



# Leadership North Carolina

Class XXVIII Orientation Session

October 6 – 8, 2020  
Virtual

[#LNCXXVIII]

## Session Workbook

## Table of Contents

<b>Overview</b> .....	1
<b>Agenda Link</b> .....	1
<b>Zoom Links and Break Instructions</b> .....	1
<b>Zoom Protocols and Technology Tips Link</b> .....	1
<b>Class Directory Link</b> .....	1
<b>Class Roster</b> .....	2
<b>Learning Team Assignments</b> .....	3
<b>Tuesday Program Materials</b> .....	4
<b>Wednesday Program Materials</b> .....	4
NC History Lectures Schedule and Resources.....	4
Values Discussion.....	4
Photo Release and Emergency Contact Form.....	4
Building Connections Recording Form Link .....	4
<b>Thursday Program Materials</b> .....	5
LNC Mojo Challenge.....	5
LNC Learning Model and Guiding Principles.....	6
Team Agreements Form Link.....	6
Case Study for Learning Teams 1 - 4.....	7
Case Study for Learning Teams 5 – 9 .....	10
Success at LNC.....	12

## Overview

This workbook contains links and text for use during your Orientation session. Please download it or have it accessible online during the program.

## Agenda Link

The Orientation session agenda is available through [this link](#).

## Zoom Links and Break Instructions

Each segment of Orientation can be joined through a unique Zoom link. Please log into each portion of the program a few minutes early—content will start promptly.

During breaks, stay logged into the Zoom session but mute your camera and microphone. If you accidentally log out at any point during the session, please log back in using that segment's link. You will enter the waiting room and we will admit you back into the session as soon as possible. Be sure to return from breaks promptly so you don't miss any content when the program resumes.

- [Tuesday Afternoon Zoom Link](#) Tuesday, 2:00 – 4:30 pm
- [Tuesday Reception Zoom Link](#) Tuesday, 5:00 – 6:00 pm
- [Wednesday Zoom Link](#) Wednesday, 8:30 am – 3:30 pm
- [Thursday Zoom Link](#) Thursday, 8:30 am – 12:30 pm

## Zoom Protocols and Technology Tips Link

Zoom protocols and technology tips and instructions can be found through [this link](#).

## Class Directory Link

The password-protected Class XXVIII Class Directory is available through [this link](#).

# Class Roster

Your class roster is below and also available through [this link](#).



## Leadership North Carolina Class XXVIII (2020-2021)

**William Ahlum Mecklenburg**  
Associate  
First Tryon Advisors

**Lavondia Alexander Gaston**  
Chief Quality Officer  
Kintegra Health

**Heidi Austin Wake**  
Project AWARE Director  
NC Department of Public Instruction

**Jenna Bailey Rutherford**  
Creative Director, Partner  
Artifacuring, LLC

**Conitsha Barnes Cabarrus**  
Regulatory Affairs Manager  
Duke Energy

**Jesse Battle Durham**  
Senior Director of Community Partnerships  
TROSA

**Rachel Bearman Orange**  
Executive Director  
Meals on Wheels Orange County, NC

**Erika Bell Mecklenburg**  
Community Development Regional Manager  
Federal Reserve Bank of Richmond

**Kelly Bennett Wake**  
Vice President, Total Rewards  
Martin Marietta Materials

**Margaret Brunson Durham**  
Chief Executive Officer/Founder  
Illumined Leadership Solutions

**Kevin Byers Forsyth**  
Assistant Dean for Administration  
Winston Salem State University

**Richard Carrico Wake**  
Executive Vice President and Chief  
Financial Officer  
WakeMed

**Ercel Carter Yadkin**  
Vice President  
First National Bank of Pennsylvania

**Melissa Chappell Durham**  
Executive Director, Institutional  
Advancement  
Durham Technical Community College

**Andy Coe Wake**  
Principal  
Convergent Nonprofit Solutions

**Jenifer Corn Wake**  
Director of Strategic Initiatives  
myFutureNC

**Franquil Diaz Wayne**  
Dental Director  
Goshen Medical Center

**Lynn Duffy Orange**  
SAVP Leadership Development and Talent  
Acquisition  
University of North Carolina System

**Jennifer Eberhart Wake**  
Director of Marketing and Technical  
Services  
North Carolina Electric Membership  
Corporation

