor category, winning for *The Revenant*. Mr. DiCaprio has his own production company called Appian Way. The Leonardo DiCaprio Foundation, established in 1998, is a nonprofit organization devoted to promoting environmental awareness.



JAMES F. DICKE II
CLASS OF 2015
Chairman-CEO
Crown Equipment Corporation

James "Jim" Dicke was born in 1945 in San Angelo, Texas, but was raised in New Bremen, Ohio. His household included great grandparents, grandparents, and two aunts in a one-bathroom home. Jim's father supported everyone running a small machining shop. As a boy, Jim mowed lawns and sold stationery door to door. As a teenager, he was a soda jerk, built fences, and swept factory floors. He attended Trinity University in San Antonio, Texas, where he majored in business and economics. He worked his way through school as a pizza chef and teaching assistant. He also worked for a congressman for two summers. Jim became the first in his family to graduate college. He joined his father's business in 1968, which at the time had a negative net worth. He built Crown Equipment into an enterprise that is the fifth-largest manufacturer of forklifts in the world, with 15,000 employees and 15 manufacturing plants in the United States, Germany, Mexico, and China.



THOMAS J. DONOHUE
CLASS OF 2013
President and CEO
Chamber of Commerce of the
United States

Thomas "Tom" Donohue was born in New York City in 1938, where his father worked for the American Can Company as a production manager. Tom contracted rheumatic fever in the second grade. He recovered but missed half the school year. That coupled with dyslexia (which was not discovered until he was an adult) made school challenging for him. A rewarding outlet was the Boy Scouts. He worked at Boy Scout camps each summer during his teen years. He attended St. John's University in New York, holding four jobs at once to pay his way through school. After earning a degree in history, he worked for the Boy Scouts of America and also earned his MBA at Adelphi University. From there, he joined Abilities, Inc., where he found jobs for wounded veterans of World War II. He served as vice president for development at the College of New Rochelle and then at Fairfield University in Connecticut. He later served as deputy assistant postmaster general. In 1997, he joined the U.S. Chamber of Commerce as president and CEO.



**RICHARD H. DRIEHAUS
CLASS OF 2013**

**Founder and Chairman
Driehaus Capital Management LLC**

Richard Driehaus was born in Chicago in 1942. His father, a mechanical engineer, had suffered a heart attack before Richard's birth. When Richard was seven, his father had another heart attack, which left him unable to return to work. Richard's mother supported the family working as a secretary. Richard went to work at the age of 12 as a newspaper boy. Later he worked on the docks of a wholesale grocer firm. He attended DePaul University, majoring in finance. He graduated in 1965 and continued studies at the same school to earn his MBA. He joined Rothschild & Co. but left three years later for A. G. Becker. In 1979, he started his own firm, Driehaus Securities Corporation LLC. In 1982, he formed Driehaus Capital Management LLC, an investment advisory firm. In 2000, he was named in *Barron's* All Century list as one of the most influential people in the mutual fund industry over the past 100 years.



**N. MURRAY EDWARDS
CLASS OF 2014**

**International Horatio Alger Award
Chairman
Canadian Natural Resources Limited**

N. Murray Edwards was born in 1959 in Regina, Saskatchewan, Canada. His father was an accountant and his mother a teacher. Murray worked throughout high school as a hockey referee. He won several academic scholarships and attended the College of Commerce at the University of Saskatchewan. He earned a degree in commerce and then attended the Faculty of Law at the University of Toronto, where he graduated with honors in 1983. Within four years, he became a partner at the law firm Burnet, Duckworth & Palmer. At age 28, he joined with former colleagues to start a merchant bank. Over the years, Mr. Edwards has become one of the most successful entrepreneurs in Canadian history with a wide range of business interests, including oil and natural gas, energy services, mining, aerospace, and ski resorts, and he is co-owner of the Calgary Flames hockey team. He also serves as chairman of Canadian Natural Resources, which ranks among the top 50 oil companies in the world.



**JOHN A. ELWAY, JR.
CLASS OF 2017**

**Executive Vice President of Football
Operations and General Manager
Denver Broncos Football Club
*President of Football Operations and
General Manager
Denver Broncos Football Club***

John Elway was born in 1960 in Port Angeles, Washington, but the family moved often for his father's work as a teacher and football coach. In middle school, John had a paper route. When he was older, he worked summers, including one stint in a Reebok warehouse. He had excellent athletic abilities; when he graduated from high school, he was recruited by more than 60 colleges. He earned a degree in economics from Stanford University, where he played football and baseball. He joined the Denver Broncos, where he served as quarterback for 16 years. Regarded as one of the top quarterbacks ever to play the game, he led his teams to six AFC Championship Games and five Super Bowls, winning two. Through the loss of his beloved father in 2000, and then the death of his twin sister a short time later, Mr. Elway has learned the importance of developing trusting relationships in his life.



J. RUSSELL FLOWERS*
CLASS OF 2013
 Chairman and CEO
 J. Russell Flowers, Inc.

Jesse Russell Flowers, who has always gone by his middle name, was born in Greenville, Mississippi, in 1937. His parents divorced when Russell was eight, and he saw very little of his father until much later in life. Russell's mother worked as a bookkeeper. A bright student, he graduated high school at 15. He earned a pilot's license and got a job flying for a barge company. When he was 25, he and two partners started a barge business, Security Barge Line, Inc. A few years later, Mr. Flowers left and formed Flowers Transportation, Inc., which grew to nearly 500 barges. In 1981, Flowers Transportation merged with The Valley Line Company. Two years later, Mr. Flowers purchased Central States Diversified, Inc., a packaging company. He doubled the company's size and sold it in 1997. He was in banking from 1984 to 1994. He then served as chairman and CEO of J. Russell Flowers, Inc., one of the largest independent leasing companies of marine equipment in the country.



DAVID FOSTER
CLASS OF 2009
 Producer, Composer, and Arranger
 Reprise Records/143 Records

Born in 1949 in Victoria, British Columbia, Canada, David Foster was the only boy in a family of seven children. His father was a maintenance yard supervisor. While the family was poor, they never felt deprived. David slept in their home's utility room on a cot next to the washing machine. Born with perfect pitch, David began piano lessons at the age of four. By the time he was 10, he was an accomplished classical pianist. Interested in popular music, he formed a band at the age of 12. Within a year, he was earning more money at a daily rate than his father. When David was 18, his beloved father died unexpectedly. David went on to form a band called Skylark, which in 1969 had a song that reached the Top 10 on the Billboard charts. David settled in Los Angeles, and by 1979 his career skyrocketed. Mr. Foster, the winner of more than 20 Grammys, is now one of the most successful record producers in history.



TOMMY RAY FRANKS
CLASS OF 2010
 Former Commander-in-Chief
 U.S. Central Command
 Chairman, Franks & Associates

Tommy Franks was born in 1945 in Wynnewood, Oklahoma, but moved often in his childhood as his father pursued different jobs. When he was six, Tommy began picking cotton, and later he also mowed lawns. After flunking out of the University of Texas at Austin, he enlisted in the Army in 1965. He served in Vietnam and then went to the University of Texas at Arlington, where he majored in business. He earned a master's degree in public administration from Shippensburg University. He made the military his career and later graduated from the Armed Forces Staff College as well as the Army War College. In 2000, he became a four-star general and served as Commander-in-Chief of U.S. Central Command, where he led American and Coalition troops in Operation Enduring Freedom in Afghanistan and Operation Iraqi Freedom in Iraq. He retired in 2003 and has traveled the world as a speaker on the topics of leadership, character, and the value of democracy.

* Deceased



**FOSTER STEPHEN FRIESS
CLASS OF 2012**

**Founder and Retired Chairman
Friess Associates LLC**

Foster Friess was born in 1940 in Rice Lake, Wisconsin, where his father worked as a cattle dealer. Foster began working at an early age, first with a paper route and then managing a Dairy Queen in high school. He earned a scholarship to the University of Wisconsin in 1958 and won another scholarship to study international economics for six weeks in Oslo, Norway. After earning his degree in business, he joined the Army in 1962. Following his honorable discharge, he worked for an investment firm. In 1974, he started his own investment management company. When his firm reached \$17 billion in assets under management, Mr. Friess was dubbed by CNBC as “one of the century’s great investors.” He retired from investment management in 1992. Today he is actively involved in the Lynn and Foster Friess Family Foundation and public policy advocacy.



**SERGE GODIN
CLASS OF 2015**

**International Horatio Alger Award
Founder and Executive Chairman of
the Board
CGI**

Serge Godin, the fourth of nine children, was born in 1949 in Shipshaw, Quebec, Canada, a small, remote village 300 miles north of Montreal. Serge’s father ran a lumber business. By the age of 12, the Godin children were expected to work over the summer months. Serge worked in his father’s mill, which he enjoyed—especially when dealing with customers. When Serge was 16, the sawmill burned to the ground. There was no insurance, making it a total loss. All of the Godin children got paying jobs to help rebuild the business. Serge completed a computer science diploma and moved to Quebec City, where he took classes in the MBA program at the Université Laval. In 1976, when he was 26, he founded CGI. He had one client to start. Today CGI has completed 75 acquisitions and has 68,000 professionals in more than 40 countries. This full-service IT business process service company is the fifth-largest firm of its kind in the world.



**ROBERT BLYTH GOERGEN
CLASS OF 2014**

**Founder and Executive Chairman
Blyth, Inc.
*Founder and Chairman
The Ropart Group***

Robert “Bob” Goergen was born in Buffalo, New York, in 1938. Bob worked as a youth in a bowling alley, and he also had a paper route. He received a full scholarship to the University of Rochester. Graduating in 1960 with a degree in physics, he then received a fellowship to the Wharton School at the University of Pennsylvania, where he earned his MBA in 1962. He joined Procter & Gamble and enlisted in the Army Reserve. Later he joined McCann Erickson, an advertising agency in New York City, and there he supervised the Coca-Cola account. In 1967, he joined McKinsey & Co., a management consultant firm, and in four years became a partner. In 1973, he joined The Sprout Group, a venture capital firm. In 1979, he purchased a small company, Valley Candle Manufacturing Company, which was renamed in 1994 to Blyth, Inc. Today the company has operations in 21 countries. Mr. Goergen is also the founder and chairman of The Ropart Group, a private-equity investment firm.



JOSEPH M. GRANT
CLASS OF 2010
Partner and Senior Adviser
BankCap Partners
Chairman Emeritus
Texas Capital Bank
Chairman and Partner
BankCap Partners
Chairman Emeritus
Texas Capital Bancshares

Joseph “Jody” Grant was born in 1938 in San Antonio, Texas. Though his childhood was marred by his father’s chronic alcoholism, his mother positively influenced him. She managed a dining club, which included housing for their family. As a competitive teenager, Jody was on the All American swim team. He attended Southern Methodist University on a swimming scholarship. He earned a degree in finance. At the University of Texas in Austin, he earned his MBA and a PhD. He worked as the chief economist for Texas Commerce Bank, becoming an energy expert. He later served as International President of the Young Presidents Organization. After losing all his wealth in the 1980s due to the decline of the Texas economy, he went on to open Texas Capital Bank, which has met with great success. His BankCap Partners is a private equity firm that has been the catalyst for several successful banks.



JENARD M. GROSS
CLASS OF 2010
President
Gross Investments

Jenard Gross was born in 1929 in Nashville, Tennessee. His family struggled through the Depression, but his father was able to provide for them through the ownership of a small grocery store. In his youth, Jenard mowed lawns, raised chickens and sold eggs, and sold magazine subscriptions door to door. He attended Vanderbilt University—the first in his family to do so. He earned a degree in psychology in 1950, served in the Army, and then began investing in real estate. He became one of Houston’s best-known apartment developers, building 24,000 apartment units. He has built several small strip centers, developed a residential subdivision, and invested in land and mini-warehouses. He also served as chairman and CEO of United Savings Association. He has been a generous patron of the Houston community and has an elementary school named for him in recognition of his commitment to preservation and improvement of urban school systems.



