

2021-2022 ANNUAL REPORT



RICE UNIVERSITY
Doerr Institute
for New Leaders

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A Legacy of
"More 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.

6

In 2021, the Doerr Institute celebrated six years developing more and better leaders.



• A MESSAGE FROM THE DIRECTOR



The future is bright for the Doerr Institute for New Leaders and for students hoping to develop their leadership during college and graduate school. As the new director of the Doerr Institute, I cannot take credit for any of the outstanding successes the Institute saw in the last year, but I can highlight some that most impressed me. From our engagement levels with students across campus to our collaboration with The Carnegie Foundation for the Advancement of Teaching and the American Council on Education (ACE) to create an Elective Classification on Leadership for Public Purpose, the Doerr Institute continues to show its commitment to Leadership for Public Purpose.

Moving forward, my vision is to build on the outstanding work of director Tom Kolditz and really move the Doerr Institute toward a future state where the Institute and Rice University are synonymous with leadership. We will enhance our brand and thought leadership in an effort to drive change across higher education in its approach to student leader development.

As we work to lead by example when it comes to student leader development, we will continue to invest in and refine our programs at Rice. The new programs we are creating allow our most interested students to do more, go deeper, and apply what they have learned when it comes to leadership. In addition to new programs aimed at our most enthusiastic students, we are working with entities across campus to cast a wider net and support students who we may have missed in the past.

There is an excitement and fervor within our walls, and we know that we can continue to deliver on the mission of creating more and better leaders at Rice and beyond. I am grateful for the opportunity to lead the amazing team at the Doerr Institute to new levels of impact.

Stefanie Johnson

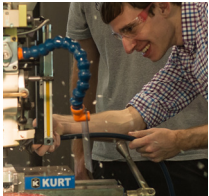
Director

Doerr Institute for New Leaders

STUDENT ENGAGEMENT



Engagement with Students Across Schools



Engineering



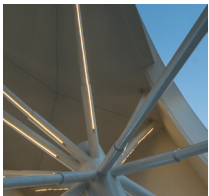
Natural Sciences



Social Sciences



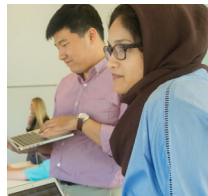
Humanities



Architecture



Music



Business

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



3,299

students have graduated from Rice having engaged with the Doerr Institute since our founding in 2015

768

students participated in Doerr programs between Summer '21 to Spring '22

Graduate Engagement

Masters: 19%
MBA: 30%
PhD: 16%

Undergraduate Engagement

36% of the
Class of 2022

Graduate Perspective

“I have identified my personal strengths and weaknesses through my participation with the Doerr Institute. This has allowed me to develop a plan to improve on my weaknesses allowing me to become a more well-rounded leader.”



Tarence Rice '24

Undergraduate Perspective

“Working with the Doerr Institute enabled me to develop my personal leadership skills through both planning and practice. I was able to take these new skills and apply them to my life, learning how to build myself into the leader I want to be.”



Danica Pietrzak '23

OUR TEAM AND APPROACH

The Doerr Institute's **four founding principles** guide our team's efforts and are the foundation we employ for developing tomorrow's leaders.

Use of **professional** people



A team of dedicated leadership coaches, certified by the International Coaching Federation (ICF), help develop Doerr Institute students.



Stefanie Johnson
Director



Lillie Besozzi
Executive Director



Ryan Brown
Managing Director
of Measurement



Lisa O'Connor
Executive Assistant



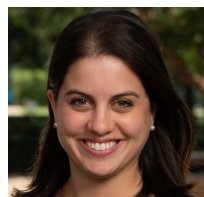
Janeen Antonelli
Assistant Director
for Coaching