**Kentreal Farrar Durham**  
Director, Vendor Services Delivery  
Blue Cross and Blue Shield of North Carolina

**Leah Friedman Wake**  
Owner and Communications and Public  
Policy Consultant  
Leah Friedman Consulting

**Raymundo Garcia Jr. Durham**  
Director of Strategic Advancement  
MENTOR North Carolina

**Todd Griffin Catawba**  
Director, Customer Experience and Delivery  
Cisco Systems

**Drew Haddock Lee**  
Partner  
DMJ & Co., PLLC

**Tammie Hall Durham**  
Director, Office for Historically Underutilized  
Businesses  
NC Department of Administration

**Jennifer Harriss Chowan**  
Executive Director  
Destination Downtown Edenton, Inc.

**Anna Helms Mecklenburg**  
Assistant Director for Constituent Relations  
The University of North Carolina at Charlotte

**Mark Hensley Guilford**  
Associate State Director  
AARP North Carolina

**Hannah Kay Herdlinger Mecklenburg**  
Founder  
Thread Talk

**Syretta Hill Durham**  
Executive Director  
StepUp Durham

**Meredith Houston Wake**  
Administrative and Communications Manager  
American Council of Engineering  
Companies of North Carolina

**Naomi Irvin Wake**  
Director, Divisional Compliance - Sales,  
Marketing, & Communications  
Blue Cross and Blue Shield of North Carolina

**Zakiya James Person**  
Senior Procurement Associate  
Center for Community Self Help

**Natalie Jenkins Peel Pasquotank**  
Community Leadership Officer  
North Carolina Community Foundation

**Jack Jirak Wake**  
Associate General Counsel  
Duke Energy

**Claudie Johnson Jr. Mecklenburg**  
City Executive  
Self-Help Credit Union

**Kaycee Kalpin Mecklenburg**  
Vice President of Strategic Marketing  
Premier, Inc.

**Randolph Keaton Columbus**  
Executive Director  
Men and Women United for Youth &  
Families, CDC

**Dan Levine Orange**  
Director of Business Development & Project  
Management  
Self-Help Credit Union

**Leslie Mason Durham**  
Chief of Staff, DUHS Nursing  
Duke Health

**Heather Miller Union**  
Senior Vice President for External Relations  
Wingate University

**Derek Mobley Guilford**  
Parts Marketing Data Manager  
Volvo Group North America, LLC

**Connie Newsome Johnston**  
Registrar, Campbell University School of  
Law  
Campbell University

**Katherine Parker Wake**  
Communication Specialist  
Hometown Strong

**Jodi Phelps Cumberland**  
Chief Communications and Marketing  
Officer  
The University of North Carolina at  
Pembroke

**Jamie Philyaw Wake**  
Executive Director, NC Dual Special Needs  
Plan  
UnitedHealthcare

**Kevin Platé Mecklenburg**  
Senior Vice President, Levine Cancer  
Institute & Clinical Network Development  
Atrium Health

**Catherine Read Wake**  
State Director of Partnerships  
Upstream USA

**Selina Rodriguez-Guzman Harnett**  
Probation and Parole Officer, Division of  
Adult Community Corrections  
North Carolina Department of Public Safety

**Michael Romot Mecklenburg**  
Department Head - Architectural  
Clark Nexsen

**Jonathan Russell Beaufort**  
City Manager  
City of Washington

**Luisa Santiago Harnett**  
Staff Judge Advocate/General Counsel  
US Army

**Owen Thomas Robeson**  
Senior Account Executive  
Dial Insurance

**Chester Williams Halifax**  
Chief Executive Officer  
A Better Chance A Better Community

**Julia Wright Johnston**  
Economic Development and Local  
Government Manager  
Dominion Energy North Carolina

## Learning Team Assignments

You have each been assigned to a Learning Team for the program year. Each session will offer opportunities for small-group work, simulations, and dialogue with your Learning Team members as well as with other LNC classmates. During Orientation you will start getting to know your team members, and you will be invited to choose a name and a Navigator for your Learning Team.