EDMUND A. HAJIM
CLASS OF 2015
President
Diker Management LLC
Chairman
HighVista Strategies, LLC

Edmund “Ed” Hajim was born in 1936 in Los Angeles, California. His parents divorced when he was three. Ed’s father raised him to believe his mother was dead. Ed’s childhood was filled with long separations from his father, who was a commercial fisherman. He was often left alone or with babysitters, and he was in and out of foster care. At the age of 10, he was placed in an orphanage. He won an ROTC scholarship to the University of Rochester and graduated in 1958 with a degree in chemical engineering. Upon his discharge from the Navy in 1961, he earned his MBA from Harvard. He went to work in investment management and joined Lehman Brothers, where he ultimately became chairman and CEO of Lehman Management. He later served as chairman and CEO of Furman Selz LLC and then was chairman of ING Aeltus before starting his own investment partnerships. In 2009, he became president of Diker Management, an employee-owned investment management firm.



CRAIG HALL
CLASS OF 2007
Chairman and Founder
Hall Financial Group
Chairman and Founder
Hall Group

Craig Hall was born in 1950 in Ann Arbor, Michigan. From birth, he endured seizures caused by childhood epilepsy—a condition he eventually outgrew. He was a hard worker and began working at the age of 10. He mowed lawns and later worked as a dishwasher and night watchman. He attended the University of Michigan and began making real estate investments. By the age of 21, he owned more than 20 buildings. He nearly lost his business during the savings and loan crisis in the 1980s, but worked his way out of debt. Today Hall Group includes a finance company, a software business, large real estate holdings, vineyards, hotels, and more.



BRUCE T. HALLE*
CLASS OF 2015
Founder and Chairman of the Board
Discount Tire

Bruce Halle was born in Springfield, Massachusetts, in 1930, the second of seven children. During the Depression, they lived in New Hampshire with Bruce's grandparents. During World War II, they moved to Detroit, where Bruce's father worked as a security guard. Bruce mowed the grass at the local cemetery and later worked as a film processor at the local drugstore. He became the first member of his family to attend college. He went to Eastern Michigan University but left early to serve in the Korean War with the Marines. He later returned to school and earned a degree in business in 1956. He and a friend tried to start an automotive supply business, but it failed after a few years. In 1960, Mr. Halle started his own tire business, which he called Discount Tire. He built his company one day at a time, and today there are 900 Discount Tire stores in 28 states.



HAROLD HAMM
CLASS OF 2016
Founder, Chairman, and CEO
Continental Resources, Inc.

Harold Hamm was born in 1945 in Lexington, Oklahoma. He was the son of sharecroppers and the youngest of 13 children. Days after his birth, Harold's oldest brother was killed in the Battle of the Bulge. Harold's family moved from one tenant farm to the next, and some of their homes had no running water. When Harold was 18, his mother died of pancreatic cancer, which was a big blow to the family. Fascinated with the oil industry, Harold bought a tank truck when he was 21 and hauled drilling mud and water to rigs. In 1971, he drilled a wildcat well, which was successful. He then took classes in geology and built his business into a Top 10 oil producer in the U.S. lower 48. His Continental Resources is one of the largest producers in the nation's premier oil field, the Bakken shale play of North Dakota and Montana. Mr. Hamm's company has unlocked the technology and resources that have helped launch America's energy renaissance.

* Deceased



**RONALD G. HARRINGTON
CLASS OF 2016**

**Chairman
BioMotiv/Harrington Project**

Ronald “Ron” Harrington was born in 1942 in Baltimore, Maryland, where his father worked as a salesman for a steel company. When Ron was seven, his father suffered a fatal heart attack. Ron and his mother moved to Cleveland, Ohio, and his mother went to work as a secretary. In high school, Ron worked unloading boxcars for the Ford Motor Company. He earned a degree in marketing and finance from Ohio State University. Ron joined the cosmetics company Bonne Bell as a salesman. In 1990, he had enough savings to buy Edgepark Medical Supplies. He transformed the company, grew sales, and sold it in 2010 for \$2 billion. Today Mr. Harrington concentrates most of his time on his family’s philanthropic projects. BioMotiv is the mission-driven development company associated with The Harrington Project for Discovery & Development, a national initiative centered at University Hospitals Cleveland Medical Center, which is focused on accelerating breakthrough discoveries from research institutions into therapeutics for patients.



**JAMES A. HASLAM II
CLASS OF 2016**

**Founder and Chairman
Pilot Corporation**

James “Jim” Haslam was born in 1930 in Detroit, Michigan. His family struggled through the Depression, and then his father joined the Army during World War II. Jim was 11 by that time and grew up working. He had a paper route, worked in a drugstore, and did landscaping and construction. He received a football scholarship to the University of Tennessee, where he majored in finance. Following his graduation, Jim served with the Army at the end of the Korean War. In 1955, he joined Fleet Oil and ran a new chain of Sail gas stations at the age of 25. In 1958, he founded Pilot Oil Corporation and bought his first gas station in Virginia for \$6,000. In the 1970s, he expanded into the convenience store market and in the 1980s expanded again into travel centers. Today Pilot Travel Centers operates in 44 states and Canada and has 40 convenience stores in Tennessee. It is the largest seller of diesel fuel.



**PATRICIA L. HERBOLD
CLASS OF 2014**

**Vice President and Secretary
Herbold Foundation
Former U.S. Ambassador to
Singapore
Managing Director
The Herbold Group LLC
Former United States Ambassador to
Singapore**

Patricia “Pat” Herbold was born in 1940 in Cincinnati, Ohio, the second of five children. In 1950, her father abandoned the family. With no job training, Pat’s mother was unable to support the family. She placed the children in an orphanage and enrolled herself in secretarial school. Pat acclimated to her new life. As each child reached the eighth grade, her mother had the child return home. Pat earned a full scholarship to Edgecliff College in Cincinnati, graduating in 1962 with a degree in chemistry. In 1977, she earned her JD degree from Salmon P. Chase College of Law in Kentucky. She worked as a regional counsel for Prudential Insurance then as vice president and general counsel of Bank One Dayton, then for a law firm in Cincinnati. She also served on the city council and as Mayor of Montgomery, Ohio. She served 26 years at Procter & Gamble, reaching the position of senior vice president of marketing. She served as U.S. Ambassador to the Republic of Singapore from 2005 to 2009.



LAWRENCE MEAD HIGBY
CLASS OF 2010
CEO (Retired), Vice Chairman and
Adviser
Apria Healthcare Group, Inc.
CEO (Retired), Apria Healthcare
Group, Inc.

Six months before Lawrence “Larry” Higby was born in 1947, his father was killed in the Pacific during World War II. His mother worked as a secretary and later remarried. Larry was raised in Pomona, California. He began working at the age of 14, mowing lawns and stocking shelves. He used the war orphan veterans scholarship to attend the University of California at Los Angeles, and he worked during his vacations at Disneyland. He earned a degree in political science in 1967. After working on the Richard Nixon presidential campaign, he served as the Deputy Assistant to the President. From 1974 to 2004, he had a distinguished corporate career that took him through the upper ranks of PepsiCo, the Los Angeles Times Mirror Company, Unocal, and Apria Healthcare Group. After taking Apria from sales of \$900 million a year to \$2.2 billion, he sold the company and retired.



CLAYTON PAUL HILLIARD
CLASS OF 2009
President/Owner
Badger Oil Corporation

Paul Hilliard was born in 1925 on a farm near Durand, Wisconsin. Growing up during the Great Depression was difficult, made even more so by Paul’s father’s debilitating, chronic lung problems. Their small home had no plumbing or electricity, and life was challenging. The farm was destroyed in a fire when Paul was 11, and three years later his father died. His mother remarried and moved 30 miles away, and Paul lived with his aunt and grandmother to complete high school with his friends. During his senior year, he lived with a friend’s family and paid his boarding fee by raking yards, shining shoes, and washing dishes. He served with the Marines during World War II and used the GI Bill to attend the Triple Cities College in New York. He earned a law degree in 1951 from the University of Texas. With \$400 in the bank and at the age of 30, Mr. Hilliard became an independent oil producer. His private company, Badger Oil Corporation, is still going strong.



MELLODY HOBSON
CLASS OF 2017
President
Ariel Investments, LLC

The youngest of six children, Melody Hobson was born in 1969 in Chicago, Illinois. Her single mother was a hard-working entrepreneur who fixed up condominiums, then rented them out, and later sold them. The family was evicted several times because Melody’s mother was often denied bank loans due to racial segregation, which prevented her from converting some buildings. Melody attended the Woodrow Wilson School of International Relations and Public Policy at Princeton University, where she earned her BA degree in 1991—making her the first and only member of her family to graduate college. She joined Ariel Investments upon graduation. She became the firm’s president in 2000 and is responsible for firmwide management and strategic planning. Ms. Hobson has served as *Good Morning America’s* financial contributor since 2000. She is a regularly featured columnist for *Black Enterprise* magazine. In 2004, *Time* magazine identified her as one of 25 business influentials setting global standards for management, ethics, marketing, and innovation.



RICHARD D. HOLLAND*
CLASS OF 2010

**Philanthropist and Chairman
(Retired)**

**Rollheiser Holland Kahler
Advertising**

Born in 1921 in Omaha, Nebraska, Richard “Dick” Holland grew up during the Depression. Fortunately his father had a job in advertising, so the family had steady income. Dick worked throughout his youth to pay his own expenses. He mowed lawns, ran an ice house, and was a janitor for a private school. He paid his college tuition working as a grain inspector for the railroad. Dick attended the University of Nebraska in Omaha, but he left early to serve with the Army during World War II. After the war, he completed his degree in art and then joined his father in advertising. In 1962, he established an advertising agency, which later became Rollheiser Holland Kahler. He invested with fellow Omaha citizen Warren Buffet and eventually acquired great wealth. He sold his advertising agency in 1979 and has since devoted himself to philanthropy. He is especially interested in projects that have to do with education, the arts, and health care.



ELIZABETH HOLMES
CLASS OF 2015

**Chairman, CEO, and Founder
Theranos**

Elizabeth Holmes was born in 1984 in Washington, D.C. Her father worked in disaster relief. A precocious student, Elizabeth learned Mandarin Chinese when she was nine. As a teenager, she took college-level courses in China, where she also took programming courses. She started a small business while in China, selling C++ compilers to Chinese universities. She enrolled in Stanford University in 2002, majoring in chemical engineering. She was named a President’s Scholar, which gave her a \$3,000 stipend to pursue a research project. This earned her the Merck Award in chemical engineering. In 2003, she wrote a patent application for a new way to conduct blood tests. She left school and started a company called Theranos. Her hope was to develop a blood test that would do a number of diagnostics from one pin prick.



RANDALL DEE HUBBARD
CLASS OF 2014

**Chairman and Managing Director
BIGHORN Golf Club**

Randall Dee “R. D.” Hubbard, the last of eight children, was born in 1935 in Smith Center, Kansas, where his parents ran a small restaurant. R. D. grew up washing dishes and waiting tables there. He received a basketball scholarship to Butler Community College in El Dorado, Kansas, and spent his summers working three jobs—in a refinery, at a department store, and as a taxi driver. In 1959, at age 24, R. D. joined Service Auto Glass, whose name later changed to Safelite. After becoming part owner of the company, he expanded it, making Safelite the largest windshield replacement company in the country. He later bought two failing glass companies and merged them to form ASG, which he built to the second-largest glass manufacturer in North America. Today he serves as chairman and managing director of the BIGHORN Golf Club, now part of the Bighorn Development in Palm Desert, California, which Mr. Hubbard and his partners acquired in 1996.

