



RICE UNIVERSITY

Doerr Institute for New Leaders

Annual Report

2020-2021

NEW LEADER

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“The Doerr Institute has provided me with the mindset to pursue and achieve leadership roles that I never even fathomed I would partake in during my time at Rice. I have been able to identify and work on leadership aspects that allow me to not only make myself a leader, but also shape the leadership skills of those around me.”

- Jesus Galvan '23, Hanszen College

TODAY'S LEADER

“



“Graduate education at Rice University has been a privilege for learning and doing science, but the coaching from the Doerr Institute helped me grow into someone more than just a scientist.”

- Krishna Badhiwala '21, Neuroengineering

A Year in Review

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Dr. Thomas Kolditz

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Creating more an

A Message from the Director

Dr. Thomas Kolditz

It is with great humility that our Institute offers another season of accomplishments. While maintaining our student engagement through the past and current pandemic, we have used our online delivery methods to extend development to the global Rice community. Rice alumni can now develop themselves and their staffs with the majority of our programs, and Rice Business is now extending special opportunities to their graduates which include continued leader development through the Doerr Institute.

Following the surge of social activism in 2020, we better positioned our students for success by extending special coaching opportunities to student activists, as we have for activists in the past—earning a feature article in Fortune Magazine for our creativity and focus on tying students' passions to their development. Such development matters for students to be successful at creating lasting change.

As part of our return on investment analysis, we learned that retention among Rice's Black, LatinX, and Native American students increases significantly for those who participate in Doerr programming. While this is not our main motivation, it is a noteworthy benefit worth celebrating.

Beyond our impact on the Rice community, the Doerr Institute has developed our team and validated our work by collaboration with Fortune, delivering training on their Fortune CONNECT platform designed for leaders in Fortune 500 companies.

We are also achieving strategic significance in promoting the obligation of other institutions of higher education to develop their students as leaders. We are working with the Carnegie Foundation for the Advancement of Teaching to field a classification in leadership education and development in early 2022. We are leading a consortium of interested schools that currently numbers well over 100 colleges and universities with total student representation above 2.5 million students.

Our January 2021 book titled, *Leadership Reckoning: Can Higher Education Develop the Leaders We Need?* has helped inspire dozens of university presidents and provosts to review and improve their approach to developing students as leaders. Our goal for the next two years is to solidify our position as the most visible and impactful advocate for leader development in higher education and to improve the opportunities for development of no less than 10 million students. We are progressing on glide slope and expect to achieve that goal by the end of 2023.

We continue in the Doerr Institute for New Leaders a tradition of being supportive of all who seek to create more and better leaders at Rice and beyond. Thanks for your interest in our annual report, and, as always, feel free to contact us with questions or comments.



Thomas A. Kolditz

Director
Doerr Institute



and better leaders.

Mission

To elevate the leadership capacity of Rice students across the university and to improve the practice of leadership education and development in higher education.



5 years developing
Rice students

In 2020, the Doerr Institute celebrated five years developing Rice students. Since 2015, the Institute has developed more than 2,600 students, including undergraduate and graduate students.

FIRST PRINCIPLES

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“The Doerr Institute has given me the tools to lead in everyday life and to empower my peers to do the same.”

- Emily Wang ‘21, Will Rice College

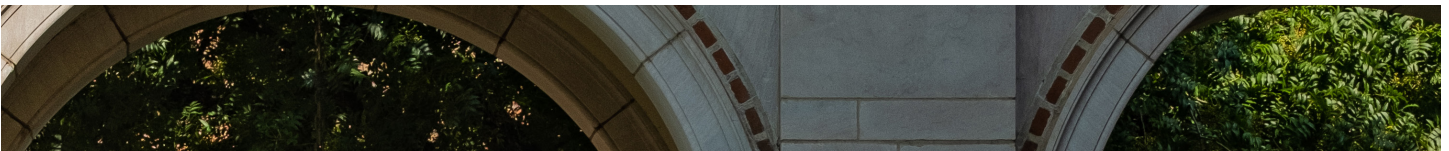
First Principles

The Foundation of Our Efforts

Four principles guide the Doerr Institute's philosophy and are the foundation we use for shaping tomorrow's leaders.



Leadership development is a **core** function of the university.



Use of **professional** leader developers.



Use of **evidence-based** techniques and professional practices.



Objective measurement of outcomes.