### **Team 1**

Jenna Bailey  
Kaycee Kalpin  
Mark Hensley  
Melissa Chappell  
Andy Coe  
Randolph Keaton  
Zakiya James

### **Team 2**

Jack Jirak  
Meredith Houston  
Dan Levine  
Jodi Phelps  
Lavondia Alexander  
Kentreal Farrar

### **Team 3**

Jennifer Harriss  
Erika Bell  
Margaret Brunson  
Kevin Byers  
Frank Diaz  
Catherine Read

### **Team 4**

Chester Williams  
Connie Newsome  
Jonathan Russell  
Jenn Eberhart  
Selina Rodriguez-Guzman  
Hannah Kay Herdlinger

### **Team 5**

Kelly Bennett  
Ercel Carter  
Jesse Battle  
Syretta Hill  
Kevin Platé  
Heather Miller

### **Team 6**

Conitsha Barnes  
Rick Carrico  
Derek Mobley  
Tammie Hall  
Anna Helms  
Leah Friedman

### **Team 7**

Natalie Jenkins Peel  
Mike Romot  
Todd Griffin  
Heidi Austin  
Julia Wright  
Leslie Mason

### **Team 8**

Luisa Santiago  
Ray Garcia  
Owen Thomas  
Lynn Duffy  
Jamie Philyaw  
Will Ahlum

### **Team 9**

Drew Haddock  
Rachel Bearman  
Katherine Parker  
Naomi Irvin  
Claudie Johnson  
Jeni Corn

## Tuesday Program Materials

There are no additional materials needed for Tuesday's program. Just bring yourself to Zoom and get ready for the start of your LNC experience!

## Wednesday Program Materials

### NC History Lectures Schedule and Resources

During Wednesday's program you will be invited to watch three separate lectures from Dr. Karl Campbell covering 500 years of North Carolina History. A link to each lecture will be shared during the program. For each lecture you will have the flexibility to watch the lecture and also take a break within the designated time frame.

### NC History Lectures Schedule

- 9:00 – 10:30 am "The Tar Heel State—1540-1835" + 30-minute break
- 11:00 am – 12:50 pm "North Carolina in the 19th Century—1835-1900" + 60-minute break
- 1:20 – 2:30 pm "The Progressive Plutocracy—1900-2020" + 20-minute break

### NC History Lectures Resources

The following resources are also posted on your [Orientation Session Resources](#) page of the Class Portal.

- [Dr. Campbell's Bibliography](#)
- [Dr. Campbell's Timeline](#)

### Values Discussion

At 10:30 am on Wednesday, Dr. Karl Campbell will join the Zoom call to facilitate a live discussion. For this exercise, please have within reach a pen or pencil and the eight blank notecards that were included in your LNC welcome box. If you don't have easy access to your notecards, 8 separate slips of paper will work as a substitute.

### Photo Release and Emergency Contact Form

During lunch on Wednesday (or any time before the end of Orientation), please take a few moments to complete the required photo release and emergency contact information form through [this link](#).

### Building Connections Recording Form Link

During the 12:50 – 1:20 pm Learning Teams breakout session, you'll start getting to know your teammates. You'll also have a chance to name your team, choose your team Navigator, and schedule your October Learning Team call. During your breakout, each team will need a recorder with access to [this Google Form link](#) to capture responses.

## Thursday Program Materials

### LNC Mojo Challenge

You may use the page below or your own paper for the “LNC Mojo Challenge” exercise during Thursday’s program.

1.

2.

3.

4.

5.