* Deceased



**MIKE JACKSON
CLASS OF 2014**

**Chairman and Chief Executive
Officer
AutoNation, Inc.**

Mike Jackson was born in 1949 in Philadelphia, Pennsylvania, but was raised in nearby Moorestown, New Jersey. At the age of 10, Mike began working to save for college. His first job was mucking out horse stalls for a dollar per stall. Mike had a growth hormone deficiency, which caused him to be much smaller than his peers. He was bullied quite a bit in school, but his experiences in the Boy Scouts helped him realize his talents for leadership. He attended St. Joseph's University near Philadelphia and owned a lawn service company to pay his way through school. He earned a degree in political science in 1971. At the age of 29, he negotiated with European partners to purchase a Mercedes-Benz dealership. He went on to serve as CEO of Mercedes-Benz of North America. In 1999, Mr. Jackson became CEO of AutoNation, now a Fortune 500 company with more than 26,000 associates at more than 290 new vehicle franchises across 15 states.



**JERRAL WAYNE JONES, SR.
CLASS OF 2014**

**Owner, President & General
Manager
Dallas Cowboys**

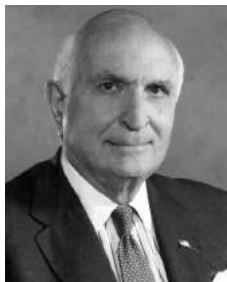
Jerral "Jerry" Jones was born in 1942 in Los Angeles, but his family moved to Arkansas shortly thereafter. His parents ran a small grocery store in Little Rock, next door to where the family lived. Jerry began working in the store when he was 11. In high school, being an all-star football player earned him a scholarship to the University of Arkansas in Fayetteville. He worked on his undergraduate degree in business and his master's in fine arts at the same time, and completed his education in 1965. Throughout college, he sold insurance and eventually became an executive vice president of Modern Security Life Insurance. In the 1970s, he became a major player in the oil and gas industry as well as banking and real estate. In 1989, he bought the Dallas Cowboys, which he developed into one of the most valuable professional sports teams in the United States. The team won Super Bowls in 1992, 1993, and 1995.



**JEONG H. KIM
CLASS OF 2016**

**Executive Chairman and
Co-Founder
Kiswe Mobile, Inc.
President Emeritus, Bell Labs**

Jeong Kim was born in Seoul, South Korea, in 1960. His parents divorced when he was five. His father remarried, but it was an unhappy household. Jeong wanted to live with his mother, but his father would not permit that. When he was 14, Jeong immigrated with his family to America, where they settled in Baltimore's projects. Unable to get along with his father, Jeong left his family when he was 16 and rented a room from his teacher. He graduated early and attended Johns Hopkins University with the help of scholarships and grants. He earned a degree in engineering, served in the Navy, and earned a master's in technical management from Johns Hopkins. He earned his PhD from the University of Maryland in reliability engineering. In 1991, he started Yurie Systems, Inc., which he sold to Lucent Technologies in 1998 for \$1.1 billion. Mr. Kim served as president of Bell Labs from 2005 to 2013. His start-up, Kiswe Mobile, Inc., will soon bring new technology to the marketplace.



**KENNETH G. LANGONE
CLASS OF 2012**

**Founder, Chairman, and CEO
Invemed Associates, LLC**
*Founder, President & CEO
Invemed Associates, LLC*

Kenneth “Ken” Langone was born in 1935 in Roslyn Heights on Long Island, New York. His father worked as a plumber and his mother in a school cafeteria. As a youth, Ken cut lawns, worked for the local meat market, and eventually was a service station attendant. His parents mortgaged their house to send him to Bucknell University, and Ken made sure he graduated in less than four years to save money. While working at Equitable Life Assurance, he earned his MBA at New York University. He briefly served with the Army and then joined R. W. Pressprich & Co. on Wall Street in 1962. In 1968, he took public Ross Perot’s Electronic Data Systems. In 1974, he founded Invemed Associates, a small investment bank that specializes in health care and high technology companies. He also joined Bernard Marcus and Arthur Blank to found Home Depot, which became the nation’s largest home improvement retailer.



**PATRICK P. LEE
CLASS OF 2013**

**Chairman, Patrick P. Lee
Foundation**
**Chairman and CEO, International
Motion Control, Inc.**
*Chairman, Patrick P. Lee
Foundation*
Chairman and CEO, Lee Capital

Patrick Lee was born in Virginia in 1938. His father was in the Navy and his mother was from France. Shortly after his birth, Patrick and his mother were in France for a visit when World War II broke out. They suffered through seven years of war, during which time Patrick’s father was killed. In 1945, Patrick and his mother returned to the United States. Patrick attended St. Louis University, where he majored in aeronautical engineering. Following his graduation in 1960, he went to work for McDonnell Aircraft. In 1966, he invested his \$2,500 savings in a machine shop. He took out a number of patents, including one for industrial shock absorbers and a hydraulic cylinder. In 1967, he founded Enidine, Inc., which became the world’s premier manufacturer of industrial and aerospace shock absorption and vibration isolation products. In 1994, he formed International Motion Controls, which is today an international company with 2,000 employees worldwide.



**GILBERT EDWARD
LEVASSEUR, JR.**

CLASS OF 2015
Chairman and CEO
LeVasseur Capital Partners, LLC

Gilbert “Gil” LeVasseur was born in Washington, D.C., in 1944 but moved with his parents to Los Angeles after World War II. Gil’s father mostly worked as a woodworker and milkman. Gil began working at the age of 10, mowing lawns and washing windows. At the age of 14, he became the night manager of a gas station. He attended the University of California at Los Angeles and graduated in 1966 with a degree in finance. He became an analyst at an investment firm, while earning his MBA at the University of Southern California. In 1970, he purchased a small, struggling food processing company, which he paid for out of future profits. He became adept at making acquisitions, and in 1980 he became a partner in the Whitehead Family Investments. In 1990, he sold a publishing company he owned, and in 1998 he formed LeVasseur Capital Partners, LLC. With this, Mr. LeVasseur manages his own capital as well as the capital of a select group of high-net-worth investors.



**REBECCA MACDONALD
CLASS OF 2009**

**International Horatio Alger Award
Founder and Executive Chair
Energy Savings Group
Founder and Executive Chair
Just Energy Group, Inc.**

Rebecca MacDonald was born in Sarajevo in 1953 and raised in Belgrade. Rebecca saw little of her father, as he traveled for work. Her mother was controlling and insisted Rebecca train for six hours a day to be a concert pianist. When that did not work out, she did four years of medical school. At the age of 22, she decided to run away to Canada. In 1988, she and her husband formed Energy Marketing, Inc. Following her husband's death in 1992, Mrs. MacDonald persevered through her grief and built her company into the largest natural gas retailer in Ontario. She sold that company, started and later sold Northern Electric Company, and then founded Energy Savings Income Fund, where she became the first woman in Canada to take a company public. Today her Just Energy Group is an energy management solutions provider specializing in electricity, natural gas, solar, and green energy and has offices located across the United States, Canada, and the United Kingdom.



**JAMES J. MAGUIRE, SR.
CLASS OF 2015**

**Founder and Chairman Emeritus
Philadelphia Insurance Companies
President, Maguire Foundation**

James “Jim” Maguire was the fourth of six children, born in 1934, at the height of the Great Depression, in Philadelphia, Pennsylvania. In his youth, Jim had a paper route and cad-died at the local country club. His father was an insurance salesman, and his job required the family to move six times in 10 years, affecting Jim’s studies. As an adult, he discovered his dyslexia, which explained many of his academic difficulties. On the day Jim graduated high school, his father died unexpectedly from an illness. Jim attended Niagara University on a basketball scholarship, but his low grades allowed him to be drafted. After serving in the Army, he returned to school and earned a degree in business in 1958. He joined Met Life and quickly became a top salesman. In 1960, he opened the Maguire Insurance Agency, which grew to become the Philadelphia Insurance Companies, whose core niche is providing insurance for rental car companies and General Motors dealers. The company has 50 offices nationwide.



**HADI MAKARECHIAN
CLASS OF 2008**

**Chairman and CEO
Capital Pacific Holdings, Inc.
Chairman and CEO-Retired
Capital Pacific Holdings, Inc.**

Hadi Makarechian was born in Iran in 1948 to a wealthy family. Eager to visit America, he chose to attend an American college—the State University of New York, where he earned a degree in civil engineering and economics. While in America, he married, and then he returned to Iran to work in his family’s enterprises. Shortly thereafter, the Islamic revolution put Hadi and his family at risk. They escaped to Florida, leaving their wealth behind in Iran. He started a small building maintenance business and then seized an opportunity to invest in a condominium building project. With the profits, he received from that enterprise, he built a real estate empire. He built more than 30,000 homes in California and the Southwest and 75,000 homes, office buildings, and shops in Colorado Springs. His developments include the five-star, five-diamond St. Regis Monarch Beach Resort & Spa in Dana Point, California, as well as the oceanfront Monarch Beach Golf Links.



FREDERIC V. MALEK
CLASS OF 2011
Founder and Chairman
Thayer Lodging Group

Frederic “Fred” Malek was born in 1936 in Chicago. He was raised outside the city in Berwyn, where his father worked as a delivery man for a beer distributor. His parents owned their house, but they rented out the top floor. Fred worked every summer from the time he was 16. He won an appointment to West Point, where he earned a degree in engineering. Upon his graduation in 1959, he served as a Green Beret in Vietnam. When he returned to the States, he worked at night selling encyclopedias door to door and earned his MBA from Harvard. Mr. Malek is the former president of Marriott Hotels and Northwest Airlines and former assistant to United States Presidents Richard Nixon and George H. W. Bush. He served as a National Finance Committee cochair of John McCain’s 2008 presidential campaign and has played a role with every Republican presidential nominee over the past four decades. Thayer Lodging Group is a venture capital operating company focused on investment in the lodging industry.



HARVEY L. MASSEY
CLASS OF 2016
Chairman and CEO
Massey Services, Inc.

Harvey Massey was born in Melville, Louisiana, in 1941, where Harvey’s grandfather owned a general store and his father ran an ice business. Harvey often worked in both businesses throughout his youth. His parents divorced when he was 18, leaving Harvey financially responsible for his mother and sister. He joined the U.S. Army Security Agency and worked at several part-time jobs to support his family. In 1963, he joined the Orkin Exterminating Company as a sales inspector. He became a company vice president in 1974, and then in 1979 he left for a senior vice president position at Terminix International. In 1985, he bought Walker Chemical and Exterminating in Orlando, Florida, which had fewer than 100 employees. In 1993, Mr. Massey completed the Owner/President Management Program at Harvard Business School. His company, now called Massey Services, Inc., operates in six states, has 134 service centers and more than 1,760 employees.



HAROLD B. MATZNER
CLASS OF 2017
Chairman
CBA Industries, Inc.
CBA Insert Distribution
Systems, Inc.

Harold Matzner was born in 1937 in Newark, New Jersey. The family struggled financially and lived in several lower-income residential areas of the city. Harold began working at an early age—first as a paperboy and door-to-door salesman for dog food, but in high school he worked after school and on weekends in his father’s small printing business. Harold apprenticed in the sports department of the *New York World-Telegram* and continued to work in the printing business. In 1958, at the age of 21, he pioneered the concept of free weekly newspapers that were targeted to every home in a specific region. Mr. Matzner’s CBA Industries, Inc., distributes 7 million ShopRite Supermarket advertising circulars each week. His newspapers have been very successful and led to the concepts of shared mail and private saturation distribution. Today CBA is the most successful private delivery company in the country.



G. WALLACE F. MCCAIN*
CLASS OF 2008
 International Horatio Alger Award
 Co-Founder and Vice Chairman
 McCain Foods Limited
 Chairman, Maple Leaf Foods, Inc.