PROGRAMS



“The Doerr Institute has played a profound role in the personal growth I have experienced since arriving at Rice. The personalized support I received has guided the identification of my strengths and weaknesses, which has in turn informed the expansion and development of my skill set through Doerr’s diverse and flexible programming.”

- Isabel Sjodin '22, McMurtry College

Programs

Opportunities for Students

EXCURSIONS

Meetings with experienced leaders about their success, failure, and ethical dilemmas with a reflective framework for maximum impact

Excursion Leader



Lina Hidalgo
Harris County Judge

SYNTHESIS

Small group coaching sessions with peers, facilitated by a certified leadership coach and focused on a single leadership theme

Themes

- Living and Leading With Purpose
- Building and Sustaining Trust
- Developing Emotional Agility
- Silencing Your Inner Critic
- Communicating with Confidence and Clarity

Themes + Guest Experts

- Decision Making
- Master Adaptability
- Influence Outcomes
- Active Listening
- Launching a Team
- Deliver Feedback
- Embrace Conflict
- Gaining Purpose, Leading Better*
- Inclusify**
- Work-Life Integration**

**Director's cut*

***Special edition with guest expert*

CATALYST

Multi-session workshops focused on a single leadership competency



Stew Friedman
Organizational Psychologist
University of Pennsylvania

Guest expert for Work-Life Integration



Stefanie Johnson
Author of *Inclusify*
University of Colorado Boulder

Guest expert for Inclusify

More than 20 programs

available to students each semester.

All programs shifted to an online or hybrid format during the pandemic, creating an opportunity for continued leader development among students unable to return to campus.

COACHRICE

Intensive coach training, accredited by the International Coaching Federation (ICF), which creates the conditions for students to achieve a global certification in leadership coaching and the skills needed to develop others

In 2020, the program expanded to include a cohort exclusively for Rice Business Second-Year MBA students.



Helping students

impact what they care about most.

ACTIVATION

One-on-one coaching with an International Coaching Federation (ICF)-certified leadership coach

Research-driven programs with evidence-based techniques and professional practices

Support for Student Activists

Featured in Fortune Magazine

The year 2020 saw a surge of social activism in our society. To support students passionate about effectively creating change, the Doerr Institute deployed tailored programming for student activists and welcomed suggestions for future program themes related to influencing others and sustaining change.

Our use of professional coaching at no cost to all Rice students, including activists, was highlighted in Fortune Magazine.



FORTUNE®



ORGANIZATIONAL SYNTHESIS

Group coaching for leadership teams of on-campus clubs or organizations with a professional organizational health expert

This offering is designed to develop leadership teams of clubs and organizations so the students who engage with the Doerr Institute can enter into better led clubs and organizations.

Thus, fostering an opportunity to effectively use and retain their leader development training.

31

deserving students
leading on campus have
received funding since
2019

\$97,000

in total funding since 2019

Leadership Stipends

Providing Access to Leadership



Leadership takes practice.

The stipend program was created in 2019 to provide greater access to unpaid leadership opportunities on campus for students who demonstrate financial need. Twelve students in formal leadership positions, totaling \$34,000 in funding, received financial and developmental support during 2020-2021 through our Leadership Stipend program.

Digital Foundations Badge

Showcasing a Commitment to Leader Development

The Doerr Institute Leadership Foundations Digital Badge recognizes a student's completion of meaningful development in leadership competencies and skills.

Digital badges contain specific information and descriptions that future employers and peers can use to verify an accomplishment. The designation can be posted on professional platforms.

Qualifications

- 20 hours of competency-based Catalyst modules
 - 4 hours of coaching
(one-on-one or group coaching)



