



NC STATE UNIVERSITY

Caldwell Fellows Annual Report 2021-2022

Director's Note

We have been living through a tiring, lonely time to be in leadership. The constancy of change and challenge has kept us all in a mode of unrelenting discernment and adaptability.

And the refrain I have heard from many in leadership is the interior self-doubt and the inner scolding that "I should not be struggling; I must be a poor leader ..."

For us all, I recommend the book *Leadership Without Easy Answers*, in which Ronald Heifetz reminds us that leadership is not a solo act. The solo view sees the leader as singularly responsible to provide the vision and direction for their people; when things go wrong, the fault lies with the leader. In this view, the measure of the leader is their influence. In contrast, Heifetz says the true measure of leadership is the progress made on problems. Leaders mobilize people to face problems, and communities make progress because leaders challenge them to do so and help them accomplish it. This view is antithetical to culturally dominant views of leadership. Though Heifetz doesn't label it as such, it is a servant leadership stance. Honing this view of leadership and the skills it demands is the leadership development work of the Caldwell Fellows.

Although Caldwell Fellows' path to leadership development through experiential learning was challenged and curtailed during the COVID-19 pandemic, we celebrate the reemergence this year of in-person seminars, selection and service learning. The social divisions of recent years have also brought inordinate challenges. The Caldwell Fellows have sought to listen, learn and bridge divisions through the creation of the Campus Conversations Project. For his vision and leadership in the project's inception, Caldwell Fellow Cyrus Rad was a recipient of the Community Impact Award for NC State, presented by North Carolina Campus Compact. Also heartening to our work this year was the record-breaking generosity of alumni, Fellows and friends on Day of Giving. There is a breadth and depth of commitment to our mission, and it is with gratitude that we move into our 55th year, committed and eager to continue the meaningful work of developing leaders adept at the complexity of "leadership without easy answers."



Caldwell Fellows director Janice Odom

Program Overview

OUR MISSION:

The Caldwell Fellows program develops the next generation of self-aware, globally minded individuals who engage in creative, conscientious leadership.

OUR VALUES:

- Servant leadership
- Personal development
- Principled reflection
- Academic excellence
- Rigorous integrity

OUR ACTIONS:

Students who are selected to join the Caldwell Fellows Program accept the call to develop a deeper understanding of themselves, their values and the unique contributions they can make to the various communities in which they belong. Caldwell Fellows commit to a lifelong, hands-on process of service through leadership. At each stage of their development, Caldwell Fellows pursue excellence of character, high moral standards and a willingness to listen before acting. These practices are at the heart of our servant leadership model.

This process begins with a rigorous selection process that seeks to identify students who thrive at the intersection of intellect and character.

Next, students commit to learning foundational leadership and service practices through an immersive sophomore seminar engaging in a reciprocal service-learning process through community partnerships. This lab component of the seminar empowers students to deepen their self-understanding, develop teamwork skills and create an intentional leadership philosophy. Through our various service partnerships across the Raleigh area, students learn how their unique talents and interests can be of service to the greater good.

In their third year, Caldwell Fellows have opportunities to further their professional growth in a variety of contexts. Some serve as teaching assistants in the sophomore seminar. Most engage in undergraduate research or internships, and many are mentored by program alumni.

Senior Fellows attend a three-day capstone leadership training at the Greensboro, North Carolina, campus of the internationally acclaimed Center for Creative Leadership. By their final year in the program, Fellows have undergone a rigorous process of excavating their values, identifying their strengths and areas for growth, and beginning to apply that knowledge to pursuits and goals after graduation, such as distinguished scholarships; fellowships; grants for graduate studies; commitment to continued volunteer service through programs like Peace Corps, Americorps, Teach for America and the College Advising Corps; or stepping directly into leadership roles in full-time employment opportunities in a broad range of fields.

In Focus:

Sophomore Seminar

In their sophomore year, students develop a foundational understanding of servant leadership through their participation in the Caldwell Fellows Leadership Seminar. This experiential learning opportunity inculcates a mindset of persistence and dedication to the work of service. The theme of this course is “Learn to Serve.” The three-credit honors course challenges students to explore their personal leadership philosophy and various contemporary social issues, and to refine their sense of self. The course also connects incoming sophomores with upperclass teaching assistants who coordinate service-learning teams embedded in the Triangle community. Our service-learning partner organizations are the lifeblood of this “Think and Do” approach, and we have worked with some of them for over a decade. Our partners include Habitat for Humanity of Wake County, Neighbor to Neighbor, the Inter-Faith Food Shuttle, Open Door Clinic, Partners for Environmental Justice and We, the Pack.