The youngest of six children, George Wallace Ferguson McCain was born in 1930 in New Brunswick, Canada. From an early age, he and his siblings were expected to help their father in his potato export business. Wallace earned 10 cents for every barrel of potatoes he picked. In 1951, he earned a degree in math and economics from Mount Allison University in New Brunswick. In 1953, following his father's death, Wallace and his brother started a frozen food business. They bought land and built a potato processing plant. Their enterprise grew to become Canada's largest producer of frozen French fries. In 1995, Wallace bought the ailing Maple Leaf Foods company, which he developed into the leading Canadian food processing company, employing more than 20,000 on six continents with annual sales in excess of \$6 billion generated from customers in more than 200 countries. Mr. McCain was an Officer of the Order of Canada and was inducted into the Canadian Business Hall of Fame in 1993.



BONNIE MCELVEEN-HUNTER
CLASS OF 2013
 Owner and CEO
 Pace Communications
 Chairman, American Red Cross

Bonnie McElveen-Hunter was born in Columbia, South Carolina, in 1950. Her father was an Air Force pilot, whose career caused the family to make many moves throughout Bonnie's childhood. Bonnie's mother, a teacher, helped Bonnie and her two sisters to be independent and self-reliant. At the age of 16, Bonnie went to work part time in a department store in Omaha. She attended Stephens College in Columbia, Missouri, where she majored in business. She graduated in three years. In 1972, she started *Pace* magazine, the in-flight publication of Piedmont Airlines. In 1983, Pace Communications was spun off from the parent company, and Bonnie eventually became the full owner. Today Pace is the largest independent content marketing company in the nation. Ms. McElveen-Hunter served as U.S. Ambassador to Finland from 2001 to 2003. In 2004, she became the first female chair of the American Red Cross.



THOMAS V. MCKERNAN
CLASS OF 2014
 Chairman of the Board
 Automobile Club of Southern
 California

Thomas "Tom" McKernan was born in 1944 in Oakdale, Louisiana, but raised in Pasadena, California, where his father worked in construction. Tom began working at 12, delivering the *Los Angeles Times* for \$50 a month. In high school, he loaded trucks at a warehouse and helped his father in construction. He started junior college but quit when he decided he needed to work full time. In 1966, he joined the Automobile Club of Southern California (AAA) as a service representative. Through their program, he attended the California State University in Los Angeles, where he also earned a master's degree in finance. In the 1980s, he became AAA's chief financial officer and did doctorate work at Claremont College. He became an executive vice president in 1990 and then was named CEO in 1991. He is responsible for AAA's large expansion, which now operates in 21 states. Membership has tripled under Mr. McKernan's leadership and income from insurance premiums has quadrupled.

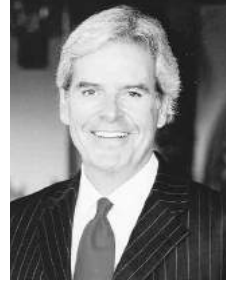
* Deceased



HOWARD M. MEYERS
CLASS OF 2012

Chairman and CEO
Quexco Incorporated
Chairman, Quexco Incorporated

Howard Meyers was born in 1943 in Newark, New Jersey, where his father was a painter and paper hanger. Howard began doing yard work when he was 13. He attended New York University, paying expenses by working at a smelting business. He completed his degree in accounting, finance, and economics in less than four years, and then he joined the Navy as a reservist. After fulfilling his active duty requirement in 1970, Howard purchased the smelting company where he had previously worked. He reorganized the company and made acquisitions. These were the early days of what became Quexco, a private holding company that operates several smelting and refining facilities, along with plastic-related and mining businesses. One of Quexco's affiliated companies is the largest lead producer in the world. In addition to his business obligations, Mr. Meyers is an active philanthropist and has given generously to the Paths to Peace program at New York University.



LEE E. MIKLES
CLASS OF 2008

Co-Founder, President and CEO
FutureFuel Corporation
President and CEO
Pendrell Corporation

A ward of the state of Arkansas until he was three, Lee Mikles was adopted in 1958. Unfortunately his father's business failures and subsequent alcoholism caused extreme tension in the household, which eventually drove Lee to live with family friends during his teen years. Lee escaped his familial challenges when he discovered success on the golf course, which led to a short professional golf career in the PGA. He attended Arizona State University, where he earned a degree in business. For eight years, he served as a vice president of Wall Street's Burnham Lambert, Inc. He then formed KCM Equities and became a co-general partner of several joint ventures with DBL Group, Inc. In 1992, he was a founding partner of Mikles/Miller Management, Inc., an investment firm; and Mikles/Miller Securities LLC, a broker/dealer firm. In 2005, he co-founded and became president and CEO of FutureFuel Corporation, a leading producer of biofuels. Today he serves as president and CEO of Pendrell Corporation, which develops businesses with unique technologies.



ALAN B. MILLER
CLASS OF 2010

Chairman of the Board and Chief
Executive Officer
Universal Health Services, Inc.

Alan Miller was born in 1937 in Brooklyn, New York, where his father owned a dry cleaning store. The family lived in small rooms behind the store but eventually moved to a walk-up apartment. When his father's business failed, he went to work in a factory. At 12, Alan worked as a grocery-store stock boy and delivered telegrams for Western Union. He attended the College of William and Mary in Virginia on a basketball scholarship. He earned a degree in business and then majored in marketing at the University of Pennsylvania's Wharton School of Business. He joined the Army Reserve shortly before his father died in 1961. Working at the advertising agency Young & Rubicam, he helped his mother financially. In 1969, he co-founded American Medicorp, which built and operated private hospitals. He lost that business in a hostile takeover and then started Universal Health Services in 1978, which is now one of the largest and most successful health care corporations.



ROBERT G. MILLER
CLASS OF 2012
CEO, Albertsons, LLC
CEO, Albertsons Companies

Robert “Bob” Miller was born in 1944 in Louisville, Mississippi, but soon moved to Dallas, Texas. His mother designed airplanes for an aircraft company, and his father worked as a cook. When Bob was four, he contracted polio and underwent three leg surgeries to correct the damage caused by the disease. When Bob was six, his family moved to California for his mother’s job. Bob took a full-time job at Albertsons retail stores—where he’d been working part time since he was 16. He rose steadily through the ranks of Albertsons and was executive president of operations in 1988. At that point, he left the company to serve as chairman and CEO of Fred Meyer, a chain of 120 stores. He merged Fred Meyer with Kroger, and then became chairman and CEO of Rite Aid in 1999. In 2006, he returned to Albertsons, LLC, as CEO, which was then a group of 600 stores. Today he is CEO of Albertsons Companies, one of the largest food and drug retailers in the United States, with more than 2,200 stores in 33 states.



JOSEPH R. MODEROW
CLASS OF 2008
Senior Vice President, General Counsel and Board Member (Retired)
United Parcel Service

Joseph “Joe” Moderow was born in 1948 in Kenosha, Wisconsin. He contracted polio on his first birthday but recovered with few side effects. Joe’s father was a strict disciplinarian who doled out torrents of verbal abuse followed by days and weeks of silence. When Joe got into an argument with him over getting a driver’s license, his father, who lived to be 70, never spoke to him again. On the day Joe graduated high school, his mother filed for divorce. Joe earned a degree from California State University at Fullerton, working his way through school at United Parcel Service (UPS). After college, he worked full time for UPS, and earned his law degree from Western State University College of Law. He also served in the National Guard. Mr. Moderow worked his way up through the ranks of UPS, ultimately serving as a senior vice president and as general counsel to four UPS chairmen and CEOs. He also served for two years in the Reagan administration as a presidential exchange executive at the U.S. Department of Labor.



VALERIE MONTGOMERY RICE
CLASS OF 2017
President and Dean
Morehouse School of Medicine

Valerie Montgomery Rice was born in 1961 in Macon, Georgia. She is the third of four girls in her family and was raised by a single mother who worked the swing shift at a paper mill. Her father had become involved in gambling, which contributed to his alcoholism and eventual physical abuse of Valerie’s mother. Mrs. Montgomery left her marriage and with her daughters moved across town to begin again. Valerie was salutatorian of her large high school class and accepted several academic scholarships. She attended Georgia Institute of Technology, where she obtained a bachelor of science degree in chemistry. She went on to earn her MD from Harvard Medical School and received her residency training at Emory University School of Medicine. Her career spans more than 30 years in advancing women’s health and wellness through her research, teaching, and clinical efforts. In 2011, she became the dean and executive vice president of Morehouse School of Medicine, where she later became the first female president in the school’s history.



JOHN A. MORAN
CLASS OF 2012
Retired Chairman
Dyson-Kissner-Moran Corporation

John Moran was born in Los Angeles in 1932 but later moved to Salt Lake City, Utah, for his father's job. John sold *Liberty* magazines door to door when he was nine. Following his high school graduation, he attended the University of Utah, majoring in banking and finance. In the summers, he worked for the Salt Lake City road crew and as a waiter. John's father died during his senior year, and John left school for a time to take care of his mother. He completed his college education in 1954 and then joined the Navy. After his service, he joined a Wall Street investment banking firm called Blyth & Company, Inc. He was a vice president in 1967 when he left the firm to join Dyson-Kissner Corporation, where he became president and CEO in 1975, and then chairman in 1984. He retired in 1998.



MICHAEL G. MORRIS
CLASS OF 2009
Chairman, President & CEO
American Electric Power
Retired Chairman
American Electric Power

Michael Morris was born in 1946 in Fremont, Ohio, but moved with his family when he was nine for his father's bill collector job. Michael had several jobs in his youth, including mowing lawns, painting houses, and delivering newspapers. He attended Eastern Michigan University, where he got free room and board for serving as resident dormitory adviser. He graduated in 1969 but stayed on to earn his master's degree. He later earned a law degree from the Detroit College of Law. Michael also joined ROTC and spent eight years in the Reserves. In 1976, he joined American Natural Resources and over the next 29 years worked his way up the corporate ladder. He served as CEO of Consumers Energy and then served as chairman, president, and CEO of Northeast Utilities. In 2004, he joined American Electric Power Company as chairman, president, and CEO. American Electric is one of the nation's largest electric utilities.



BRIAN MULRONEY
CLASS OF 2012
International Horatio Alger Award
Former Prime Minister of Canada
Partner, Norton Rose OR
Former Prime Minister of Canada
Senior Partner, Norton Rose
Fulbright

Brian Mulroney was born in 1939 in Baie-Comeau, Quebec, Canada. The third of six children, Brian and his family lived in a duplex owned by the local paper mill, where Brian's father worked for 30 years. Brian began working at the age of 10 for the local food store. At 14, Brian attended St. Thomas College in Chatham, New Brunswick. He worked each summer as a postal sorter, laborer, and truck driver. At 16, he matriculated as a freshman at St. Francis Xavier University. While there, he became interested in politics. He earned a degree in political science in 1959 and then attended Université Laval in Quebec City. When Brian was 24, his father died, and Brian became financially responsible for his mother and younger brother and sister. In 1964, he joined the Montreal law firm Norton Rose, becoming a partner in 1971. In 1983, he became head of the Progressive Conservative Party. In 1984, he was elected Prime Minister of Canada—a position he held until 1993.



INDRA K. NOOYI
CLASS OF 2009
Chairman and Chief Executive Officer
PepsiCo

Indra Nooyi was born in 1955 in Chennai, India. Raised to value education, she worked hard at her studies. At age 14, she got her first job, conducting door-to-door market research surveys. She graduated high school at 15 and then attended Madras Christian College. She earned a degree in chemistry, physics, and mathematics. She went on to earn a graduate degree in business from the prestigious Indian Institute of Management in Calcutta. During her summer breaks, she worked for the Department of Atomic Energy. She received a scholarship to Yale's graduate school and decided to stay in America after earning her second graduate degree. She served in several corporate positions and then in 1994 joined PepsiCo as senior vice president of corporate strategy and development. She became the company's president and CEO in 2006 and added chairman to her title in 2007. Mrs. Nooyi was the company's first female CEO. In 2008, she was named by *U.S. News & World Report* as one of America's Best Leaders.