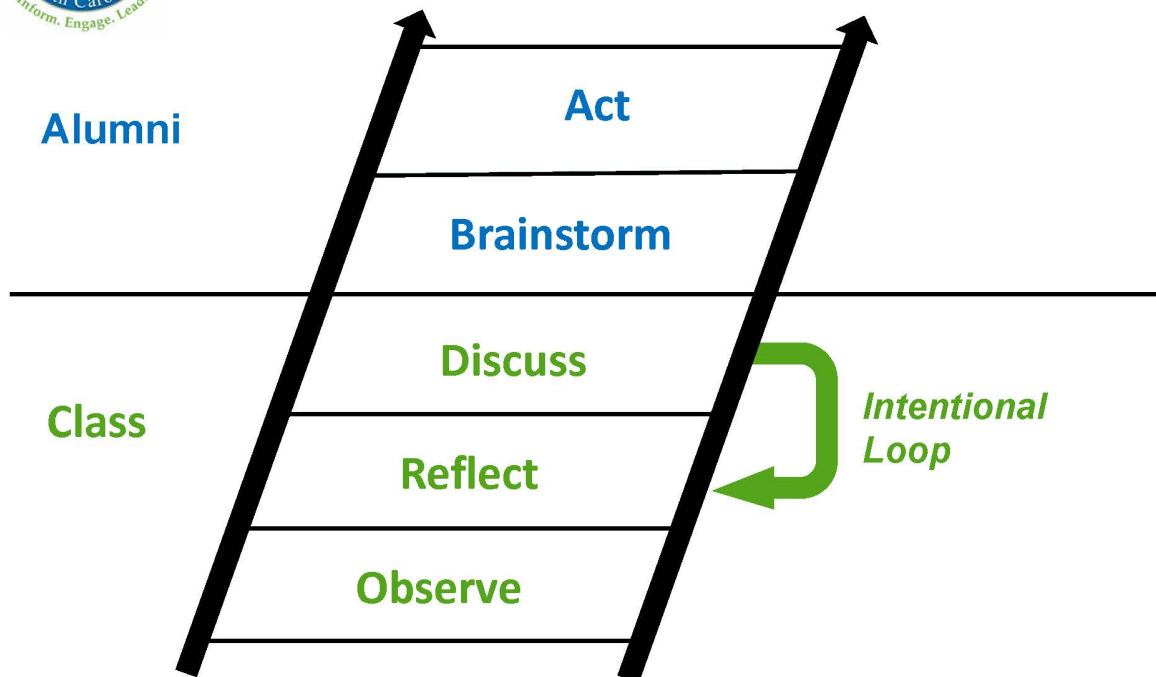
6.

## LNC Learning Model and Guiding Principles

During “The LNC Approach to Learning,” Kristy Teskey will refer to the LNC Learning Model and Guiding Principles. Both are included below and also available through [this link](#). Please make sure you have access to this material on Thursday morning.



# LNC Learning Model



## LNC Learning Model Guiding Principles

- What personal history am I bringing to the conversations?
- What are my biases?
- What do I already think?
- Am I only hearing the things that reinforce what I already think?

## Team Agreements Form Link

After lunch on Thursday you will have an opportunity to break into your Learning Teams to discuss the LNC Learning Model and Guiding Principles and to draft five Team Agreements. Agreements from all nine Learning Teams will be compiled and combined to create a set of agreements for the full Class XXVIII program year. Each team will need a recorder to capture your agreements and submit them during or immediately after Orientation through [this Google Form](#).



## Case Study for Learning Teams 1 - 4

The members of Learning Teams 1-4 (listed below) will be invited to read the following case study during Thursday's program (but not before). This case study is also available through [this link](#).