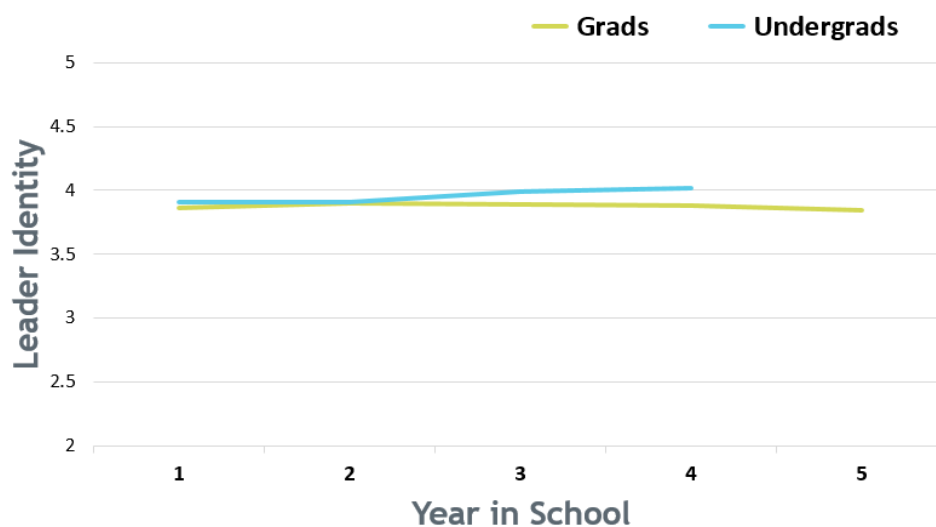


“Rice’s graduate programs build a strong foundation of specialized knowledge. Augmenting that foundation with the kind of skills you learn from the Doerr Institute is a powerful combination.”

- Josh Hill ‘21, Applied Physics

All programs and engagements are objectively measured by a team of research psychologists.

Natural Progression of Leader Development Over Time



These data, taken from a sample size of more than 2,300 Rice students, show that students who do not actively develop themselves as leaders graduate from Rice with no meaningful increase in their capacity to lead beyond what they had in high school.

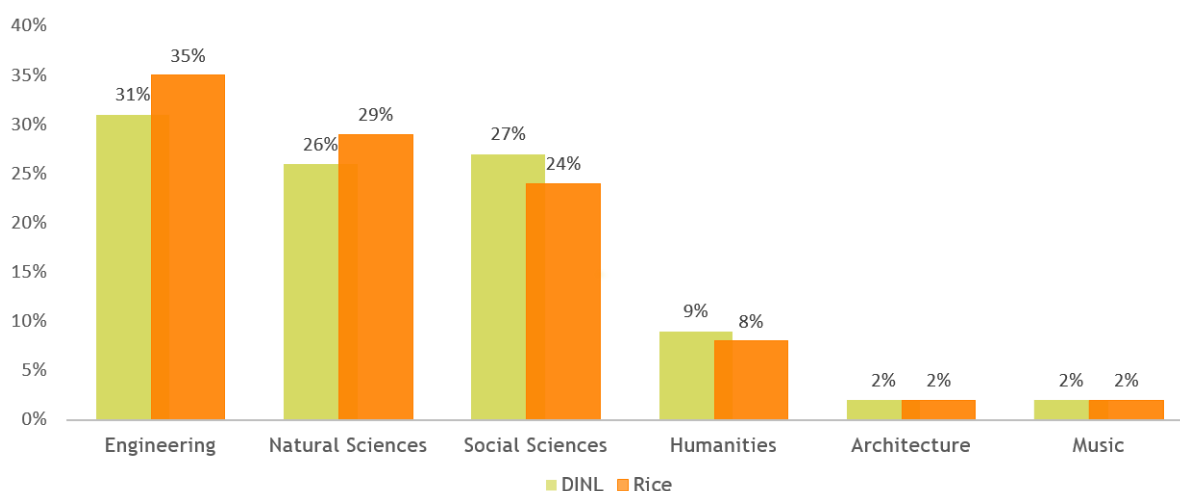
Students who do not work on their leader abilities graduate college with high-school level leadership abilities.

A degree does not, in and of itself, make a college graduate a more effective leader.

Engagement Impact on Rice Students



Engagement with Students Across Schools at Rice



The Doerr Institute serves all schools at Rice, engaging with a population that is representative of the Rice student population.

30-40%

of the class of 2022 is estimated to have participated in one or more Doerr programs

>1,000

students professionally trained in leader development during 2020-2021

Returns on Investment

Dr. Ryan Brown

Managing Director for
Measurement



The Measurement Guru

**Rigorously measuring the
Institutes' outcomes.**

Dr. Ryan Brown, the former L. J. Semrod Presidential Professor of Psychology at The University of Oklahoma, serves as the managing director for measurement at the Doerr Institute.

Brown ensures that the services the Doerr Institute provides to students are of the highest quality and achieve the greatest impact on their development as leaders. This includes measuring behavior and cognition changes using self-report, observational, and peer-evaluation data.