The academic resources, teaching assistant stipends, and personality and leadership assessments used in our service-learning seminar are supported by the Caldwell Fellows Fund, which is made possible completely through donor contributions.



Sophomore service-learning team at the Inter-Faith Food Shuttle

STIPEND STORIES:

Experiential learning stipends are made possible through the generous support of donors.



Alisa Andrews on the Jefferson Scholars Hawaii trip

- **Caldwell Class of '23**
- **Major: Science, Technology and Society**
- **Overview:** Alisa used her summer experiential learning stipend to participate in the Jefferson Scholars senior trip to Hawaii during the 2022 Maymester. The trip focused on sustainable agricultural practices across the Big Island. Alisa and the group had the opportunity to tour farms focused on coffee, vanilla and cocoa production. Alisa says:

Visiting the small farms and interacting with the passionate farmers as they described the entire process of turning a seed into a final product combined my interdisciplinary academic, professional and personal goals, each of which the Caldwell Fellows program supports. I want to fight food insecurity by serving local communities and creating sustainable development solutions. This trip gave me important insight into how that can look for the future. This was the first stipend I was able to dedicate toward travel, which was exciting, and it caused me to reflect on the difficulties our society has faced in the last two years. The trip reminded me how much I enjoy traveling, trying new foods and pushing my comfort zone, all while getting to know other people along the way.

After returning to the mainland, Alisa spent the remainder of her summer participating in an internship with Syngenta, the world's leading agrichemical company. These two juxtaposing experiences provide her with a unique hands-on understanding of some of the key issues facing global food systems.



Isaiah Akridge: IBM Internship in New York City

- **Caldwell Class of '23**
- **Major: Science, Technology and Society**
- **Overview:** Isaiah is using his stipend to complete a summer internship with IBM in New York City. As a senior this year, Isaiah is using this internship to further his professional development and learn more about office culture, work expectations and navigating a new city at the same time. His goals are to interface with one to three C-suite executives during his internship and to learn more about navigating this professional field. Isaiah says:

This summer, I used my stipend to support my internship experience with IBM in New York City. In Caldwell Fellows, we speak a lot about diversity, and we have such a diverse cohort in each class, so to see that play out in a huge city has been extremely impactful. We also talk a lot about servant leadership, which I utilize every day within my intern project group, making sure to lead through service and awareness. I can say that I would love to make New York my home. I'm excited to be with everyone on campus again in the near future!



Postcards from Caldwell Fellows summer learning experiences



Shambhvi Chaturvedi and the Indian Diaspora in Spain

- **Caldwell Class of '24**
- **Major: International Studies**
- **Overview:** This summer Shambhvi Chaturvedi is spending June and July exploring Valencia, Spain, and researching issues surrounding cultural assimilation and acculturation of the Indian diaspora in the region. She is working to build several case studies founded on the ideas of integration, segmentation, identity and ethnic enclaves. The overarching relevance of this topic is that it focuses on a diasporic community that is not often represented in homogenous Spanish-speaking countries. Shambhvi plans to present the findings of her research at the NC State University Undergraduate Research Symposium in spring 2023.



Jose Garcia and App Development for Juntos

- **Caldwell Class of '23**
- **Major: Computer Science**
- **Overview:** Jose, a senior majoring in computer science, is working in partnership with NC State's Juntos program to develop an app to support parents of students participating in Juntos. The Spanish word *juntos* translates as "together," and the mission of Juntos is to help Latino students graduate from high school and attend college. Jose's goal this summer is to survey Juntos parents and students to gather data that will inform the development of an app to serve the unique needs of this community as they navigate the systems of higher education. Jose hopes to have a fully functional app launched by late fall 2022.

Wilderness Expedition '22

The Caldwell Fellows have a rich history of outdoor education modeled on the Outward Bound program. Each year a small group of students braves the wilderness to experience deep team-building, personal reflection and the great outdoors on the Caldwell Wilderness Expedition. For this year's expedition, students went to Olympia National Park in Washington. Read more about one student's experience below.