Stephanie Taylor
Assistant Director
for Leader
Development



Sarah Sullivan
Administrative
Specialist



Carla Ortega Santori
Strategic Initiatives
Manager



**Kirsten
Westmoreland**
Postdoctoral
Research Fellow



Gary Garrett
Administrative
Assistant



Chong (Jessica) Lee
Digital
Communications and
Marketing Specialist



Donnica Mitchell
Administrative
Assistant





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

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

Objective measurement
of outcomes

Faculty Advisory Board

Eden King
Psychology

Jim Hennessy
Engineering Leadership

Rudy Guerra
Statistics

Fellows

Bruce Avolio
University of Washington

David Day
Claremont McKenna College

Jim Kouzes
Santa Clara University

Tae Kouzes
Executive Coach

Vida Yao
Rice University

External Board

Al Gore
Former Vice President of America

Carolyn Miles
Former President and CEO of
Save the Children

David Rhodes
Former President at CBS News

Jim Collins
American Business Consultant

Klaus Schwab
Founder and Executive Chairman
of World Economic Forum

Wendy Kopp
CEO and Co-Founder of
Teach for All

STUDENT PROGRAMS

With our **university-wide approach** to leader development, all Rice students are seen as high-potential leaders and have access at no cost to a full menu of **evidence-based programs** each semester.

Each program is **objectively measured** during a pilot phase to guarantee impact before being offered to students.

Catalyst

Multi-session workshops focused on a single leadership competency like *Building Psychological Safety* and *Delivering Feedback*.

Excursions

Half-day experiences with top leaders that include a robust debrief and reflective framework.

Carin Hagberg

Chief Academic Officer at MD Anderson Cancer Center

Lisa Trapani Shumate

Associate Vice President and General Manager at Houston Public Media

Leadership Cohorts

Immersive year-long leader development experiences that include a combination of specific Doerr Institute programs. Students work to internalize a leader identity and develop an elevated sense of purpose within a specific context.

**Women in Leadership
Leading a Team**





Activation

One-on-one coaching sessions with an International Coaching Federation (ICF) certified coach. Students create their own personal development plan while their coach guides them to take the steps necessary to activate that plan.

Synthesis

Group coaching sessions focused on a single leadership theme like *Building and Sustaining Trust* or *Conquering the Imposter Syndrome*.

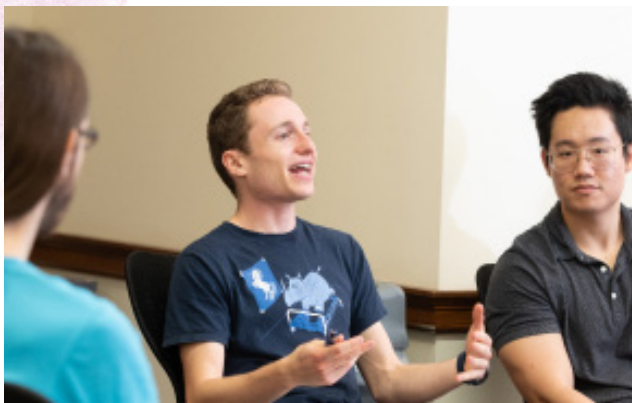


“The Doerr Institute has helped me become a more confident and courageous leader, which I wanted to achieve during my time at Rice. The knowledge and experiences that the Doerr Institute has provided me has helped me achieve my goals by maximizing my leadership potential.”

- Reed Myers '23

CoachRICE: A Leadership Coaching Program

Accredited by the International Coaching Federation (ICF), CoachRICE trains and equips participants with coaching skills to help develop team members and other high-potential leaders.



Student CoachRICE

30 students
1 year-long cohort

Students who completed a one-on-one coaching experience (Activation) could apply to participate and work toward achieving their ICF coach credential.



MBA CoachRICE

20 students
1 semester-long cohort

An exclusive cohort for Rice MBA Students. Many MBA students note this training as the most impactful opportunity during their MBA experience.



Student. Leader. Certified Coach.

In May 2022, Schuyler Gustafson '22 became the first female student from Rice to obtain her Associate Certified Coach (ACC) credential from the International Coaching Federation (ICF) while enrolled, investing more than 100 hours coaching her peers and local high school students.

“The priceless tools that I learned from Doerr have molded me into the leader I am today,” said Gustafson. “My journey with the Doerr Institute has developed lifelong skills such as active listening and inquisitive, powerful questioning, fully preparing me for not only my future, but for helping coach others as well.”