Beyond measuring leader development outcomes at Rice, Brown has provided measurement instruction and guidance for other leader development enterprises including universities and non-profit community organizations.



Secondary Benefits

Although the aim of the Institute is solely to develop students as leaders, we understand and have data to support that our developmental work brings a host of secondary benefits to both students and the university.

Secondary Benefits For Students and Rice

Well-Being Outcomes

Beyond psychological factors, we estimate that our leader development training will result in a **decrease of 90-120 students per year feeling the need to seek psychological counseling** at Rice.

Employment Outcomes

Engagement with the Doerr Institute is associated with significantly **higher levels of employment** among graduating seniors.

Alumni Engagement

Students who participate in Doerr Institute programs exhibit significantly **higher levels of alumni engagement** with Rice.

Alumni Donation

Doerr Institute alumni are substantially **more likely to donate to Rice** compared to other alumni.

Improvements in Student Retention

**Among academically
stigmatized populations.**

Results of a new, secondary outcome analysis, led by Brown, focusing on four-year student retention at the university revealed that academically stigmatized populations including Black, LatinX, and Native American students who work with the Doerr Institute are retained at significantly higher rates than their peers, independent of other factors (e.g., GPA).

More details on this study can be obtained by emailing Dr. Ryan Brown at Ryan.P.Brown@rice.edu.

>5%

higher four-year retention rate for academically stigmatized students who engage with the Doerr Institute





Beyond developing leaders at Rice,
the Doerr Institute is leading a movement in higher education
to improve the way students are
developed as leaders.

*This work was featured in The Chronicle of Higher Education
and Inside Higher Ed at the beginning of 2021.*



**INSIDE
HIGHER ED**

“Our values are such that sharing is better than competing, and that improving hundreds of institutions is better than keeping what we learn to ourselves. Our aim is to create more and better leaders, not only at Rice, but also by helping others maximize the effectiveness of their programs, courses, and activities.”

- Dr. Thomas Kolditz, Doerr Institute director



Lynn Perry Wooten
President
Simmons University



Susan MacKenty Brady
CEO, Institute for Inclusive Leadership
Simmons University

“The time for #LeadershipReckoning is right now, and Simmons University is proud to be a partner in changing the game alongside the incredible work of Rice University, the Doerr Institute, and the Carnegie Foundation. Simmons is committed to empowering the next generation of women leaders to excel in their professional, personal, and civic lives through a focus on Everyday Leadership®. Concepts of Everyday Leadership are at the core of Simmons’ undergraduate and graduate curriculum, in its co-curricular focus on leadership development, and in its renowned Institute for Inclusive Leadership, whose conferences and educational programs reach women leaders around the world. Simmons is grateful for and committed to the movement launched by our colleagues at the Doerr Institute.”

“A commitment to develop, educate, and train more and better leaders can no longer be the responsibility of one office or school. It must be an **organized university-wide** effort rooted in **evidence-based practices** and resulting in **measurable impacts.**”



Dr. Carla Ortega Santori
Strategic Initiatives Manager

It's not rocket science.

Since January 2020, the Institute's consortium of schools dedicated to improving leadership education and development practices has more than tripled.

This growing consortium's purpose is to connect higher education stakeholders with a shared commitment to improving the way students are developed as leaders and provide them with a community to share best practices and resources.

Not only will the Elective Classification in Leadership for Public Purpose (page 22) elevate the standard for developing students as leaders, this consortium will also contribute to legitimizing leadership development and education practices in higher education.

Managed by Dr. Carla Ortega Santori, the Institute's strategic initiatives manager, the consortium is open to anyone dedicated to advancing the #LeadershipReckoning movement in higher education.

From university chancellors to college presidents to leadership education faculty, the consortium includes a myriad of leaders in higher education from an array of institution types.

Quality leader development is not reserved for the top 20 schools, but rather, is the great equalizer for higher education institutions. No longer will it be enough for an institution to say they are developing leaders. They will soon have to prove their commitment to developing their students.

It's improvement science.

Consortium

for Improvements in
Leadership Education
and Development

190

Leadership
scholars and
practitioners

*The consortium
continues to grow
each day. These
figures are accurate
as of June 15, 2021.*

2.5

Million students
impacted

112

Higher
education
institutions
represented





We lead an improvement process in higher education.