Caldwell Fellow Lucie Ciccone '23 used her experiential learning stipend to participate in the 2022 Caldwell Wilderness Expedition. This year's expedition took a group of intrepid Caldwell Fellows into the backcountry of Olympia National Park in Washington. Lucie is majoring in zoology and plans to pursue a career in wildlife and resource management, and she hopes to dig into remote fieldwork that will make a significant impact. She embarked upon the Caldwell Wilderness Expedition as a way to learn foundational outdoor living skills and practice them in a setting that will mirror her future career ambitions. Lucie had this to say about the experience:

This trip made me think about independence (its unattainability), community and what it means to travel to and be present in a place. I was perhaps foremost moved by the living landscape around me — I never managed to get over the scale of the forests we were in — and the awe I felt was intimately related to the reflections I had. In particular, I came away from this trip with a renewed sense that there are different ways to know a place. We only barely glimpsed these slopes and their history, and yet, meaning can emerge from simply being in, and trying to know, a place. It was beautiful and humbling to spend this time with everyone else on the trip, and I am deeply grateful to all of our group and to our leaders, Pablo, Julia and Thomas.



Caldwell Fellows in Olympia National Park during the 2022 Wilderness Expedition

This experience is made possible by the tireless efforts of our expert alumni team of wilderness leaders and the Mark Wagoner fund, which supports their training and certification. This year, leaders Pablo Campos '20 and Thomas Harris '16 were joined by our newest Wilderness Expedition leader, Julia O'Brien '21.



Wilderness 2022 trip leaders

Center for Creative Leadership

One of the signature program components of the Caldwell Fellows Program is an annual leadership development intensive at the Center for Creative Leadership (CCL) in Greensboro, North Carolina. Upperclass Fellows participate in this four-day workshop to further develop their personal leadership style and learn more about cross-cultural leadership application. After this year's event, we asked Rabiya Ansari '22 and Ben Floyd '22 to share their reflections on the experience.

Rabiya: Along with 17 other Fellows we had the amazing opportunity to attend the Center for Creative Leadership in Greensboro. There we were able to extend our Caldwell leadership development with deep reflection on the idea of leadership development and growth. Who is a leader? What makes one a successful leader? Most importantly, how can one improve to be a better leader?

Ben: Deeper reflection revealed even more questions and discoveries centering around authenticity and creativity. As Fellows, we place a lot of value on finding our authentic selves, and at CCL we were able to explore the ways in which that is a tool for connecting more deeply with others and leading effectively.

Rabiya: When I was younger I had the idea that leadership consisted of appointing one person to assign tasks based on their perspective. In fact, it is quite the opposite. A core concept at CCL was that everyone is a leader and displays qualities of leadership in some aspect.

Ben: Through creativity and imagination, people of different backgrounds, strengths and weaknesses can strive to work together for a common goal. By asking an imaginative and purposeful question, a leader can open the door for growth in what may otherwise have been an awkward, fruitless conversation. Rather than listening to respond, listening to listen creates deeper culture and relationships that strengthen the bonds of the team. And the open doors for creativity allow each person to step into their own effective style of leadership.



Melissa and Jeff Williams (left) celebrate the 50th anniversary of the Caldwell Fellows program with Dr. Gerald Hawkins and Bill Sternbergh, the Senior Fellow of Leadership Education at the Center for Creative Leadership

Rabiya: For example, my leadership strengths are mainly in relationship building, holding the team together and making sure everyone is heard. Whereas some of us are strong in executing. These are leaders who have the ability to “catch” an idea and turn that blueprint into a reality. Others are strategic thinkers, leaders who are futuristic. Each one of us has different leadership skills, and in order to become better leaders we have to work together and challenge one another.

Ben: And the beauty of it is that we all rely on each other. In order to effectively lead, collaboration is necessary. Through collaboration, we broaden our perspectives, minimize our weaknesses and build up our colleagues and friends. Instead of an individual commanding the others, a collective of trusted collaborators and peers can strive together for the same purpose — often working through difficult and uncomfortable situations, but always growing both individually and together.

Rabiya: As a Caldwell, I have learned that leadership is not working for the people but instead with them. Our time at CCL reminded us that “leadership is a social process that enables individuals to work together as a cohesive group to produce collective results.”

Ben: Looking back on this experience, I am tremendously grateful for such an incredible opportunity. I learned a lot and shared lasting memories with the other incredible people we had alongside us on the trip. I especially want to thank Todd, Susan and Bill for giving their valuable time to authentically speak into our lives and experiences. They truly made this experience what it was.

Upperclass Caldwell Fellows at CCL, fall 2021



The CCL experience is made possible by the generosity of Jeff Williams '85 and Melissa Williams. Their endowment in support of the CCL experience was given in honor of Dr. Gerald Hawkins.