The Doerr Institute works closely with the ICF to maintain the core competencies required in accredited coaching education programs.

PREPARING TOMORROW'S LEADERS

Leadership Stipends

Through stipends up to \$5,000 and developmental opportunities, the Doerr Institute is supporting students who demonstrate financial need as they take on formal and unpaid leadership positions on campus. **The opportunity to practice leadership should be accessible to all students.**

36

stipends awarded since 2019

\$106,000

total funding provided to Rice students

“The leadership stipend was such a validation that the time and energy I was investing in others and in myself through my leadership role was important and recognized.”

- **Former Stipend Recipient**



Digital Foundations Badge

Students who complete significant leader development with the Doerr Institute receive our Leadership Foundations Digital Badge.

Qualifications

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





Leadership Beyond the Hedges • • • • •



**Leadership Coach
CEO of EPOG Academy**



Tim Harrison '20

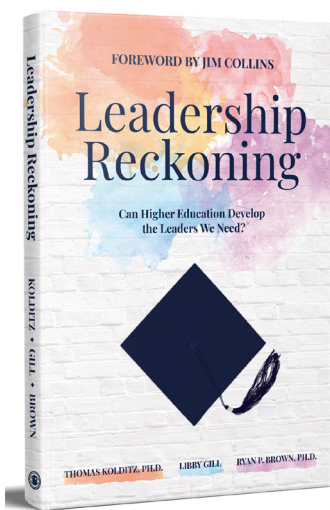
“My mission in life is to inspire and equip people to realize their potential.”

Using his one-on-one coaching experience along with his coaching education through CoachRICE for Students, Harrison founded EPOG Academy (EPOG = Enjoyable Pain of Growth). Focused on empowering under-served high school students in the Houston community, EPOG Academy is an education-based non-profit that uses professional leadership coaching and evidence-based personal development.



A MISSION BEYOND RICE

Beyond developing students at Rice, the Doerr Institute is committed to elevating the practice of leadership education and development across higher education. See the various ways we are helping to ensure tomorrow's leaders have effective leadership education and development opportunities, beyond high-school level leadership abilities.



Published in 2021, *Leadership Reckoning* takes to task American colleges and universities for their haphazard, incoherent, evidence-free approaches to developing students as leaders and offers a principle-driven, outcome-oriented blueprint for how effective leader development can occur.

by Tom Kolditz, Ryan Brown, and Libby Gill

The #LeadershipReckoning Continues

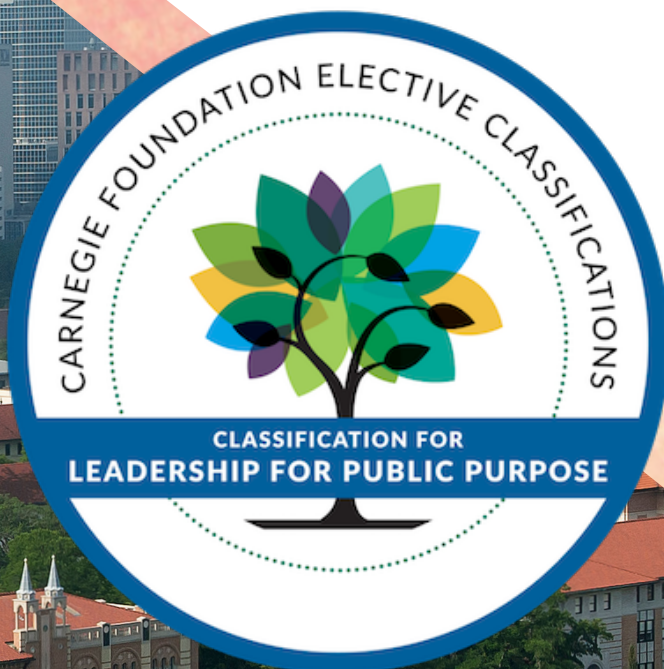


• Visit Days

• The Doerr Institute sets aside **4 visit days** for leadership and higher education professionals each year. A total of **40 participants**, representing **14 colleges and universities**, attended to learn more about our university-wide approach and the methods we use to measure the impact of our leader development initiatives.