Carnegie Foundation Elective Classification in Leadership for Public Purpose

In January 2020, the Doerr Institute welcomed more than 30 scholars and practitioners from a broad range of institution types to Rice University to draft an application framework for a new Elective Classification for Leadership through the Carnegie Foundation for the Advancement of Teaching. During this working meeting, which spanned two and a half days, scholars and practitioners created a draft framework that was then used throughout 2020 to develop an application for the Elective Classification in Leadership for Public Purpose.

Once the initial application was complete, 13 institutions were invited to participate in the pilot process beginning in 2021. This process, administered by the Institute, will conclude in Summer 2021 and provide insights into improvements needed for the application before submitting to Carnegie for review. Once accepted, the Elective Classification will be made available to all higher education institutions in the United States with Rice University being the administrator. Eventually, the classification will be made available to institutions in other countries.

Designed to create an improvement process in the areas of leadership education and development through an in-depth self-examination process, the **Elective Classification in Leadership for Public Purpose** will recognize exceptional institutions in the area of leadership with a focus on pursuing the greater public purpose of higher education.

This initiative **directly aligns with our mission** to improve the practice of leadership education and development in higher education.

Pilot Participants

Claremont McKenna College
Westminster College
U.S. Coast Guard Academy
Valparaiso University
Simmons University
Creighton University
Fort Hayes State University
Uniformed Services University
University of Colorado Boulder
University of Southern Maine*
U.S. Military Academy (West Point)*
Tufts University*
University of Nevada, Las Vegas*

**Observer schools that offered feedback, peer support, and participated in pilot cohort meetings but did not submit a pilot application.*

"We at Simmons University have joined their effort to advance a vision of leadership that could become a strategic national asset, an education made available to any striving leader, meant to ensure aspiration meets excellence, and designed to supply our nation with the critical leadership reserve it so desperately needs. Pursue the Doerr Institute at Rice University and you will see why we at Simmons see them as a North Star in the development of great leaders."



Helen Drinan
Former President
Simmons University

Inside the Application

Campus and Community Context

Leadership Curriculum

Leadership Co-curriculum

Leadership Pedagogy

Leadership Scholarship

Foundational Indicators

- Identity and culture
- Communication
- Infrastructure and Resources
- Human Resources
- Assessment
- Alignment



Aaron Roof
Pilot Participant
University of Colorado Boulder

"The primary advantage of the pilot process and classification has been learning from others and sharing best practices across the country."



Administration from
Oklahoma State University
visiting the Institute in
Spring 2021.

Visit Days and Senior Leadership Briefings

Sharing what we've learned developing students at Rice.

Throughout 2020 and 2021, the Doerr Institute team has conducted numerous visit days for external stakeholders which include an in-depth overview of each division of the Institute. In addition to scheduled visit days, we have briefed multiple college chancellors, presidents, and boards of trustees explaining the #LeadershipReckoning movement in higher education.

Supporting higher education institutions in their pursuit to develop tomorrow's leaders.

A blueprint for how effective leader development can occur.

On January 19, 2021, *Leadership Reckoning: Can Higher Education Develop the Leaders We Need?* was published by Monocle Press and made available in hardcover, audiobook, and Kindle formats. Authored by Dr. Thomas Kolditz, director, Dr. Ryan Brown, managing director of measurement, and Libby Gill, leadership expert, with foreword by external board member Jim Collins, *Leadership Reckoning* provides higher education with a blueprint for how effective leader development can occur.

This includes a transparent presentation of research, instruments, program specifications, and measurement techniques used to develop leaders at Rice.

Our aim in publishing *Leadership Reckoning* was to create awareness that higher education is failing on its social responsibility to develop students as leaders and provide tools for institutions to improve their efforts.