Spring Break Urban Adventure: Washington, D.C.

This past spring break we ventured forth to our nation's capital for our annual Urban Adventure. We had a remarkable time learning from Caldwell Fellows alumni about their work in community development, hunger relief, architecture, public policy and much more during our visit to Washington, D.C. We want to give a hearty thank-you to Steven White '93, who hosted a gathering at the D.C. office of Fentress Architects for eight Fellows, the Caldwell staff and 20 D.C.-area alumni.

Thanks also to alumni who hosted us for site visits and deep dives into their work in the world:

- Harold Pettigrew '02, CEO of the Washington Area Community Investment Fund, invited us into the world of creating economic opportunity for underserved populations in the D.C. area.
- D.T. Oliver '16, senior analytics manager at Feed America, was joined by Summer Higdon LaRose '14 with the National Institute of Food and Agriculture for deep dives into the world of food security.
- Nat Horner '04, operations research analyst with the Department of Defense, led us through a thoughtful symposium about the power of civil service.

Our Urban Adventure trips are made possible by students' experiential learning stipends and by generous donations to the Caldwell Fellows Fund, which help subsidize the cost and provide funds for staff leadership.



Caldwell Fellows explore Washington, D.C.

SATELLITE

SATELLITE (Science And Technology Enriching Lifelong Leadership In Tomorrow's Endeavors) is a STEM outreach and leadership development program led by students from NC State. The program is designed to introduce students from rural North Carolina high schools to STEM-related educational and career paths through a five-day overnight camp on NC State's campus each May. The NC State SATELLITE program was created to address the needs of these students by giving them exposure to resources, ideas and opportunities that their schools may have been unable to provide. SATELLITE also emphasizes the importance of maintaining a broad, reflective, multidisciplinary outlook in the typically specialized fields of science and technology. Since the very first camp in 1997, SATELLITE has served over 1,000 students hailing from Transylvania County in the mountains to Dare County on the coast and points in between.

The program went virtual in 2020 due to the COVID-19 pandemic, but SATELLITE made a major comeback in 2022 with our first in-person camp in two years. In May we brought 53 students to NC State to learn about STEM fields ranging from biomedical engineering to paper science to sustainable agriculture. This year's program was led by co-directors Robert Seevers '22 and Brodie Smith '24, along with 27 other counselors, all NC State students from the Caldwell Fellows. Additional personnel support was provided by students from the Park Scholars and Teaching Fellows programs. We were lucky to have four SATELLITE camp alumni join us as counselors, including Brodie Smith, Tiffany Williams, Zayne Perkins and Freddy Kelley. Our counselors and presenters worked diligently to guide campers through hands-on learning experiences and give them a glimpse of what postsecondary education looks like.

Beyond the academic presentations, SATELLITE works toward students' personal and leadership development through sessions led by Caldwell Fellows alumni. The SATELLITE program models the mission of the land-grant university system so we can invest in North Carolina's rural communities and build leaders who will hopefully pursue postsecondary educational opportunities.

A hallmark of SATELLITE is its affordability for the students and families it serves. Campers pay \$25 per person for the entire five-night residential experience at NC State. This is made possible by the countless volunteer hours of the student staff, the guidance and administrative support of the Caldwell Fellows staff and sustained annual financial support from BASF and individual supporters of the SATELLITE fund.

Alumni Events

In the spring of 2022 we were thrilled to be able to reconnect with alumni in person for the first time in two years. Each year over 100 alumni and friends give generously of their time and wisdom to help us select the next generation of talented servant leaders. Following online application reviews in January, the program welcomed volunteers to Hunt Library for a day of in-person interviews followed by an evening of fellowship at the Lonnie Poole Clubhouse on Centennial Campus.

The Caldwell Fellows program was humbled by the generosity of our alumni and friends during NC State's Think and Do the Extraordinary campaign (see next page for more). We used the opportunity of NC State's Gratitude Tour to host alumni at university events in Charlotte, Greensboro, New York City, Atlanta, Washington, DC, San Francisco, Seattle and Beaufort County, North Carolina. The program was particularly proud to have alumni Toinette Powers '21 and Nicole Washington '94 serve as speakers at the NYC and DC events.

Additionally, the program was overwhelmed by the turnout of alumni for our virtual events, most notably the Hawkins Happy Hour on Day of Giving featuring a Q and A with the program's emeritus director, Dr. Gerald Hawkins.