• Leadership for • Public Purpose

In 2019, the Doerr Institute expanded its mission and efforts to improve the practice of leadership education and development beyond Rice. Since then, our team has worked closely with higher education stakeholders, including presidents, provosts, leader developers, faculty, and others, to define **Leadership for Public Purpose**. In 2022, the improvement process framework was solidified and the Carnegie Elective Classification in Leadership for Public Purpose became available to all colleges and universities for application.



Leadership for Public Purpose



Inside the Application

Foundational Indicators

Foundational indicators are those that best illustrate a broad and deep commitment to leadership for public purpose in the institution's policies, operating norms and routines, as well as organizational activities, and practices. In this section, applicants will be asked about the institutional mission, internal communications, resource allocation, and human resources practices.

Leadership Curriculum

Leadership curriculum is integrated into credit-bearing coursework. Curricula may approach leadership from a wide variety of theoretical and educational perspectives (e.g., leader development, study of leaders, systems of leadership, leadership in cultural context).

Leadership Co-Curriculum

Co-curricular leadership is integrated into the non-credit-bearing educational activities of the institution. In order for an educational activity to be considered co-curricular it must have well-articulated learning outcomes, clearly structured and developmental approach to learning, and assessment of student learning.

Leadership Pedagogy

Leadership pedagogy is educational methodology in curricular and co-curricular leadership offerings. In this section, institutions are asked to describe the methodologies used by faculty and staff to achieve learning outcomes.

Leadership Scholarship

This section reflects the creation of new knowledge about leadership in post-secondary institutions. Applicants are prompted to look at how knowledge is produced and how it is shared within the institution and beyond.

PREPARING OTHER CAMPUSES

295

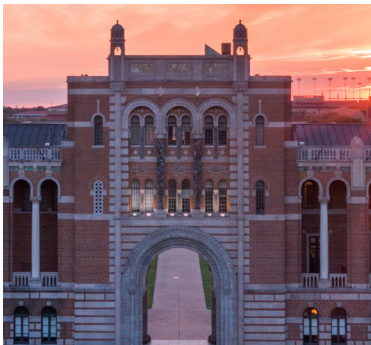
members of the consortium

175

universities represented

3.4 Million

students impacted



• The Consortium

• The Consortium for Improvements in Leadership Education and Development is a community of scholars and practitioners engaged in the sharing of best practices. In 2020, the Doerr Institute hosted its first working meeting at Rice to begin creating the framework for what is now the **Carnegie Elective Classification in Leadership**.
• The consortium continues to grow and create the parameters for collaboration and improvement across higher education.



Returns on Investment (ROI) in Quality Leader Development for Students

While the aim of the Doerr Institute is solely to develop students as leaders, we have data to support that our developmental work at Rice results in numerous secondary benefits to students and the university.



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.



