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ANNUAL REPORT

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## **FROM** THE DIRECTOR

Greetings from the Doerr Institute for New Leaders! As we close another academic year at Rice University, we are compelled to reflect on the strides countless Owls have made in advancing leader development within our hedges and beyond. Furthermore, we are grateful for the unwavering support you extended us throughout the year.

This past year has been a remarkable one for the Doerr Institute. We have enhanced our programs, each designed to equip emerging and established leaders with the skills necessary to navigate the complexities of today's challenging landscape. Our offerings, ranging from personalized coaching sessions to intensive workshops, have empowered a diverse group of individuals. These leaders are now making significant contributions to Rice University and organizations around the world.

A highlight of this year was our partnership with The Carnegie Foundation in administering the inaugural application cycle for the Carnegie Elective Classification for Leadership for Public Purpose. We worked extensively with their team to establish a framework for conducting a peer review process. Additionally, the Institute selected and trained 20 reviewers to usher 34 colleges and universities through the application process.

December 2023 culminated with the Doerr Institute team's submission of Rice University's application for the Carnegie Elective Classification for Leadership for Public Purpose. In partnership with the Office of the Provost, we convened a committee of top stakeholders at Rice to draft and compile a single 82-page submission for the university. Ultimately, Rice University was awarded the classification in June 2024 based on its demonstrated commitment to fostering intentional leader development.

Through this classification, we have encouraged universities to not only pursue excellence in leader development but also to examine and measure the effectiveness of their programs. Serving as the host university has enabled us to support peer institutions in achieving this prestigious classification, which marks them as leaders in the realm of leader development.

As we look forward to the coming year, we are excited about the opportunities that lie ahead. We aim to further expand our reach, develop new programs, and continue our research to stay at the cutting edge of leader development science.

We are deeply grateful for your continued support and partnership. Together, we are not only shaping the future of leadership in higher education but also ensuring that this leadership is thoughtful, inclusive, and purpose-driven.

Thank you once again for your commitment to the Doerr Institute for New Leaders. We look forward to another year of impacting students and higher education.

Warm regards,

#### Bernard B. Banks, Ph.D.

Director, The Doerr Institute for New Leaders Rice University



2023-2024 Annual Report

## "

Rice University was awarded the classification in June 2024 based on its demonstrated commitment to fostering intentional leader development.

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## **STUDENT IMPACT** BY THE NUMBE

## Celebrating 9 years

of developing Rice University students!

The Doerr Institute has impacted more than 5,000 students to date.

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DIGITAL BADGES

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2023-2024 Annual Report



## stipends 13

## ACTIVATION 438

## synthesis 138



LEADERSHIP COHORTS 43

## **STUDENT PROGRAMS**



Our personalized coaching program provides students with the unique opportunity to work directly with experienced leadership coaches.

#### **Activation includes:**

- One-on-one sessions with a professional leadership coach over the course of a semester
- Emotional intelligence assessment, report and debrief
- Co-created leadership plan to help students grow as a leader including leadership goals and tactics to achieve them

#### **SYNTHESIS**

In our Synthesis group coaching program, students join a dynamic group of peers to engage in meaningful discussions, share experiences, and gain valuable insights.

#### **Fall Themes**

- Building and Sustaining Trust
- Leading with Confidence and Humility
- Leading with Purpose

#### **Spring Themes**

- Leading with Agility
- Leading with Confidence and Humility
- Leading with Courage

#### CATALYST

Our Catalyst workshops focus on a single essential leadership competency. Led by expert facilitators, they provide strategies that help students become more effective leaders.

#### **Fall Modules**

- Breathe. It's Just Feedback
- To Do? Or to Delegate?
- Quality Decision Making
- Special Edition: Inclusify

#### **Spring Modules**

- Leverage Your Influence
- Team Foundations
- Building Psychological Safety on a Team
- Conflict Isn't a Dirty Word
- LISTEN. What is Really Being Said?
- Facilitating Growth in Others



#### LEADERSHIP COHORTS

Our Leadership Cohort program cultivates leader identity and helps students develop an elevated sense of purpose through an intensive year-long experience.