We hope alumni and friends will save the date for February 24-25, 2023, when we gather to celebrate the program's 55th anniversary. Watch the Caldwell Fellows email newsletter for information about regional and virtual events for 2022-23.



We are proud of our most recent cohort of Caldwell Fellows alumni who completed professional coaching certification this summer. These individuals will continue to serve current Fellows in a coaching capacity in the years ahead. Picture left to right Sandra Younger, Sonja Jones, and Bhavanna Kaki. (Not pictured, Tyrek Shepard)

Giving and Impact

In December 2021, NC State concluded the Think and Do the Extraordinary Campaign. The Caldwell Fellows is humbled by the generosity of the 1,300 program alumni, friends and supporters who helped raise more than \$9.1 million for the program during the campaign. In total, 30% of Caldwell Fellows alumni made a gift to the program.

Support during the campaign funded current programming while also growing the endowment for long-term sustainability. New endowments allowed the program to increase the size of the Caldwell Fellows award from \$5,000 per student at the start of the campaign to \$9,000 per student today, and ensure that all students are able to participate in the Center for Creative Leadership.

In March 2022, the Caldwell Fellows celebrated a record single day of fundraising during NC State's Day of Giving. The day brought together five decades of Caldwell Fellows alumni and friends, as more than 250 individual donors helped raise more than \$1 million for the program. Many of the day's gifts went to the Caldwell Fellows Fund (see below) or to strengthen the program's endowment. Throughout the day, alumni had the opportunity to connect by Zoom with current students and Emeritus Director Hawkins, as well as to share photos and memories of their time in the program.

Other high-impact Day of Giving gifts to the program included the following:

- John Moorefield '83 and Tiffany Farrell led a dollar-for-dollar match of money raised throughout the day to help the program reach new heights in annual gifts.
- A full Caldwell Fellows scholarship endowment was established by two young Caldwell Fellows alumni in honor of Sandy and Jerry Barker. This was the fifth full scholarship endowment valued at \$250,000 created by program alumni.
- Joe '81 and Laurie Rhyne, Cameron '05 and Ryan O'Quinn, and Tom Laundon '75 made challenge gifts to help inspire program supporters and alumni to reach more than 200 donors, setting a Day of Giving record for the program.
- Nora Gardner '94 and Matt Kirtland gave a gift to establish an endowment for the program.
- Lynda Lanning '82 and Scott Green made a legacy gift commitment to support career development for Caldwell Fellows.
- David Brown '70 also made a deferred gift commitment in honor of John T. Caldwell and the impact of his leadership as NC State's chancellor from 1959 to 1975.

The program is grateful to the following individuals and families who created endowments or made legacy gifts throughout the year:

- David '05 and Allison Anderson '05
- Mark '80 and Kim Calloway
- John '86 and Penny Higdon
- David '81 and Martha Howard in memory of Paul N. Howard '44, former president of the Alumni Association Board of Directors
- Bob Kennel '58
- Hal Lawton '96 and Jodie Lawton

As the program enters its 55th year, the Caldwell Fellows is now undertaking a six-month strategic review and planning process to set the course for the program's next 10 years of developing servant leadership at NC State and beyond.



David and Allison Anderson and their two sons, Luke and Bryce

Illustrations of Impact: Caldwell Fellows Fund

The Caldwell Fellows would like to express its sincere gratitude for alumni and friends supporting the program. More than 80% of the Caldwell Fellows annual budget comes from philanthropic support, whether that is income from endowments or annual support from alumni and friends.

The priority for annual gifts is the Caldwell Fellows Fund, which the program's director, Dr. Janice Odom, uses to fund core operations and student programming. Gifts of all levels make a big difference to the program. Those giving \$1,000 or more annually are recognized in the Chancellor's Circle.

To give you a sense of the impact a gift can have:

- **\$20 provides a meal for a Fellow at a monthly dinner seminar.**
- **\$100 supports a student's participation in an annual class retreat.**
- **\$250 covers educational costs for a student in the Sophomore Seminar on servant leadership, community engagement and reflection.**
- **\$1,000 supports a student's experiential learning on an Urban Adventure to a U.S. city.**
- **\$2,700 provides one experiential learning stipend for internships, volunteering or study abroad.**
- **\$5,000 covers the budget for one of the four class retreats.**
- **\$10,000 is raised each year to cover the Wilderness Adventure.**

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