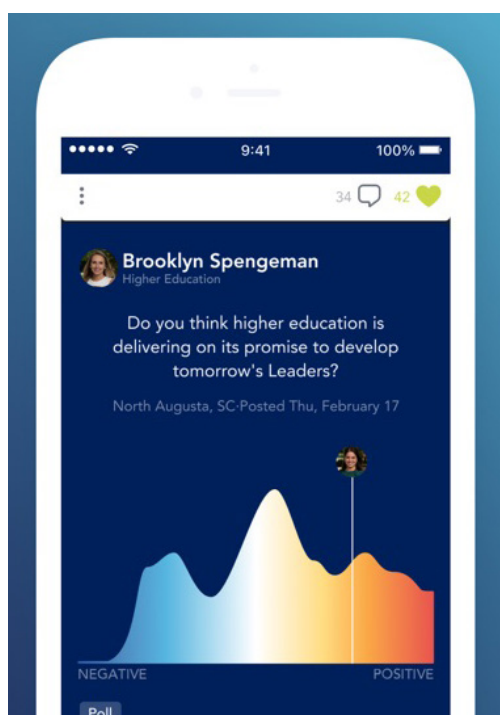
Alumni Donation

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

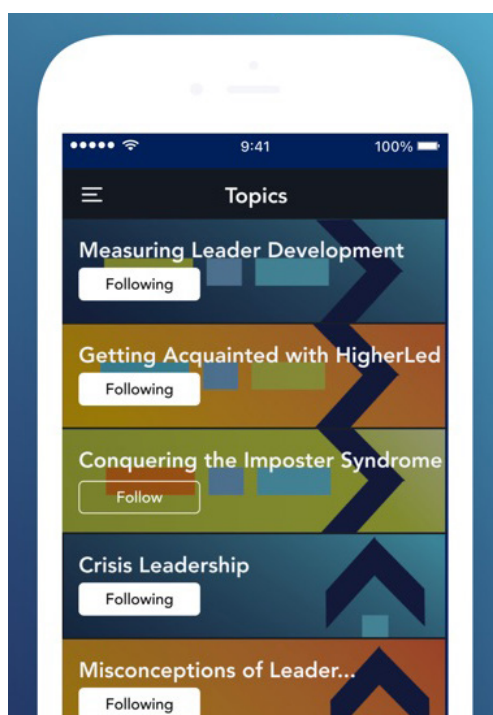


HigherLed Digital Network

HigherLed is a digital learning network that directly supports our external mission of continuous improvement in the areas of leadership education and development in higher education. This digital community serves as a forum for our **Consortium for Improvements in Leadership Education and Development** to foster connections and share best practices and experiences developing students as leaders.



Share your experience developing students as leaders



Explore best practices and evidence-based approaches by leadership topic



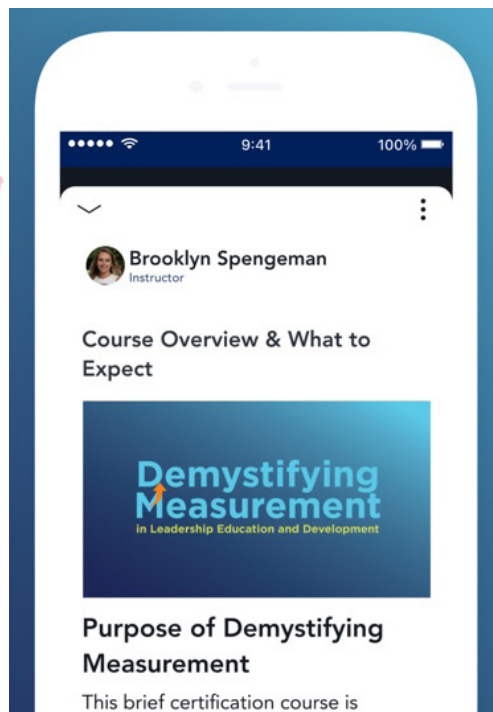
Elective
Classification
Insights and
Application
Help