#### **Leading a Team**

The Leading a Team Leadership Cohort is an intensive leader development experience in which participants work on the fundamental skills required to effectively lead a team.

#### **Women in Leadership**

The Women in Leadership Cohort is an intensive leader development experience in which participants work to internalize a leader identity within the context of second-generational gender bias.

#### **Coaching Others**

The Coaching Others Cohort is an intensive leader development experience in which participants work to internalize a coaching mindset and demonstrate foundational coaching skills.

#### **EXCURSIONS**

In this unique opportunity, a small group of students goes "Beyond the Hedges" to meet with a successful Houston leader in their own environment. Here, they learn from the leader's stories of success, failure, and ethical dilemmas.

In Fall 2023, students had the opportunity to meet JK Switzer, Chief Pilot at Southwest Houston & Julie Gallagher, NOC Base Manager at Southwest Houston.

## **STUDENT IMPACT** HIGHLIGHTS

#### Activation

Students experienced

significant increases

in leader

identity and self-

awareness.

#### **Synthesis**

## 46% of participants in our

group coaching program on Leading with Purpose developed a personal purpose statement (compared to just 6% at the start of the program). Our Catalyst modules were our most popular offering this Spring with a **77% increase in registrations** 

Catalyst

compared with Spring 2023.

Students experienced meaningful **boosts in well-being and intellectual humility**.

All Activation students created a Leader Development plan to help **guide their** growth. Participants in our Building and Sustaining Trust groups experienced significant increases in social perception skills, and authentic selfexpression skills.

Participants in our Leading with Confidence and Humility groups experienced significant increases in humility and social self confidence. Participants in our Inclusify module experienced an **increase in inclusive leader identity**.

Students who participated in the Leverage Your Influence module exhibited significant **increases in their influence self-efficacy, selfawareness, and attitudes**.





#### Center for Career Development

This spring the Doerr Institute collaborated with the Center for Career Development to launch a **special Catalyst workshop titled "How to Maximize Your Internship."** 

This combined effort aimed to help students make the most of their internship experiences by being coachable.

Through interactive virtual sessions, participants delved into techniques for:

#### EFFECTIVE COMMUNICATION | RECEIVING FEEDBACK | COACHABILITY

By merging the expertise of the Doerr Institute in leader development with the Center for Career Development's focus on practical career skills, this workshop offered a comprehensive approach to enhancing the internship journey, and empowering students to thrive in their professional endeavors.

#### Leadership Teaser Programs

This year the Doerr Institute offered Leadership Teaser Sessions to departments, colleges, clubs and programs across campus. These bite-sized trainings were strategically tailored to engage students across all disciplines, **offering a sneak peek into the transformative programs the Institute offers.** 

Each session served as a gateway, enticing students to begin their leadership journey and unlock their leadership potential. Through interactive activities and thought-provoking discussions, these teasers not only imparted valuable skills but also ignited a curiosity for further exploration within the realm of leader development.

**Teaser participants included:** 

RICE ATHLETICS

RICE UNIVERSITY STUDENT ASSOCIATION

MULTIPLE PH.D. PROGRAMS

#### gained confidence

through my experiences at Doerr, and I'm really thankful for that.

## Gavin Daves

Doerr Institute Lead Ambassador 2024-2025





MAJOR Operations Research & Statistics

HOMETOWN Fort Worth, TX

#### Which Doerr Institute programs have you participated in during your time at Rice?

I've done Activation twice now. Once during my freshman fall, and then another time after I became an Ambassador. That's a little plug! If you're an Ambassador, you get to do Activation again. I've done Synthesis with the theme, Building and Sustaining Trust. Finally, I've done three Catalyst modules; Building Psychological Safety, Delegating Effectively and Boosting Resilience.

### Which is your favorite program?

I enjoyed Synthesis the most because I love helping others reach their full potential. It allowed me to do that for my peers. I also learned from some of their experiences, which enhanced my own leadership skills. I think that is great. It offers a unique challenge where you get a little bit of instruction and you get to coach each other. Once you've got your foundation set, Synthesis can be really useful.