DAVID C. NOVAK
CLASS OF 2015
Chairman and CEO
Yum! Brands, Inc.
Retired Executive Chairman
Yum! Brands, Inc.

David Novak was born in 1952 in Beeville, Texas, where his father worked as a surveyor. The family of five lived in a 40-foot trailer and moved from town to town. By the time David was 12, he had lived in 32 trailer parks. At that point, the family permanently settled in Kansas City, Missouri. As a teenager, David mowed lawns, was a janitor, and worked construction. He worked his way through the University of Missouri, where he studied journalism and advertising. He worked as a marketing executive for PepsiCo's Pizza Hut division, and then for Pepsi-Cola. He eventually became vice chairman and president of Yum! Brands, which includes KFC, Pizza Hut, and Taco Bell. By 2000, he was named the company's chairman and CEO. He became executive chairman in 2015. Yum! is one of the world's largest restaurant companies, with 41,000 restaurants in 125 countries.



CLARENCE OTIS, JR.
CLASS OF 2007
Chairman and CEO
Darden Restaurants
Retired CEO
Darden Restaurants

Clarence Otis was born in 1956 in Vicksburg, Mississippi, but moved with his family to Los Angeles when he was four. He witnessed the devastating race riots that took place in his neighborhood of Watts in 1965. But rather than focus on the odds that were stacked against him, he pursued his education and cultural opportunities with singleminded determination. He attended Williams College in Massachusetts on a scholarship and earned a degree in economics. He also earned a law degree from Stanford. After a stint in investment banking, he joined Darden as a vice president and treasurer. In 2004, he became CEO of Darden Restaurants, Inc. Today Darden employs nearly 170,000 people at 1,700 restaurants in the United States and Canada. Their chains include Red Lobster, Olive Garden, LongHorn Steakhouse, The Capital Grille, Bahama Breeze, and Seasons 52. Mr. Otis retired from Darden in 2014.



HARRY S. PATTEN
CLASS OF 2011
Founder, Chairman, and CEO
National Land Partners, LLC and
Inland Management

When Harry Patten was born in 1936, his father, the son of a Civil War veteran, was 58. When he was seven, Harry had a business selling the eggs he got from 12 chickens, which earned him \$1 a week. When he was older, he worked as a bellhop, farm hand, and sold magazines door to door. He attended the University of New Hampshire on a full scholarship and majored in psychology. While in college, he sold Kirby vacuum cleaners door to door. He got into selling recreational real estate with the American Central Company, and then in 1964 went into business for himself. He formed American Land and Development with a partner, and went public in 1985 under the name of Patten Corporation. In 1995, he sold his company stock and launched several private property family ventures, including National Land Partners, LLC, National Timber Partners, LLC, and Inland Management. Today he is the leading buyer and seller of rural and recreational land and timberland in America.



ROGER S. PENSKE
CLASS OF 2017
Chairman and CEO
Penske Corporation

Roger Penske, born in 1937 in Shaker Heights, Ohio, developed an early passion for cars and motorsports. In 1951, he attended his first Indianapolis 500 race with his father, which solidified his passion for cars and motorsports. In 1958, he began his career as a driver and quickly found success in sports-car and stock-car competition. He was named Sports Car Club of America Driver of the Year by *Sports Illustrated* in 1961. He retired as a race-car driver in 1965. After attending Lehigh University, Roger worked as a sales engineer for Alcoa. In 1964, he became the general manager of a Chevrolet dealership, which he purchased in 1965. He is the founder and chairman of Penske Corporation, a closely held, diversified transportation services company whose subsidiaries operate in a variety of industry segments, including retail automotive, truck leasing, transportation logistics, and professional motorsports. Celebrating its 50th anniversary in 2016, Team Penske is one of the most successful teams in the history of professional sports.



AULANA L. PETERS
CLASS OF 2008
Retired Partner
Gibson, Dunn & Crutcher

Aulana Peters was born in 1941 in Shreveport, Louisiana, where her father worked as a waiter and her mother as a domestic. Aulana moved with her family to Philadelphia, where her father felt they would have better employment opportunities. From the age of 12, Aulana worked to earn her own spending money and to help save for college. She babysat, did housework, was a drugstore cashier, and did office work for a mortgage company. She attended the College of New Rochelle in New York on a full scholarship and graduated in 1963 with a degree in philosophy. She moved to Paris, where she wrote speeches for the Turkish Delegation to the Organization for Cooperation and Economic Development. In 1973, she earned a law degree from the University of Southern California. In 1980, she became a partner of the firm Gibson, Dunn & Crutcher. She went on to serve on the Securities and Exchange Commission, the first African American and only third woman to do so.



BYRON PITTS
CLASS OF 2017
Chief National Correspondent
ABC News

Byron Pitts was born in 1960 in Baltimore, Maryland. Following his parents' divorce, he was raised by his mother—a seamstress who eventually became a social worker after years of night school. A debilitating stutter resulted in Byron being bullied, often feeling ashamed and isolated. By age 12, he was functionally illiterate. With the help of an adult literacy program, Byron eventually soared in his studies. He earned a degree in journalism and speech communication from Ohio Wesleyan, where a professor helped him to manage his stutter. He worked in local television for 14 years and joined CBS News in 1997. In 2009, he became chief national correspondent for the *CBS Evening News* and a contributing correspondent for *60 Minutes*. He joined ABC News in 2013 and currently serves as anchor of *Nightline* and chief national correspondent. His memoir, *Step Out on Nothing: How Family and Faith Helped Me Conquer Life's Challenges*, has brought national attention to the speech disorder of stuttering.



LINDA D. RABBITT
CLASS OF 2016
Founder, Chairman, and CEO
rand* construction corporation

Linda Rabbitt was born in 1948 in Grosse Pointe Woods in Michigan and spent most of her youth in Bloomfield Hills, Michigan, where her father worked in the automotive industry. Linda worked every summer from the age of 16 for an engineering company, making \$1.25 an hour reviewing time sheets. She attended the University of Michigan, where she earned a degree in history, and then moved to Washington, D.C. After earning a master's degree in education at George Washington University, she taught school for a few years. She married and had two children, but was forced to divorce when her daughters were quite young due to her husband's abusive behavior toward her. After working her way up at Peat Marwick (now KPMG) to director of marketing, she entered a partnership in a construction company. When that dissolved four years later, she started rand* construction corporation, which today is a national commercial construction company with an average annual volume of more than \$300 million.



GREG P. RENKER
CLASS OF 2012
Co-Founder & Co-Chairman
Guthy-Renker

Greg Renker was born in 1957 in Phoenix, Arizona, the seventh of 10 children. His father refurbished and opened resort hotels, which meant the family moved every year from the time Greg was 6 to 13. When Greg entered the eighth grade, his father became unemployed, for some four years. Greg worked part time throughout high school waiting tables and making doughnuts. He graduated from San Diego State University in 1981 with a degree in comparative literature. That same year, he met Bill Guthy, who became his business partner in a venture to sell products on television through 30-minute infomercials, featuring motivational speaker and author Tony Robbins. Today Guthy-Renker is one of the world's largest direct marketing companies; it has discovered and developed dozens of high-quality consumer products in the beauty, skincare, entertainment, and wellness categories. Mr. Renker is a founding member of the leading direct response trade organization, the Electronic Retailing Association (ERA), and served as the first chairman of the ERA's Executive Committee.



**CONDOLEEZZA RICE
CLASS OF 2010**

**Former Secretary of State,
U.S. Department of State
Professor, Stanford University
*Former Secretary of State, U.S.
Department of State
Professor, Stanford University &
Senior Fellow, Hoover Institution***

Condoleezza Rice was born in 1954 in Birmingham, Alabama, where her father was a Presbyterian pastor and teacher. Condoleezza began to play the piano at age three and was playing for her church by age nine. She attended the University of Denver, where her father worked in admissions. She earned a degree in international politics and then a master's in political science from the University of Notre Dame. She later earned her PhD in political science from the Graduate School of International Studies at the University of Denver. She served on the National Security Council during the George H. W. Bush administration. In 2000, she became National Security Adviser to George W. Bush and then the first African American woman to serve as Secretary of State (2005–2009). Today she is a faculty member of the Stanford Graduate School of Business and a director of its Global Center for Business and the Economy.



**JEFFREY A. RICH
CLASS OF 2013
Managing Director
PlumTree Partners, LLC**

Jeffrey “Jeff” Rich was born in Goodrich, Michigan, in 1960. His father was a butcher and later trained to be an engineer. His mother worked as a substitute teacher and later trained as a nurse. Education was important in the Rich household. Jeff was a good student, graduating as salutatorian of his high school class. He worked summers baling hay and in the home improvement sector. He attended the University of Michigan, where he majored in business with a concentration in finance. He worked his way through school by washing dishes and being a security guard for the university hospital. He graduated in 1982 and joined InterFirst Bank in Dallas. Three years later, he joined Citibank in New York. In 1989, he became the CFO of a start-up, Affiliated Computer Services. He became the company's president and COO in 1994 and then CEO in 1998. He retired in 2005, after building revenues to more than \$5 billion. In 2006, he launched PlumTree Partners, a private firm that invests in new software and technology firms.



**CARL H. RICKER, JR.
CLASS OF 2009
Founder, Chairman and CEO,
Azalea Holdings
Partner, Campus Crest Communities
Chairman, Capital Bank Corp.
Co-Founder and Chairman
MXT Card Services, LLC
*Founder, Chairman and CEO,
Azalea Holdings
Chairman, Gensys Ballasts***

Carl Ricker was born in 1943 in Transylvania County, North Carolina. Unfortunately Carl's father, who had served in World War II, died when Carl was five. Carl's mother used a GI life insurance policy to buy a trailer measuring 8 by 28 feet, which served as their home. They lived on his father's Social Security check, which was only \$64 a month. Carl often worked on his grandparents' tobacco farm and got his first paying job when he was 16, at a gas station. He later served with the Army in Korea. In 1967, he went into the used-car business, which in four years was the second-largest distributor of RVs on the East Coast. In 1981, he became involved in building/development of Hardee's restaurants; he then added purchasing and building shopping centers and college student housing to his business portfolio. Today Mr. Ricker is one of the largest private real estate investors in the Southeast.



**JOSUE “JOE” ROBLES, JR.
CLASS OF 2011**

**President and Chief Executive
Officer
United Service Automobile
Association
*President and Chief Executive
Officer, Retired*
United Service Automobile
Association**

Josue “Joe” Robles, the eldest of nine children, was born in 1946 in Rio Piedras, Puerto Rico. His father came to the continental United States to work for U.S. Steel in Ohio. When Joe was three, his father, having saved enough money, had the entire family join him. Joe graduated high school in 1964 and then attended Lorain County Community College. In 1966, he was drafted into the Army. He attended officer candidate school and served in Vietnam. The Army then sent him to Kent State University, where he earned a degree in accounting. He went on to earn his MBA from Indiana State University. Ultimately he achieved the rank of major general and served active duty in Operations Desert Shield and Desert Storm. He retired from the Army in 1994 and joined USAA, which helps military families with insurance and banking services. He became president and CEO in 2007 and retired 2015.



**JAMES E. “JIM” ROHR
CLASS OF 2011**

**Chairman and CEO
PNC Financial Services Group (PNC
Bank)
Chairman and CEO, Retired
PNC Financial Services Group (PNC
Bank)**

James “Jim” Rohr was born in 1948 in Cleveland, Ohio, where his father owned a small restaurant. When Jim was 10, his father suffered a fatal heart attack. His mother sold the restaurant, and they lived conservatively off the sale profits. In 1966, Jim attended Notre Dame, paying his way by working in the school’s dining hall and at a pizza shop. Each summer, he worked in a steel mill and for an engineering firm. He graduated in 1970 and then taught a statistics class in exchange for free graduate tuition at Ohio State. He earned his MBA and then went to work for Pittsburgh National Bank, which eventually became PNC. He steadily moved up the corporate ladder and was elected president in 1992. He became CEO in 2000 and chairman in 2001. He fully retired in 2014.