The start of a #LeadershipReckoning

Authors



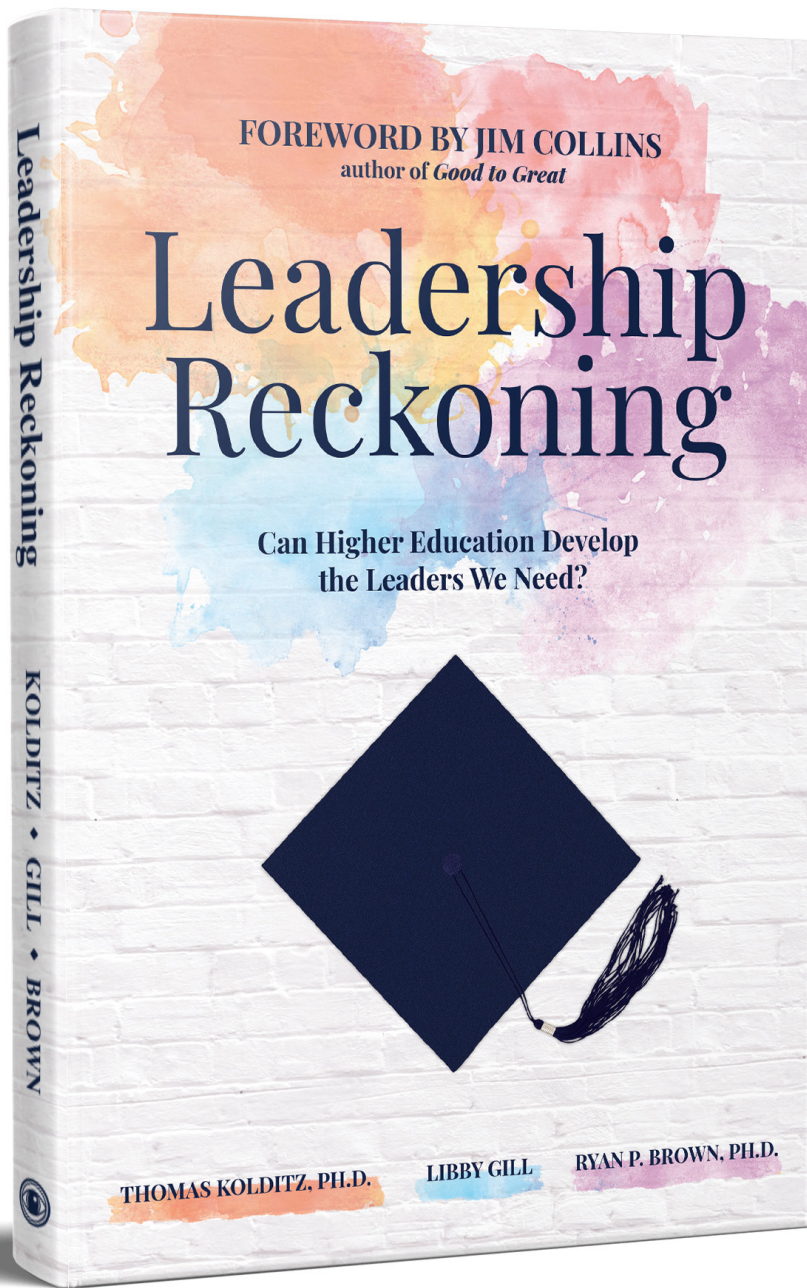
Dr. Thomas Kolditz
Director



Dr. Ryan Brown
Managing Director
for Measurement



Libby Gill
Leadership Expert



Featured
in **Forbes
Executive
Library**

“This book is a gem of a resource for institutions of higher education considering their role and approach in preparing the rising generation to exert the leadership our world needs.

- **Wendy Kopp**, CEO and Co-founder of Teach for All

> 2,000
complimentary
copies received
by higher
education
stakeholders

BETWEEN RICE

“



“The Doerr Institute has given me more confidence in my leadership skills, which has provided me with a heightened motivation to explore the several spheres in which I can be a leader.”

- Chidera Ibezue '22, Hanszen College

Ruth Reitmeier
Assistant Director for
Coaching



234

total CoachRICE graduates
in 2020-2021

A Leader in the Coaching Arena

Selected for an international task force to influence the future of coach training.

In 2020, the Doerr Institute was invited to join the International Coaching Federation (ICF) Task Force on Program Accreditation. According to the ICF, the Doerr Institute was invited to influence the future of coach training programs due to the academic rigor, global reach, and emphasis on measurement found in our CoachRICE program.

Ruth Reitmeier, assistant director for coaching, represented the Institute at all task force meetings.

World Business and Executive Coaching Summit (WBECS)

Dr. Thomas Kolditz, our director, conducted a virtual presentation on “Breaking Barriers: The Expansion of Coaching Markets at Scale in Higher Education” for WBECS during their 10th annual summit. This presentation was made available to more than 21,000 global attendees and mentioned Rice University’s use of professional coaches.