#### You took Activation twice. What was the difference between the first time and the second time?

The first time I was a freshman. I had a lot of ambition, but I had no idea where to go with it. I was just starting college! I didn't have any leadership positions at Rice yet, so it was really a good time to reflect on my old high school experiences and try to improve for when I did get leadership experiences in college. I was able to work with my coach on quite a few things, and I definitely enhanced my leadership and socialization.

When I took it again this past spring, I was able to reflect on my current leadership positions. I had just been appointed as head PA and Head Ambassador for tours. I was able to apply the things I learned in my leadership roles and see all the work that I did both the first time and the second time come through, which was really great. I think that it also goes to show that Activation can be for anyone. You can take it at any point. You can be working on these things whether you have a leadership position or not.

What skills and qualities about yourself do you feel have really improved and grown through your experience with the Doerr Institute?

I'd say the biggest one is probably confidence. When I first came to the Doerr Institute, I definitely felt like I had confidence issues as both a leader and a person. I knew I was capable of certain things, but I had a lot of self doubt. I think I've gained confidence through my experiences at Doerr and I'm really thankful for that.

You're currently serving as a 2024-2025 Lead Ambassador for our Student Ambassadors. What made you want to join our student program and become an advocate for the Doerr Institute?

I love giving back to my community, especially places where I feel like I've gained a lot. Doerr helped me learn and strengthen my leadership skills. As a Lead Ambassador, I want to help create the next generation of strong and seasoned leaders. Being able to spread the word about Doerr is something I really want to do. I've seen it grow significantly, and I want to see that success continue while I'm here and when I'm gone.



JUNIOR Hanszen College Navy R.O.T.C.

MAJOR Neuroscience and Cognitive Sciences

HOMETOWN Orange County, CA

Venkateswaran

## Thara

#### Doerr Institute Lead Ambassador 2024-2025

#### participated in during your time at Rice? I've been lucky enough to experience a broad spectrum

of our programs. I have participated in Activation, and a number of Catalyst workshops. I haven't been a participant in Synthesis, but I've helped out as an Apprentice Coach for that program.

Which Doerr Institute programs have you

## Which is your favorite program?

My favorite program is definitely Catalyst because it's not a huge time commitment, and you can still get a lot of benefit and experience from those coaches. I've had some really amazing Catalyst experiences.

I knew nothing about

#### emotional intelligence

until I did a Doerr program, and it helped me identify incredible areas for growth.

#### How has Activation coaching impacted your life?

I've done Activation twice, which is a nice perk you get as a Doerr Ambassador. It was the first Doerr program I did, and it set a good foundation for where I was in my emotional intelligence journey. I knew nothing about emotional intelligence until I did a Doerr program, and it helped me identify incredible areas for growth. I loved Activation, and I hope to do it again this summer.

#### Take us through a breakthrough you had during one of our programs.

One of my favorite Catalyst workshops was Listen, What is Really Being Said, which is about active listening. I really liked it, and it wasn't what I expected. I went in thinking; I'm already great at listening, there's no way I'm going to get much from this. But I thought I might as well try. During the program I found out that there is so much to listening that I didn't know. And I'm actually not a very good listener, and that nobody will ever be a perfect listener. It's something you have to keep improving on.

I also learned the importance of being a good listener, not just the skills of how to be a good listener. Good listening helps bring teams together and makes people around you feel so much more valued. Being on the receiving end of someone who is a good listener is very impactful, and it makes you feel really special.

#### You're currently serving as a 2024-2025 Lead Ambassador for our Student Ambassadors. What made you want to join our student program and become an advocate for the Doerr Institute?

I honestly first joined because someone told me that there was free food at the meetings! But, then I found out more about what the Ambassadors do, and the kind of mission they help spread. I really love the idea of helping people grow to become better leaders because I believe everyone should work on that, and everyone can get so much out of the things that Doerr has to offer. And then, of course, now I'm a Lead, so I'm really looking forward to working with Nico and Gavin, my fellow Lead Ambassadors, and making it even better for all Rice students.