**VIRGINIA M. ROMETTY
CLASS OF 2016**

**Chairman, President, and CEO
IBM**

Virginia “Ginni” Rometty was born in 1957 in Chicago, Illinois. When Ginni was 15, her father left. Her mother, who was married at 18, had never worked. Until she could find a job, the family went on food stamps and financial aid. Ginni’s mother worked multiple jobs while putting herself through community college, while Ginni took care of her younger siblings. Ginni won a scholarship to Northwestern University, where she majored in computer science and engineering. She became a General Motors Scholar and then joined the company upon her graduation with high honors in 1979. In 1981, she joined IBM as a systems engineer. She worked her way steadily up the ladder at IBM, working in positions that were local and global, technical and client-facing. In 2002, she led the acquisition of PricewaterhouseCoopers Consulting. In 2012, she became chairman, president and CEO of IBM—the first woman to head the company. Currently IBM technology helps run 90 percent of the world’s banks and 80 percent of the airlines.



MATTHEW K. ROSE
CLASS OF 2013
Chairman and CEO
BNSF Railway Company
Executive Chairman
BNSF Railway Company

Matthew “Matt” Rose was born in Salina, Kansas, in 1959. His family moved to Kansas City, Missouri, when he was six. Matt’s father worked in transportation, and his mother held part-time jobs as a seamstress and YWCA teacher. Matt began working at 12, mowing lawns, shoveling snow, and later in a retail store. He attended the University of Missouri in Columbia, where he majored in marketing and minored in logistics. He graduated in 1981 and joined the Missouri Pacific Railroad as a management trainee. In 1993, he joined Burlington Northern Railroad, where he became a senior vice president and chief operations officer in 1997. In 1999, he became president and COO. Since 2000, he has served as CEO of Burlington Northern and Santa Fe Railway Company (now BNSF), adding chairman to his title in 2002. BNSF, which has about 40,000 employees, provides freight transportation services in the western United States and Canada. Mr. Rose is currently serving as President of the Horatio Alger Association (2017–2019).



RICHARD M. ROSENBERG
CLASS OF 2007
Chairman and Chief Executive
Officer (Retired)
Bank of America

Richard Rosenberg was born in 1930, at the height of the Depression, in Fall River, Massachusetts. His father lost his job during the economic crisis, which caused financial instability for the family and made their home life grim and joyless. It wasn’t until World War II started that Richard’s father was able to find work in New York’s shipyards. Richard worked his way through college, waiting tables each summer at resorts in the Catskills and Adirondacks. He graduated from Suffolk University in Massachusetts and then joined the Navy. He served for five years and then earned a master’s in business administration and a law degree from Golden Gate University. He embarked on what would be a 40-year career in banking, first with Wells Fargo and then with Bank of America. Under his leadership Bank of America significantly strengthened its operations and achieved record earnings, becoming the second largest bank in the United States.



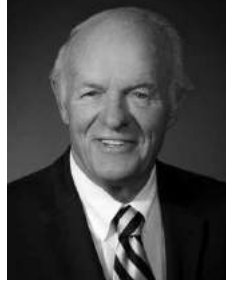
DAVID M. RUBENSTEIN
CLASS OF 2007
Co-Founder and Managing Director
The Carlyle Group
Co-Chairman
The Carlyle Group

The son of a postal worker, David Rubenstein was born in 1949 in Baltimore, Maryland. David was a dedicated student at an early age and held summer jobs that included working as a camp counselor, selling magazines, and working at the post office. He graduated at the age of 16 and then attended Duke University on a scholarship. He then received a scholarship to law school at the University of Chicago. Mr. Rubenstein served as President Carter’s deputy domestic policy adviser when he was only 27. He later became a partner in a prestigious Washington, D.C., law firm. He went on to co-found one of the world’s largest private equity firms, the Carlyle Group.



LARRY RUVO
CLASS OF 2013
Senior Managing Director
Southern Wine and Spirits of
Nevada
Chairman and Founder
Keep Memory Alive

Larry Ruvo was born in Niagara Falls, Ontario, Canada, in 1946, but his family moved to the New York side of the falls when he was three months old. He father had a limousine service that gave guided tours around the falls. In 1955, the family moved to Las Vegas, where Larry's parents opened an Italian restaurant. Larry grew up working there and spent most of his high school years working at the Sahara hotel. He attended Orange Coast College in California, earned an associate degree, and then returned to Las Vegas to work as the night manager of the Frontier Hotel and Casino. He later became a partner in the liquor distribution company, Best Brands. In 1972, he and a partner formed the Southern Wine and Spirits of Nevada, and Larry has served as the company's senior managing director ever since. The business is Nevada's largest wholesale liquor, wine, and beer importer and distributor. In 1996, in honor of his father, Mr. Ruvo founded Keep Memory Alive, which conducts research of Alzheimer's disease.



T. DENNY SANFORD
CLASS OF 2016
Chairman of the Board
United National Corporation

T. Denny Sanford was born in 1935 in St. Paul, Minnesota. Unfortunately his mother died from breast cancer when he was four, and his father remarried when Denny was 11. Denny was close with his father, who owned a clothing distribution business. Growing up, Denny did mostly janitorial jobs in his father's warehouse and then worked full time while in high school. He also worked full time while attending the University of Minnesota. He was devastated when his father died suddenly, but Denny persevered and graduated in 1959. Following the death of his stepmother in 1962, Denny became responsible for his younger half-brother. He worked as a manufacturer's rep, then made his business into a distribution company and then a manufacturing company, which he sold at a great profit in 1982. In 1986, he bought a bank in South Dakota, which he took into the credit card business. Today United National Corporation, which owns First Premier Bank and Premier Bankcard, is among the nation's leading credit card providers.



ROBERT J. SCHLEGEL
CLASS OF 2008
Chairman and CEO
Pavestone Company, L.P.
CEO, Schlegel Capital
CEO, Bedrock Logistics

Robert "Bob" Schlegel was born in 1949 and raised on a small farm in a Mennonite community in Ontario, Canada, during the 1950s. He enjoyed life on the farm with his close-knit family, even though they were poor. He had a series of mishaps in his youth—a broken neck when he fell from farm machinery, a life-threatening attack by two Great Danes, and his family home burning to the ground due to a faulty furnace. Happily Bob survived these events. He envisioned being a farmer for the rest of his life but was inspired to attend college—the first in his family to do so. He attended Wilfrid Laurier University near Toronto, paying his way through as a mechanic. He graduated in 1972 with a degree in economics. After operating successful retirement communities, he founded the Pavestone Company, L.P., which became the nation's leading supplier of concrete landscaping products. Today he is the CEO of Schlegel Capital as well as Bedrock Logistics, a provider of worldwide freight services.



HOWARD SCHULTZ
CLASS OF 2007

Chairman
Starbucks Coffee Company
Executive Chairman
Starbucks Coffee Company

Born in 1952, Howard Schultz was raised in the projects in Brooklyn, New York. His father worked in various bluecollar jobs, including as a cabbie, truck driver, and factory worker. A gifted athlete, Howard received a scholarship to play football for Northern Michigan University. He earned a degree in communications and then became a salesman for Xerox. In 1981, he walked into a Seattle Starbucks and had his first cup of coffee. After a trip to Italy, he became fascinated by the coffee bars there. In 1984, he convinced the original Starbucks founders to try the coffee bar concept in Seattle. He acquired the company in 1987, when there were only 11 stores and 86 employees. Today Starbucks is a global company with more than 22,500 stores worldwide.



GERALD W. SCHWARTZ
CLASS OF 2016

International Horatio Alger Award
Chairman of the Board and CEO
Onex

Gerald “Gerry” Schwartz was born in 1941 in Winnipeg, Manitoba, Canada. His father was in a family business that sold and distributed car parts. From the time he was 10, Gerry worked with his dad. He continued living at home when he attended the University of Manitoba. He completed law school at the same university in 1966, worked as a lawyer for two years and then left to attend Harvard Business School. He worked at Bear Stearns from 1971 to 1977, when he and a partner started CanWest Capital Corporation. In 1984, Gerry ended his partnership and took with him the industrial assets of CanWest to start his own company, Onex. Today Onex is one of the most successful private equity firms in North America. Onex has built more than 85 operating businesses and completed hundreds of add-on acquisitions. In 2005, Mr. Schwartz became an Officer of the Order of Canada.



JOHN H. SCULLY
CLASS OF 2017

Co-Founder and Managing Director
SPO Partners & Co.
Co-Founder and Chairman
SPO Partners & Co.

John Scully was born in 1944 in Manhattan, New York City, but raised in New Jersey. His father earned a modest living as an insurance adjuster, and the family lived in a series of apartments. John began a lawn mowing business at the age of 14. His love of math introduced him to the stock market, and he quickly became fascinated with it—dreaming that he would one day found an investment company. He attended Princeton University and worked every summer to help with his expenses. He earned a degree in public and international affairs, then went to Stanford, where he earned a master’s degree. After service in the Army Reserve, he joined a small firm on Wall Street, but at the age of 27 he felt ready to found his own company. His SPO Partners, which concentrates its capital in public and private enterprises, is the largest private landowner in the country. Since 1989, Mr. Scully has served as the founder and chairman of the Making Waves Foundation, a charter school complex in Richmond, California, that caters to urban children in grades 5–12.



JAMES M. SENEFF, JR.
CLASS OF 2010

Founder and CEO
CNL Financial Group, Inc.
Executive Chairman, CNL Financial Group

James “Jim” Seneff, the middle of three children, was born in 1946 in Gary, Indiana. His family lived in a small two-bedroom duplex and later moved to a home built by Jim’s father—a steel mill worker and part-time builder. By the age of seven, Jim helped his father on construction projects. He later mowed lawns and repaired bicycles and always worked with his father each summer. He attended Wheaton College (Illinois) on an academic scholarship. Wanting a warmer climate, he later transferred to Florida State University, where he earned a degree in business. While there, he ran a cleaning products wholesale business from his dorm room. Following his graduation, he served with the Army in Vietnam. In 1971, he settled in Orlando, got his real estate license, and then decided to launch CNL Financial Group with a loan of \$5,000. He grew his business steadily over the decades, making CNL one of the nation’s largest privately held investment, real estate services, and development companies.



MICHAEL S. SHANNON
CLASS OF 2016

Chairman
KSL Capital Partners, LLC

Michael “Mike” Shannon was born in 1958 in Brookfield, Wisconsin, where his father worked as a flooring contractor. Mike began working at 14. His jobs included soda jerk, sporting goods salesman, and lawn mowing. As an 18-year-old, he interned for a senator in Washington, D.C. He attended the University of Wisconsin, graduating in 1980. He then went to work for First National Bank of Chicago’s management program. He earned his master’s in accounting and finance from Northwestern University’s Kellogg School of Management. In 1985, he became a part owner in a media business. Mike became president and CEO of a newly acquired company, Vail Associates, which ran the Vail/Beaver Creek resorts. In 1992, he partnered with Kohlberg Kravis Roberts to start KSL Recreation. That company was sold in 2004 for \$2.3 billion. Mr. Shannon then started KSL Capital Partners, a private equity firm that invests in travel and leisure businesses around the world.



THOMAS JOSEPH SHANNON, JR.
CLASS OF 2009

Founder
T-Bird Restaurant Group, Inc.
Founder, Village Development Co.