Measurement
Course and
Materials

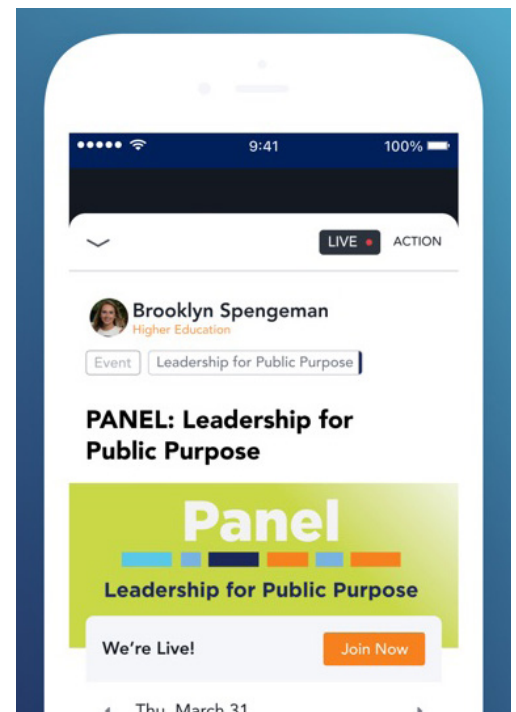
Exclusive
Events and
Webinars

Collaborative
Library
of Shared
Resources

Join HigherLed at
higherled.community



Access valuable resources
and trainings to use at your
institution



Attend exclusive events to
help you create more and
better leaders

201

members have joined
HigherLed

More and better
Leaders

“Schools won’t change without a reason. I truly believe that any university in the country has the talent and the resources to produce students who are better leaders. Creating an improvement process fostered by the Carnegie Elective Classification in Leadership for Public Purpose will do just that.”

Tom Kolditz
Founding Director
Doerr Institute for New Leaders



..... **It's not rocket science.**
It's improvement science.



Measurement Specialist Course

This brief, **five-week measurement specialist certification course**, is an extension of our efforts to provide other campuses with the resources and tools to effectively develop their students as leaders. Specifically, this course equips participants with the resources to create evaluation systems capable of testing the impact of leader development programs in higher education and beyond, thus, strengthening the impact on tomorrow's leaders and their abilities to lead in whatever context they choose.



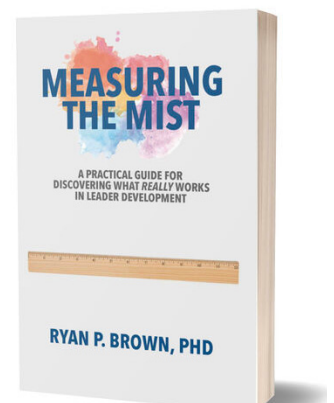
“It [the course] provided me with a substantial understanding of how to set up a program or study to assess my outcome of interest with scientific rigor.”

Lebena Varghese

Houston Education Research Consortium

Course Resource

Written by Doerr Institute's Ryan Brown and published in March 2022, *Measuring the Mist: A Practical Guide for Discovering What Really Works in Leader Development* is designed to equip readers with the tools to create evaluation systems capable of testing the impact of leader development programs in higher education and beyond.





CoachRICE for Professionals

55 graduates this year
2 semester-long cohorts

Open to candidates around the world, CoachRICE for Professionals provides the training and practicum experience needed to become a certified coach with the International Coaching Federation (ICF). Ideal candidates might be professional coaches interested in enhancing their skillset, internal organizational coaches, managers and leaders wanting to add coaching to their portfolio, or HR professionals wanting to advance their career.

THE UNIVERSITY OF TEXAS

MD Anderson
Cancer Center

CoachRICE for MD Anderson Cancer Center

MD Anderson Cancer Center's Leadership Institute partners with the Doerr Institute to offer CoachRICE to its physicians. The implementation of CoachRICE supports MD Anderson's philosophy of servant leadership.



CoachRICE for Higher Education

This one-time offering of CoachRICE, exclusively for higher education professionals, directly aligns with our efforts to prepare faculty, staff, administrators, and all higher education stakeholders with the coaching skills to develop students on their campuses as leaders.

WGU Licenses Doerr Institute's CoachRICE Program for Faculty Development

Western Governors University (WGU), a leading online, nonprofit school with headquarters in Utah, is the most recent institution to integrate the CoachRICE program into its faculty development efforts.

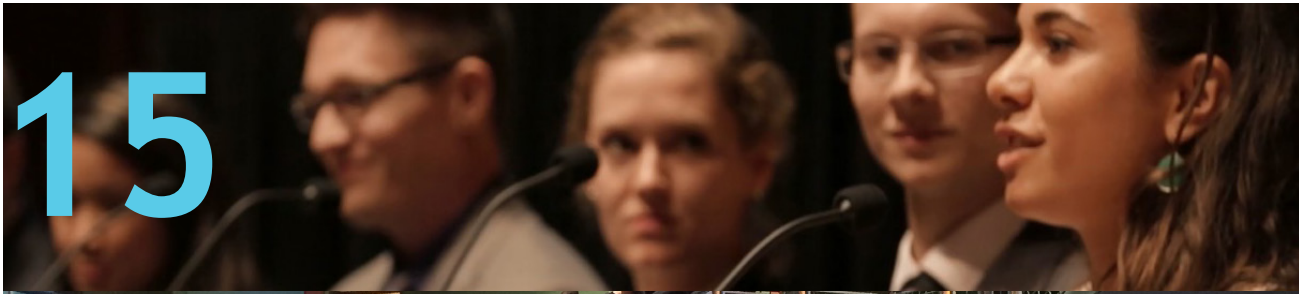
The WGU team said the Doerr Institute's student-focused and evidence-based coaching program, as well as the coach development methodology of CoachRICE, is aligned with WGU's vision and represented a complementary partnership opportunity.