### Team 1

Jenna Bailey  
Kaycee Kalpin  
Mark Hensley  
Melissa Chappell  
Andy Coe  
Randolph Keaton  
Zakiya James

### Team 2

Jack Jirak  
Meredith Houston  
Dan Levine  
Jodi Phelps  
Lavondia Alexander  
Kentreal Farrar

### Team 3

Jennifer Harriss  
Erika Bell  
Margaret Brunson  
Kevin Byers  
Frank Diaz  
Catherine Read

### Team 4

Chester Williams  
Connie Newsome  
Jonathan Russell  
Jenn Eberhart  
Selina Rodriguez-Guzman  
Hannah Kay Herdlinger

**Embargoed: Do not read the following case study until invited to do so on Thursday.**

---

## “Educational Gaps Toward Living Wage Jobs”

During yesterday's North Carolina history presentations, Dr. Campbell talked about issues and events connected to each of the five LNC topics. Each LNC program session is organized around one of these topics (Government, Education, Health and Human Services, Economic Development, and the Environment). During each session, you will learn about issues, challenges, and opportunities that cut across several of them.

Please take a few minutes to read the information below and follow the provided instructions for reflection and group discussion.

### Overview

Across the country, there is a growing need for talent within industries such as finance, healthcare, and advanced manufacturing that provide stable, living wage jobs. Many of these jobs require postsecondary education. For the individual, education beyond high school in the form of credentials or degrees provides extensive life benefits that include higher wages, better health, and a lower likelihood of requiring disability payments. Education serves as the primary pipeline to viable employment, but there are significant gaps in who is reaching higher levels of educational attainment and moving into living wage jobs. Populations most likely to be left behind include low-income, rural, minority, and first-generation college-going students.<sup>1</sup>

---

<sup>1</sup> Oreopoulos, Philip and Uros Petronijevic. “Making College Worth It: A Review of the Returns to Higher Education.” *The Future of Children*, Volume 23, Number 1, Spring 2013, pp. 41-65.

## **Evolving Job Market Toward “Good Jobs”**

Due to the increase of technology, jobs have evolved and changed over the years. More traditional “blue collar” occupations now require some postsecondary education.<sup>2</sup> “Across the nation, good jobs have shifted toward associate’s degree holders and away from workers with a high school diploma or less.”<sup>3</sup> Between 2010 and 2016, the U.S. economy added 11.5 million jobs, with 99% of those jobs going to individuals with at least some college education.<sup>4</sup>

- The data shows that by 2025, 60% of Americans will need some type of high-quality credential beyond high school.<sup>5</sup>
- According to Georgetown University Center on Education and the Workforce, a “good job” is earning a minimum of \$35,000 (\$17 per hour for a full-time job) for those under 45.<sup>6</sup>
- North Carolina’s employers say they are challenged to find enough workers with the skills they need to remain competitive. Based on the North Carolina Department of Commerce’s 2018 Employer Needs Survey, 80% of employers from all 100 counties cited a lack of employability skills (65%), technical skills (49%), and education (43%) for the jobs they are unable to fill.<sup>7</sup>

## **Postsecondary Attainment Needs**

For North Carolina to be economically competitive and meet the present and future workforce needs, more individuals need education beyond high school, commonly referred to as postsecondary attainment. The Lumina Foundation defines postsecondary attainment as credentials or degrees beyond high school with clear and transparent learning outcomes leading to further education and employment.<sup>8</sup> North Carolina’s postsecondary attainment rate is 51% (44% associate degree and higher and 7% short-term credentials), indicating that more than 48% of adults did not receive any credentials or degrees beyond high school.<sup>9</sup>

The high school graduation rate in North Carolina was at an all-time high of 86.5% in 2017; however, a large percentage of high school graduates do not begin or complete postsecondary education. To understand the full scope and interconnectivity of the education pipeline, the data leading up to high school also needs consideration.

- The level of academic achievement [by] eighth grade has a more considerable impact on [student] college and career readiness than anything that happens academically in high school.<sup>10</sup>
  - Less than 50% of 8th graders are college and career ready based on end-of-grade tests.
  - Less than 30% of economically disadvantaged students meet that target.
- Students who met more benchmarks on the ACT were more likely to enroll in a postsecondary program after graduation.
  - Nearly half of all N.C. high school graduates (49%) met no college-readiness benchmarks on the ACT.