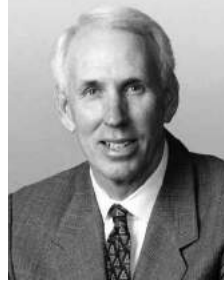
Thomas “Tom” Shannon was born in 1943 in Somerville, Massachusetts, where his family lived in a housing project. His father worked three jobs—as an elevator operator, a movie usher, and delivering newspapers. While money was always scarce, Tom grew up among many loving relatives. When Tom was 10, his family moved to Miami, Florida. Four years later, he captained his baseball team to the National Pony League title. He attended the University of Florida on football and baseball scholarships. After earning a degree in marketing and management, he began a career in residential and commercial development. In 1981, Mr. Shannon founded Village Development Company, responsible for building thousands of homes in the Tampa Bay area. In 1993, he founded the franchise that led to the development of the California Outback Steakhouse® restaurants. His T-Bird Restaurant Group includes 62 Outback Steakhouse restaurants in California and continues to grow.



**ISADORE SHARP
CLASS OF 2013**

**International Horatio Alger Award
Founder and Chairman
Four Seasons Hotels and Resorts**

Isadore Sharp, the third of four children, was born in 1933 in Toronto, Ontario, Canada. His parents were immigrants from Poland, and the family rented 15 homes during Isadore's childhood. Isadore began working as a youth. He sold *Liberty* magazines door to door when he was only eight. As a teen, he worked summers at a beach resort restaurant and helped his father in construction. He attended Ryerson Institute of Technology and earned a diploma in architecture in 1952, though he had no real interest in becoming an architect. At the age of 25, he built a small hotel for a friend, which became a success. In 1961, he opened a 125-room hotel in Toronto. His third hotel, the Inn on the Park in London, came in 1970, and was the project that clenched his career as a hotel owner/developer. Today the Four Seasons Hotels and Resorts, a privately owned company, includes more than 100 properties in 36 countries—on every continent except Antarctica.



**R. C. SLOCUM
CLASS OF 2013**

**Head Football Coach—Retired
Texas A&M University
Special Adviser to the President
Texas A&M University**

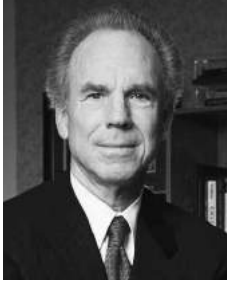
Richard "R.C." Slocum was born in Oakdale, Louisiana, in 1944, but was raised mostly in Orange, Texas. At the end of World War II, his parents divorced. His mother soon remarried, and R.C.'s stepfather, who was a mechanic, adopted him. In the second grade, R.C. got his first job shining shoes in the local barber shop. Later he had a paper route and bagged groceries. He won an athletic scholarship to McNeese State University in Lake Charles and worked each summer in refineries and shipyards to pay his way. Following his graduation, he became a football coach at the local high school. In 1970, he became an assistant coach at Kansas State, and, in 1972, the offensive assistant to the head coach at Texas A&M University, where he was named head coach in 1989. Mr. Slocum was the winningest coach in A&M history with a final career record in 2002 of 123-47-2. He was inducted into the College Football Hall of Fame in 2012.



**EARL W. STAFFORD, SR.
CLASS OF 2010**

**Chief Executive Officer,
The Wentworth Group LLC
Chairman and Chief Executive
Officer
The Stafford Foundation, Inc.**

Earl Stafford, the ninth of 12 children, was born in 1948 in Mount Holly, New Jersey. His father was a laborer and part-time Baptist minister. His mother worked as a domestic. At the age of five, Earl began earning money by collecting soda bottles. He later mowed lawns and shoveled snow. As a teenager, he worked at a grocery store and as a furniture mover. He graduated high school in 1966 and then served in the Air Force as an air traffic controller. He earned a full scholarship to the University of Massachusetts, where he earned a degree in business. He later earned his MBA from Southern Illinois University. At the age of 39, Mr. Stafford founded Universal Systems & Technology, Inc., which became a world leader in providing Multiple Integrated Laser Engagement Systems, range instrumentation, and other Tactical Engagement Simulation Systems for military training. He sold this company in 2009. Today his Stafford Foundation provides assistance to underserved, marginalized, and economically distressed people and organizations.



ROGER T. STAUBACH
CLASS OF 2007

Chairman and CEO
The Staubach Company
Executive Chairman-Americas
Jones Lang LaSalle

Born in 1942, Roger Staubach was raised in Cincinnati, Ohio. His father was a traveling salesman, and his mother worked as a secretary. From the time he was seven, Roger enjoyed sports. In high school he served as captain of the football, basketball, and baseball teams. He attended the U.S. Naval Academy, where he served as Navy's quarterback. As a junior, he won the Heisman Trophy in 1963. In 1969, he began playing for the Dallas Cowboys, becoming their starting quarterback within two seasons. He led the NFL in passing four times, was named to six Pro Bowls, and was named All-NFC four times. In Super Bowl VI, he was named Most Valuable Player. He retired from football in 1979 and worked to expand his real estate advisory firm. When he sold the company in 2008, there were 50 offices in North America. He joined the purchasing company—Jones Lang LaSalle—and serves as executive chairman of the Americas.



GLENN B. STEARNS
CLASS OF 2011

Chairman and Owner
Stearns Corporation

Glenn Stearns was born in 1963, in Silver Spring, Maryland, where he was raised in low-income apartments on the outskirts of Washington, D.C. His father worked as a printer, and his mother clerked at the local grocery store and cleaned houses. Glenn led an unstructured life; at the age of 14, he became a father. He didn't marry but helped with as many expenses as he could. Although he was dyslexic and found school challenging, he decided he wanted a college education. He became the first member of his family to attend college, graduating from Towson State University with a degree in economics. Glenn and a partner started a mortgage company in 1989 when he was 25 years old, and Glenn bought out his partner in 1999. Today Stearns Lending has more than 2,000 employees and, since 2010, has funded more than \$30 billion in loans, making it America's number-1 wholesale lender in 2013.



RICHARD J. STEPHENSON
CLASS OF 2017

Founder and Chairman
Cancer Treatment Centers of
America

Richard Stephenson was born in 1939 in Sheridan, Indiana. Shortly before his birth, his parents lost everything in the Depression. The family lived in rented homes and moved nine times in 12 years. Richard's younger brother was born with a lifelong impairment. Eventually Richard supported not only his parents, but also his brother. Richard's father was a pharmacist, and Richard often helped him behind the counter. He also had newspaper routes and mowed lawns. He attended Wabash College, working his way through school by starting a handyman services company. After earning a JD degree from Northwestern University, he worked in investment banking for five years. He then acquired his first hospital and continued to found hospitals, physician practices, and a research organization. In 1988, Mr. Stephenson founded Cancer Treatment Centers of America® (CTCA). His developments of the unique Mother Standard® of care and comprehensive, innovative Patient Empowered Medicine® serve as the CTCA cornerstone.



DAVID L. STEWARD
CLASS OF 2014
Founder and Chairman
World Wide Technology, Inc.

David “Dave” Steward, the fifth of eight children, was born in Chicago in 1951 but was raised on a farm in Clinton, Missouri. The family home had no plumbing or heating. From an early age, Dave helped with the farm chores. When he went to first grade, he was the first person of color to attend the newly integrated elementary school in Clinton. Dave attended Central Missouri State University on a partial basketball scholarship. He graduated in 1973 with a degree in business. In 1975, he went to work for the Missouri Pacific Railroad. In 1979, he joined Federal Express as an account executive. In 1984, Mr. Steward bought and launched Transportation Business Specialists and then, in 1987, founded a sister company, Transport Administrative Service. In 1990, he founded World Wide Technology, Inc., which has become the leading supplier of advanced technology solutions to the U.S. government and has offices around the globe.



PETER W. STOTT
CLASS OF 2014
President
Columbia Investments, Ltd.
President
Columbia Investments, Ltd.
Chairman & Chief Executive
Market Express, LLC

Peter Stott, a twin, was born in 1944 in Spokane, Washington. Soon thereafter, his family moved to Portland, Oregon, where Peter’s father taught at the university. Peter got a paper route when he was 10 and then began mowing lawns and picking berries to make more money. In high school, he worked summers in a meat-packing plant. He attended Portland State University while working nights and weekends as a laborer and truck driver. He periodically had to drop out of school to work and save money for tuition. One summer, he bought a long-haul truck from a farmer, thinking he would truck all summer then go back to school in the fall. He bought two other trucks, however, and by 1970, when he was 26, he had six trucks. His company, Market Transport, Ltd., which he sold in 2006, became one of the largest trucking providers in Oregon. Mr. Stott now devotes his attention to Columbia Investments, which focuses on equity and real estate investment opportunities.



CHRIS SULLIVAN
CLASS OF 2007
Founder and Chairman
OSI Restaurant Partners Inc.
MVP Holdings LLC

Born in 1948, Chris Sullivan, one of six children, spent much of his childhood in Detroit, and then moved with his family when he was 12 to Silver Spring, Maryland. As a teenager, he hitchhiked to work as a golf caddy. He attended the University of Kentucky, where he earned a degree in business and economics. Following his graduation, he worked as the general manager of a restaurant that was owned by the Pillsbury Restaurant Group. He ascended through the ranks of the company and eventually became a venture partner and franchisee. Later, he sold his interests and started OSI Restaurant Partners, which developed the Outback restaurant brand. In addition to the Outback Steakhouse chain, OSI includes Carrabba’s Italian Grill and Bonefish Grill, among others. Currently Mr. Sullivan is a partner of MVP Holdings, Inc., which includes Lee Roy Selmon’s Restaurants, Carmel Kitchen and Wine Bar, and MenuPad.



MARCIA G. TAYLOR
CLASS OF 2017
President and CEO
Bennett International Group LLC

Marcia Taylor was born in Bluford, Illinois, in 1944. Her parents were farmers, and their land was surrounded by extended family members who all worked the land together. When Marcia was 14, her father had a fatal heart attack, which eventually forced the sale of their farm. Marcia married at the age of 16 and had three children within seven years. Her husband was physically and emotionally abusive, and she divorced him in 1971. She began working for a truck services company, remarried, and she and her husband started George Bennett Motor Express. They began with only two contracts. Unfortunately, nine years later, Marcia's husband died. Ms. Taylor carried on at the helm of the company, which today includes a network of 3,000 employees with eight divisions that provide services in basic transportation, logistics, and crane and rigging.



J. RONALD TERWILLIGER
CLASS OF 2014
Chairman Emeritus
Trammell Crowe Residential
Company

J. Ronald "Ron" Terwilliger was born in Washington, D.C., in 1941, and grew up in Arlington, Virginia. During Ron's childhood, his father always worked two jobs. From the time he was 12, Ron worked each summer. He had many jobs, including theater usher and sod layer. He attended the U.S. Naval Academy, graduated in 1963, and served with the Navy for five years as an ensign. In 1968, he enrolled in Harvard Business School and was named a Baker Scholar. In 1970, he went to work for Sea Pines Company in Hilton Head, South Carolina. After serving as president of Sea Pines Plantation Company, he left in 1975 to serve as CFO of the Henry C. Beck Company in Dallas. In 1978, Mr. Terwilliger became a partner with Trammell Crowe Residential and was named CEO five years later. He grew the company to become the largest developer of multifamily housing in the United States. He retired in 2013 after 30 years at the helm.



LENARD B. TESSLER
CLASS OF 2017
Vice Chairman
Cerberus Capital Management, L.P.

Lenard Tessler was born in 1952, in Far Rockaway, New York. His father ran a liquor store, which went bankrupt when Lenard was a young adult. From that point on, he supported his parents. Lenard attended the University of Miami in Florida, graduating in three years in 1972, with a degree in accounting. He later earned his MBA from Fairleigh Dickinson University. In 1982, he co-founded Walker Energy Partners, serving as the CFO. In 1990, he founded the private equity firm TGV Partners. In 2001, he joined Cerberus Capital Management, L.P., where today he serves as the firm's vice chairman. Mr. Tessler has spearheaded and managed many significant transactions during his tenure, including the purchase of Albertsons Companies Inc., Alamo Rent a Car and National Car Rental, GMAC Inc., Chrysler, and BAWAG P.S.K. Cerberus is one of the world's leading private investment firms.