#### Which Doerr Institute program do you recommend starting with?

I'm very glad that I started with Activation, because I knew nothing about emotional intelligence. I knew nothing about where I stood and what my strengths and areas of growth were. But, if you don't think you're ready for that kind of work yet, then I would recommend Catalyst. I think it's a great way to dip your toe into the waters. It's only two, two-hour sessions, and there are a lot of different skills you can choose to learn about.

#### Is there a Doerr coach or facilitator who has made a big impact on you?

There are a bunch, but Tara really sticks out. We worked together closely for the last year, and she is incredibly patient and understanding. She gives great advice, and I've learned a lot from her about coaching strategies and just about everything. I hope to work with her more.

## What is the best leadership advice you've ever gotten?

There is a saying that my mom would always say. Her dad used to say it to her when she was growing up, too. It's a saying in Tamil that she translated to English, and it's basically, "If you're going to do something, do it well." So that's a big motivation I have for myself, and it determines the way I lead other people. I really want people to put their best work forward, and to give their full effort.

## CoachRICE

#### Janeen Antonelli, Ed.D., PCC

Director of Education, CoachRICE Associate Director of Coaching

#### Sarah Sullivan Gurguis, M.A., M.Ed.

Assistant Director of Training and Development

This year, our premiere 105-hour coach training program, CoachRICE for Professionals, continues to build on a successful transition from ACSTH to Level 1 accreditation with the International Coaching Federation (ICF). Under the direction of Janeen Antonelli, Ed.D., PCC, and Assistant Director, Sarah Sullivan Gurguis, our CoachRICE team proudly engages a variety of teaching and learning methodologies designed to provide

each participant with a transformative experience and practical coaching skill set in keeping with the rigorous academic standards of Rice University.

Online and on campus, program participants deep dive into the eight ICF Core Competencies and gold standard Code of Ethics on a path to becoming certified coaches equipped to develop individual leaders and optimize their organizational impact. In FY 2024, 93 professionals across three cohorts completed twelve 12-hour learning Modules, 367 hours of group and 1:1 mentor coaching, 186 hours of observed peer coaching and additional self-study hours to earn a Doerr Institute Certificate of Completion to include in their ICF application for an ACC credential. Our affiliated CoachRICE program at MD Anderson hit a milestone 150 certified internal coaches graduated to develop talent and improve employee engagement and retention in support of the mission "Making Cancer History."





**6.77** RATING ON A 7-POINT SCALE PARTICIPANTS HIGHLY RECOMMEND COACHRICE

#### \$523,952 FY24 NET REVENUE PROFESSIONAL PROGRAMS

Two CoachRICE cohorts are offered annually:

### FALL

Hybrid CoachRICE is hosted on the Rice University campus and online.

19 INAUGURAL ATTENDEES LEADERASCOACH SUMMER 2023



Virtual CoachRICE is hosted online.

## CARNEGIE

#### The Inaugural Cycle of the Carnegie Elective Classification for Leadership for Public Purpose

In the inaugural cycle of the Carnegie Elective Classification for Leadership for Public Purpose (LPP), campuses embarked on a rigorous journey toward recognition of their commitment to fostering leadership for the betterment of society.

Following the submission of applications in December 2023, a meticulous peer review process commenced in January 2024, supported by trained review teams tasked with evaluating each submission. These dedicated teams meticulously evaluated applications, rendering informed recommendations on classification status. Their recommendations were considered by the Carnegie Electives team to designate the institutions that demonstrated exemplary dedication to leadership for public purpose, substantiated by comprehensive evidence spanning infrastructure, curricular and co-curricular initiatives, activity outcomes, and robust mechanisms of campus-wide assessment. Looking ahead, the National Advisory Committee's ad hoc committee will undertake the refinement of the current application framework, signaling a commitment to continuous improvement. This initiative will entail reorganization of application sections for enhanced clarity, revision of existing questions, and the proposition of new criteria aimed at comprehensively evaluating institutional commitment to leadership for the public good. Anticipated enhancements to the framework underscore our unwavering dedication to fostering excellence in leadership initiatives.

As we prepare for the forthcoming cycle of applications in January 13, 2025, we remain steadfast in our pursuit of advancing leadership for the betterment of society.