---

<sup>2</sup> National Governors Association. (2018). Aligning State Systems for a Talent Driven Economy: A Roadmap for States. <https://www.nga.org/center/publications/aligning-state-systems-for-a-talent-driven-economy-a-road-map-for-states/>

<sup>3</sup> Carnevale, Anthony P., et al. (2016). America’s Divided Recovery. Georgetown Center on Education and the Workforce. <https://cew.georgetown.edu/wp-content/uploads/Americas-Divided-Recovery-web.pdf>

<sup>4</sup> Carnevale, A. (2016)

<sup>5</sup> Lumina Education Foundation (2020). A Stronger Nation: Learning Beyond High School Builds American Talent. <https://www.luminafoundation.org/stronger-nation/report/2020/#state/NC>

<sup>6</sup> Carnevale, A. (2016).

<sup>7</sup> NC Works Commission. (2018). 2018 Employer Needs Survey. <https://files.nc.gov/nccommerce/press-release/files/2018-employer-needs-survey.pdf>

<sup>8</sup> Lumina. (2020).

<sup>9</sup> Tippet, R. (2018). Attainment Goals Attainment Gaps. Presentation to myFutureNC, February 13, 2018.

<sup>10</sup> Tippet, R. (2018).

- Statewide, only 15% of graduates met all four college-readiness benchmarks.<sup>11</sup>
- There are large gaps in College and Career readiness indicators between different demographics: Approximately 63% of White students performed at the state’s College and Career Readiness level compared to 30% of Black students and 39% of Hispanic students.

### **North Carolina’s Education Goal**

myFutureNC (MFNC) was created in 2017 to address the challenges of the education to workforce pipeline. This effort brought together a cross-sector group of leaders and stakeholders from across the state with the shared belief that “educational attainment is the key to the short-term recovery and long-term resiliency of North Carolina’s economy.”<sup>12</sup> In 2019, the MFNC Commission set an education goal of *2 million North Carolinians between the ages of 25-44 to hold a high-quality credential or postsecondary degree by 2030*. This goal was codified into law on June 26, 2019 ([HB664/SL 2019-55](#)).

According to MFNC, the most recent pre-COVID-19 estimates project that the state will fall short of the 2030 goal by 300,000 individuals. The current pandemic is exacerbating educational barriers, especially for underserved and underrepresented populations. As a comparison, after the Great Recession in 2011, “North Carolinians ages 25-44 without any college education were 3.5x more likely to be unemployed than those with college degrees.”<sup>13</sup>

---

<sup>11</sup> ACT. (2019). The Condition of College and Career Readiness 2019: North Carolina Key Findings.

<https://www.act.org/content/dam/act/unsecured/documents/cccr-2019/North-Carolina-CCCR-2019.pdf>

<sup>12</sup> myFutureNC. (2020). Executive Summary: A Year in Review 2019-2020. <https://www.myfuturenc.org/wp-content/uploads/2020/09/Executive-Summary-myFutureNC-Progress-Report-to-the-JLEOC-9.1.2020.pdf>

<sup>13</sup> myFutureNC. (2020).

## Case Study for Learning Teams 5 – 9

The members of Learning Teams 5 - 9 (listed below) will be invited to read the following case study about Child Hunger in North Carolina during Thursday's program (but not before). This case study is also available through [this link](#).

### **Team 5**

Kelly Bennett  
Ercel Carter  
Jesse Battle  
Syretta Hill  
Kevin Platé  
Heather Miller

### **Team 6**

Conitsha Barnes  
Rick Carrico  
Derek Mobley  
Tammie Hall  
Anna Helms  
Leah Friedman

### **Team 7**

Natalie Jenkins Peel  
Mike Romot  
Todd Griffin  
Heidi Austin  
Julia Wright  
Leslie Mason

### **Team 8**

Luisa Santiago  
Ray Garcia  
Owen Thomas  
Lynn Duffy  
Jamie Philyaw  
Will Ahlum