"We believe that coaching skills and practices, thoughtfully and consistently applied, are essential for our faculty to facilitate these transformative educational experiences for students," said Jennie Sanders, vice president of faculty experience and academic services at WGU.



A LEGACY OF “MORE AND BETTER LEADERS”

2015



2016



2017



2018

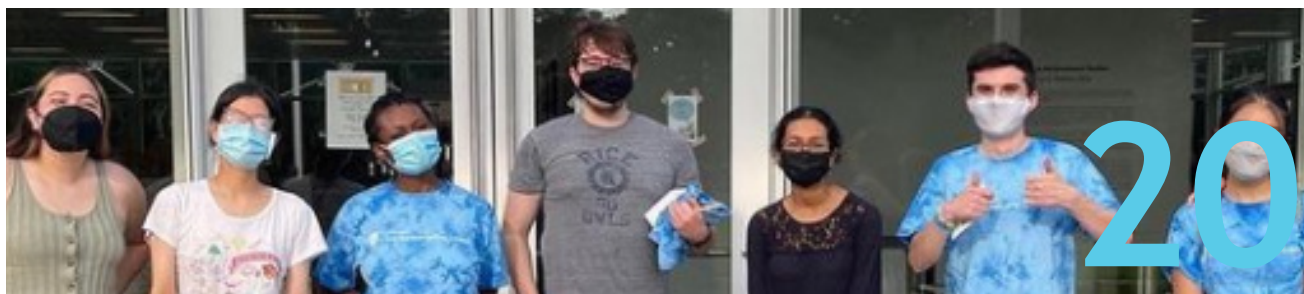


2019



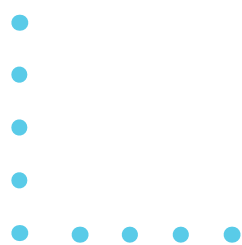
2020





Tom Kolditz served as the founding director of the Doerr Institute from 2015-2022, acting upon a vision to develop more and better leaders. While at Rice, he did just that and more, positioning the Doerr Institute as the example for leader development in higher education on the global stage.

Thank you, Tom



“Rice and the Doerr Institute have benefitted immensely from Tom’s vision and leadership. I have seen firsthand with our students the impact the Doerr Institute has had on their abilities and aspirations.”

David Leebron
Former Rice University President

In Memoriam



On October 18, 2021, the Doerr Institute mourned the passing of General Colin Powell, a Doerr Institute external board member and former U.S. Secretary of State. Powell's legacy of leadership in public service, along with his trailblazing efforts for diversity and democracy, reminds us of the importance of purpose-driven leadership and the need for a servant's heart.

"General Powell was convinced that leadership is best learned through practice and hands-on development — both hallmarks of Doerr Institute processes and a legacy of his five years on our board," says Tom Kolditz, then Doerr Institute director. "We will be forever grateful for his many contributions to our Institute and our Nation."

In addition to supporting our efforts to create more and better leaders at Rice University, Powell founded the Colin Powell School for Civic and Global Leadership in 1997 at his alma mater, The City College of New York. The Center works to develop new generations of publicly engaged leaders and promote civic involvement at City College.

We thank Powell for providing us an example of exemplary leadership and service for tomorrow's leaders. He will forever be remembered.

doerr.rice.edu

higherled.community



RICE UNIVERSITY
Doerr Institute
for New Leaders