BYRON D. TROTT
CLASS OF 2011
Managing Partners and Chief
Investment Officer
BDT Capital Partners, LLC
Chairman and CEO
BDT & Company

Byron Trott, the youngest of four children, was born in 1958 in Springfield, Missouri, and raised in the small town of Union. His father was a line repairman for the local telephone company, and his mother sold Avon products door to door. Byron's parents helped him as a teenager to open a teen clothing store so that he and his classmates could buy name-brand jeans without driving all the way to St. Louis. Byron worked there on weekends and for several summers. He earned a degree in economics at the University of Chicago and then earned his MBA from the University of Chicago's Graduate School of Business. In 1982, he joined Goldman Sachs. In 1994, he was made a partner and two years later was managing director of the company. He was a vice chairman by 2005. In 2009, Mr. Trott ended his 27-year career with Goldman Sachs and founded BDT Capital Partners, LLC, which invests in and advises family-controlled and entrepreneurially led companies. He became President and CEO of the Horatio Alger Association in 2015.



FRANK L. VANDERSLOOT
CLASS OF 2015
CEO
Melaleuca, Inc.

Born in 1948 in Billings, Montana, Frank VanderSloot was the third of four children. When he was one year old, his family moved to a farm in northern Idaho. Frank's father worked as a laborer on the railroad, which took him away from the family five days a week. Frank largely managed the farm's daily chores, such as feeding cattle and chickens, milking cows, and chopping wood for the stove. Frank also raised and sold cows, hired himself out as a ranch hand, loaded trucks, and did a stint on the railroad. He saved all his money for college and his Mormon mission to the Netherlands. Frank attended Brigham Young University on a scholarship and majored in business. He graduated in 1971 and then worked his way up to vice president at Automatic Data Processing. Mr. VanderSloot built a business model for his own company, which emerged as Melaleuca, a health and wellness products manufacturing business. Today Melaleuca is sold in 18 countries and has 3,400 employees.



KELCY L. WARREN
CLASS OF 2016
Chairman and CEO
Energy Transfer

The youngest of four boys, Kelcy Warren was born in 1955 in Gladewater, Texas. His father was a field clerk for an oil company, and his mother worked in a department store. For added income, Kelcy's father had a paper route; Kelcy got up early each morning to help him make deliveries. Kelcy started doing odd jobs at 12. He hauled hay, was a welder's helper, and did pipeline construction. He paid his way through the University of Texas at Arlington with the earnings he made as a teenager. Kelcy graduated in 1978 with a degree in civil engineering. In 1981, he joined Endeveco, and in 1992 he and a partner acquired Endeveco. They changed the name to Cornerstone Natural Gas and then sold it four years later. In 1996, Mr. Warren co-founded Energy Transfer. Today Energy Transfer is the largest transporter of natural gas in the United States, transporting about 35 percent of all U.S. natural gas production.



DENZEL WASHINGTON
CLASS OF 2009

Academy-Award-Winning Actor and Director

Denzel Washington was born in 1954 in Mount Vernon, New York, where his father served as a Pentecostal minister and his mother owned a beauty parlor. From the age of six, Denzel was active with the local Boys Club, which had a positive influence on his life. At age 11, he began working in a barber shop. He attended Fordham College, graduating in 1977 with a degree in journalism and drama. After he landed a regular spot on the television show *St. Elsewhere*, roles began to come his way. He earned a Best Supporting Actor nomination in 1987 for *Cry Freedom*. Since then he has had only starring roles. He won Best Supporting Actor in 1989 for *Glory* and was nominated for Best Actor in 1992 for *Malcolm X* and again in 1999 for *The Hurricane*. He won Best Actor in 2001 for *Training Day*. Mr. Washington debuted in 2002 as a director in *Antwone Fisher*. In 2016, he was selected as the recipient for the Cecil B. DeMille Lifetime Achievement Award.



V. PREM WATSA
CLASS OF 2012

**International Horatio Alger Award
Chairman and CEO
Fairfax Financial Holdings Limited**

Prem Watsa, the third of four children, was born in 1950 near Hyderabad, India. His father was a teacher, who later became a principal. The family moved often for his father's jobs, but Prem and his siblings were able to attend India's top schools free from the tuition due to his father's positions. Prem was dedicated to his studies and was accepted to the Indian Institute of Technology, India's top engineering school. Following his graduation in 1971, Prem went to Canada for graduate school. He earned his MBA at the University of Western Ontario Business School. He worked for the next nine years with Confederation Life Insurance Company in Toronto as an investment analyst and then joined a few partners to form the asset management firm of Hamblin Watsa Investment Counsel Ltd., which later became Fairfax Financial Holdings Limited. Under Mr. Watsa's guidance, the company has become a worldwide property and casualty insurance and reinsurance company.



RICK WAUGH
CLASS OF 2011

**International Horatio Alger Award
President and CEO and Director
Scotiabank
*President and CEO and Director
(Retired)*
Scotiabank**

Rick Waugh was born in 1947 in Winnipeg, Manitoba, Canada. His father supported his wife and two children, as well as his parents, working as a fireman. He also worked part time as a house painter and stone mason. To save money, Rick lived at home while attending the University of Manitoba and holding part-time jobs in the public library and delivering newspapers. He graduated in 1977 with a degree in commerce and started at the bottom of the banking industry with Scotiabank. At night he earned his MBA at York University. Eight years after his start, he became the manager of the bank's largest branch in Toronto. He steadily worked his way up through the ranks and, in 2003, was named a director as well as president and CEO. During his tenure, Mr. Waugh, who retired in 2013, helped to make Scotiabank one of the top 25 banks in the world by market capitalization.



**JOHN H. WEILAND
CLASS OF 2012**

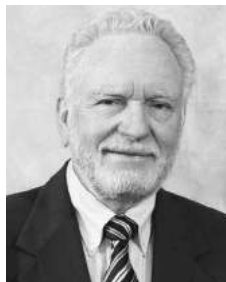
**President, Chief Operating Officer,
and Director**

C.R. Bard, Inc.

***Vice Chairman, President and Chief
Operating Officer (Retired)***

C.R. Bard, Inc.

John Weiland, the third of four children, was born in 1955. His family lived in a row house in Philadelphia, where John's father worked in a small flower business. His mother, a nurse, died when John was 10. About that time, he began working in his father's greenhouses, making \$1 an hour. He paid for his own school supplies and clothes out of his earnings. He received a partial scholarship to DeSales University in Pennsylvania, where he majored in biology, and he worked four part-time jobs to pay his tuition. After graduation in 1977, he worked as a sales rep for American Hospital Supply. By 1983, he was an area vice president. In 1989, he became president and CEO of Pharmacia Diagnostics. In 1996, he joined C.R. Bard as a group vice president, and he assumed the positions of president and COO in 2003. C.R. Bard is a leading multinational developer, manufacturer, and marketer of medical technologies. Mr. Weiland became a director of the company in 2005.



**CLARENCE L. WERNER
CLASS OF 2012**

**Founder and Chairman Emeritus
Werner Enterprises, Inc.**

The third of seven children, Clarence "C.L." Werner was born on a farm in 1937 in Petersburg, Nebraska. The family suffered through the Great Depression and the Dust Bowl era in a home that had no insulation, electricity, or hot water. Most of their income came from the sale of milk, cream, eggs, and livestock. C.L. began driving a tractor at the age of 7 and a truck at 10. When he was 18, a long drought caused him to leave the farm and go to Omaha to find work. In 1956 at the age of 19, he started a trucking company with the purchase of a diesel truck. He grew his business slowly but steadily. Mr. Werner took the company public in 1986. By 2006, as the company celebrated its 50th anniversary, it had become a global transportation and logistics provider, offering services to nearly 120 countries, with offices in the United States, Canada, Mexico, China, and Australia.



**HERBERT A. WERTHEIM
CLASS OF 2011**

Chairman and CEO

Brain Power, Inc.

**Chairman, Dr. Herbert and Nicole
Wertheim**

Family Foundation

**Founding Chairman, Herbert
Wertheim College of Medicine,
Florida International University**

Herbert "Herbie" Wertheim was born in 1939 in Philadelphia but moved with his parents to Miami soon thereafter. His father operated a bakery, and the family lived above the business. His father was physically abusive and Herbie's parents divorced, but the court ordered Herbie to stay with his father to help with the bakery. He spent much of his youth running away. Finally he dropped out of high school and joined the Navy, where he earned his GED. Upon his discharge in 1960, he attended Brevard Community College and supported himself selling encyclopedias. He won a scholarship to the Southern College of Optometry. He started his own practice and then founded Brain Power, Inc., which has become the world's largest manufacturer of ophthalmic instruments and chemicals. The holder of hundreds of patents, Dr. Wertheim lectures to eye-care professionals worldwide.



ROBERT L. WRIGHT, JR.
CLASS OF 2009

Chairman
FE Holdings, Inc.
Chairman and CEO
FE Holdings, Inc.

Robert “Bob” Wright was born in 1937 in Columbus, Georgia. His father was a bricklayer, who during the Depression often had to travel out of the community to find a job. He regularly wired money home for the family’s support, which taught Bob about responsibility. Raised in the segregated South, Bob attended Ohio State University, which was fully integrated. He applied himself to his studies and served in student government. He graduated in 1960 as a doctor of optometry. He returned to the South and set up a practice in Georgia, and also participated in the Civil Rights Movement. He served in the Reagan administration as an associate administrator at the U.S. Small Business Administration. He sold his practice and started a Washington, D.C., consulting firm, Bob Wright & Associates. After selling that business, he became owner and chairman of Flight Explorer. He later sold that successful enterprise and became owner, chairman, and CEO of FE Holdings, which has a variety of interests, including entertainment and real estate.



STEPHEN A. WYNN
CLASS OF 2009

Chairman and CEO
Wynn Resorts

Stephen Wynn, who has an incurable eye disorder that has greatly reduced his vision over the years, was born in 1942 in New Haven, Connecticut, but spent much of his youth in Maryland, where his father managed a small bingo parlor. Stephen attended the University of Pennsylvania and majored in English. During his senior year, his father died unexpectedly. Following his graduation, Stephen returned home and worked to pay off his father’s significant debts. He invested in the new Frontier Hotel and Casino in Las Vegas and later bought a controlling interest in the Golden Nugget—where he served as chairman and CEO. Mr. Wynn subsequently played a pivotal role in the resurgence and expansion of the Las Vegas Strip. He developed The Mirage, where he served as chairman, president, and CEO from 1973 to 2000. In 1993, he opened Treasure Island and The Bellagio. In 2005, he opened Wynn and serves as chairman and CEO of Wynn Resorts, which will soon have six properties.



JORDAN ZIMMERMAN
CLASS OF 2015

Founder and Chairman
Zimmerman Advertising

Jordan Zimmerman was born in 1956 in Newark, New Jersey, where his father worked as an accountant. Fiercely independent, Jordan began working at age eight, selling greeting cards door to door. He also had a paper route. In high school, the Zimmermans moved to Florida, where Frank graduated at the top of his class. He attended the University of South Florida, where he majored in advertising and communication. While there, he worked on the award-winning Just Say No (to drugs) ad campaign that was later adopted by First Lady Nancy Reagan. He went on to earn his MBA, also from the University of South Florida. Shortly thereafter, he opened his own advertising agency, using his \$10,000 in savings. Today his agency is the 14th-largest in the world, serving clients such as AutoNation, Michaels, Dunkin’ Donuts, hhgregg, Office Depot, Nissan, Boston Market, and Papa John’s. Mr. Zimmerman has given generously to the University of South Florida, which has resulted in The Zimmerman School of Advertising and Mass Communications.

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Jenny Craig
Sid Craig
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Clarence Otis Jr.
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David M. Rubenstein
Howard Schultz
Roger J. Staubach
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Gustav S. Eysell
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