### **Team 9**

Drew Haddock  
Rachel Bearman  
Katherine Parker  
Naomi Irvin  
Claudie Johnson  
Jeni Corn

**Embargoed: Do not read the following case study until invited to do so on Thursday.**

---

## “Child Hunger in North Carolina”

During yesterday's North Carolina history presentations, Dr. Karl Campbell talked about issues and events that connect to each of the five LNC topics. Each LNC program session is organized around one of these topics (Government, Education, Health and Human Services, Economic Development, and the Environment), but during each session you will learn about issues, challenges, and opportunities that cut across several of them.

Please take a few minutes to read the information below and then follow the instructions you will be given for reflection and group discussion.

### **The Impact of Child Hunger**

Child hunger is an issue that cuts across many sectors and can be addressed from many angles. There are families and individuals across the state struggling to make ends meet. For many, this means uncertainty about where their next meal will come from. The impact of food insecurity and hunger is especially severe on young children, but it has broad consequences for all of us.

In 2019, an estimated 1 in 10 (10.5%) American households experienced food insecurity during at least some part of the year.<sup>14</sup> During tough economic times, young children can be most at risk of hunger and malnutrition because they don't yet have access to food programs through the school system. North Carolina has one of the highest percentages in the nation of children under 18 who are food insecure on a regular basis: Almost 1 in 5 (19.3%).<sup>15</sup>

**“Child hunger is a health problem.**

- Hungry children are sick more often, and more likely to have to be hospitalized (the costs of which are passed along to the business community as insurance and tax burdens);
- Hungry children suffer growth impairment that precludes their reaching their full physical potential;
- Hungry children incur developmental impairments that limit their physical, intellectual and emotional development.

**Child hunger is an educational problem.**

- Hungry children ages 0-3 years cannot learn as much, as fast, or as well, because chronic undernutrition and toxic stress harm their cognitive development during this critical period of rapid brain growth. This actually changes the fundamental neurological architecture of the brain and central nervous system;
- Hungry children do more poorly in school and have lower academic achievement because they are not well prepared for school and cannot concentrate;
- Hungry children have more social and behavioral problems because they feel bad, have less energy for complex social interactions, and cannot adapt as effectively to environmental stresses.

**Child hunger is a workforce and job readiness problem.**

- Workers who experienced hunger as children are not as well prepared physically, mentally, emotionally or socially to perform effectively in the contemporary workforce;
- Workers who experienced hunger as children create a workforce pool that is less competitive, with lower levels of educational and technical skills, and seriously constrained human capital.

**Child hunger leads to greater health care costs for families and employers.**

- Short-term: hungry children have greater odds of being hospitalized, and the average pediatric hospitalization costs approximately \$12,000.
- Long-term: the results of chronic undernutrition contribute to high health care costs throughout life.
- Child hunger leads to greater absenteeism, presenteeism (present but not fully productive) and turnover in the work environment, all of which are costly for employers. Child sick days are linked to parent employee absences, for instance.”<sup>16</sup>

---

<sup>14</sup> US Department of Agriculture Economic Research Service Report No. ERR-275, “Household Food Security in the United States in 2019.” <https://www.ers.usda.gov/publications/pub-details/?pubid=99281>

<sup>15</sup> Feeding America “Child Food Insecurity.” 2020 Fact Sheet. <https://www.feedingamerica.org/sites/default/files/2020-06/Map%20the%20Meal%20Gap%202020%20Child%20Food%20Insecurity%20Module.pdf>. North Carolina ranks 11<sup>th</sup>.

<sup>16</sup> Cook, John, Ph.D., and Karen Jeng, AB. “Child Food Insecurity: The Economic Impact on Our Nation.” Feeding America: 2009. <https://www.nokidhungry.org/sites/default/files/child-economy-study.pdf>

## Success at LNC

You may use this page or your own paper for the “Success at LNC” exercise during Thursday’s program. You will need to be able to put your page in an envelope and seal it.