Scaling Excellence

CoachRICE: A Leadership Coaching Program

In-Person and Virtual Cohorts

Influenced by the effects of the pandemic and to meet demand, the Institute expanded our Professional CoachRICE program beyond in-person to include a virtual option. This new program format allows the Institute greater access to global applicants and an opportunity to scale excellence.

MD Anderson Cancer Center Cohort

The Doerr Institute works closely with the Leadership Institute at MD Anderson Cancer Center to assist in the delivery of our CoachRICE program.

MD Anderson’s coaching programs were recognized in 2020 as a **Prism Celebrated Nominee** by the ICF, an award which honors global businesses and organizations with coaching programs that fulfill rigorous professional standards, address key strategic goals, shape organizational culture, and yield discernible and measurable positive impacts.

Beyond Rice

Global Impact and Engagement

AT&T Summer Learning Academy

In the summer of 2020, Dr. Thomas Kolditz, our director, was invited by AT&T to share lessons on leadership with more than 100,000 students as part of AT&T's Summer Learning Academy. This platform was designed by AT&T to support students during an unpaid "externship" while navigating the effects of the pandemic. Kolditz's presentation was recorded and shared again with 2021 participants.

International Leadership Association (ILA)

In November 2020, our team virtually attended the ILA's Leadership Conference and worked with the global ILA community to educate them on the Carnegie Elective Classification and how it complements, yet is different, than the program-level Guiding Questions created by ILA. ILA includes members in more than 70 countries and is the largest international and interdisciplinary membership organization focused on leadership education and development.

Serving the Global Rice Community

Return to Rice: Leadership Programs for Rice Alumni

In 2020, the Institute developed customizable program packages for Rice alumni interested in leader development. We worked with Development and Alumni Relations on campus to develop programming and a payment structure that allows Rice alumni an opportunity to obtain leader development training while also contributing to their lifetime giving record at Rice. This expansion provides the global Rice alumni population an opportunity to return to Rice for leadership training and gain the skills needed to further impact their fields and communities.

To join alumni returning to Rice for leadership development, visit doerr.rice.edu/programs-alumni.



FORTUNE CONNECT™

Gaining Purpose, Leading Better

This past year, the Doerr Institute was invited by Fortune Magazine CEO Alan Murray to support the creation and facilitation of its new leadership platform, Fortune CONNECT.

Stephanie Taylor, our assistant director for leader development, along with Kolditz, facilitated one of our multi-session workshops to approximately 200 executive-track employees who were part of the Fortune CONNECT community.

Through our multi-session workshop “Gaining Purpose, Leading Better,” our team helped develop a community of senior executives into authentic and purpose-driven leaders.

Facilitators

Dr. Thomas Kolditz
Director



Stephanie Taylor
Assistant Director
for Leader
Development





Fellows

Bruce Avolio

Center for Leadership & Strategic Thinking, University of Washington

David Day

Kravis Leadership Institute, Claremont McKenna College

Jim Kouzes

Dean's Executive Fellow of Leadership, Santa Clara University

Mathew Johnson

President of Albion College, Carnegie Foundation

Tae Kouzes

Executive Coach

Vida Yao

Philosophy, Rice University

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Founder and Executive Chairman, World Economic Forum

Wendy Kopp

CEO and Co-Founder, Teach for All



Marcel Fingers

Executive Assistant to Director



Sarah Sullivan

Administrative Specialist



Ruth Reitmeier

Assistant Director for Coaching



Dr. Thomas Kolditz

Director



Stephanie Taylor

Assistant Director for Leader Development



Lillie Besozzi

Senior Associate Director



Brooklyn Holt

Digital Marketing and Communications Specialist



Dr. Ryan Brown

Managing Director for Measurement



Dr. Carla Ortega Santori

Strategic Initiatives Manager

TOMORROW'S LEADER



“The Doerr Institute helped me explore who I am today and who I want to become while helping me learn to connect to all the important people in my life in a way that doesn’t take away from who I am.”

- Oeishi Banerjee '21, Sid Richardson College

“The Doerr Institute helped me identify and act on my personal and career goals, thus, making me feel confident engaging with the opportunities at Rice and beyond. Doerr turned me into a do-er.”

- Julia Shi '23
McMurtry College

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The Doerr Institute for New Leaders at Rice University



RICE UNIVERSITY

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