Carla Ortega Santori

Strategic Initiatives Manager







## **RESEARCH & EVALUATION**



Ryan P. Brown, Ph.D. Managing Director for Measurement



Aaron Pomerantz, Ph.D. Postdoctoral Research Fellow

#### This year marked the successful transition of Doerr's Measurement and Evaluation team into the Research and Evaluation (R&E) team.

With the addition of Dr. Aaron Pomerantz as Postdoctoral Research Fellow, and under the leadership of Ryan Brown, Associate Director and Managing Director for Measurement, our team has created a research program designed to impact both leadership scholarship and practice.

Currently the R&E team is wrapping up its first three significant projects since the transition. This July, the Institute's second peer-reviewed study was accepted for publication at the Consulting Psychology Journal, and additional publications are expected before the end of the summer.The results of this research have been presented at several conferences, with Dr. Pomerantz taking it to both **the Society for Personality and Social Psychology in San Diego and the Southwestern Psychological Association in San Antonio** and Dr. Brown presenting them to **the European Association of Social Psychology in Pescara, Italy.** 





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Dr. Pomerantz, in collaboration with Dr. Kelsey Madeiros from the University of Nebraska, submitted a proposal for an NSF grant investigating the influence of culture on destructive leadership, and we are hoping to hear back about this project's funding status before the end of Summer 2024.

Our educational initiatives have also grown. Dr. Pomerantz and Brown taught two sessions of the **Measurement Specialist Certification Course** and launched a newsletter to maintain a connective network among course alumni.

Furthermore, we welcomed Thara Venkateswaran as our first Research Assistant, who is contributing to our projects and pursuing her thesis on leadership and undocumented immigration policies.

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The Doerr Institute has created a research program

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## **APPRECIATION**

#### Donors

Ann and John Doerr

#### **Faculty Advisory Committee**



Brent Smith **Rice Business** 



Sandy Parsons Psychology



Anthea Zhang Rice Business



**Jim Henessey** RCEL



**James DiNicco** Economics



**B.J. Fregly** Mechanical Engineering and Bioengineering

#### **Doerr Institute Fellows** -



John Strackhouse Chairman Vice Chairman with Caldwell



Jim Kouzes Dean's Executive Fellow of Leadership, Santa Clara University



**Bruce Avolio** Center for Leadership & Strategic Thinking, University of Washington





Tae Kouzes **Executive Coach** 



**Dave Day** Kravis Leadership Institute, Claremont McKenna College

#### Doerr Institute Board



Al Gore Former Vice President of the United States of America



Carolyn Miles CEO, Save the Children







Jim Collins American Business Consultant



Klaus Schwab Founder and Executive Chairman, World Economic Forum



Tom Kolditz Leadership Coach, Speaker, and Consultant Former Director of the Doerr Institute for New Leaders



Wendy Kopp CEO and Co-Founder, Teach for All



Thank you for your unwavering support in shaping the future of our students and empowering each one to achieve their dreams.

#### **Student Affiliates**

Nayna Nambiar Amy Cao Drew Castleberry Shreya Challa Gavin Daves Erica Friedman Berny Guerra Arthur Kevin Hernandez Arunima Jaiswal Erin Kang Sachi Kishinchandani Nikitha Kota Paulina Leszczuk Lauren Light Meghan Lim Paige Matthys-Pearce Aaliyah Mobley Maria Morkas Nico Motta Carly Ngo Lauren Nguyen Connor Nguyen Riya Patmidi Manasvi Paturu Tom Punnen Elizabeth Quach Advika Rajeev Ayaan Riaz Diana Rudel Olivia Seo Jucheng Shen Carolyn Teng Caroline Thames Hong Lin Tsai Celeste Uribe Thara Venkateswaran Lindsey Vongthavaravat David Zhu

#### **Student Ambassadors**

Gaole Dai Sukanya Dutta Efe Eboreime Eva Jin Kelly Kim

Robin Mo Austin Moser Manuel Carmona Pichardo Mishel Tatiana Garcia Vela

Natalie Vincent Yiwei Wang Molly Wise



Doerr Institute student-designed stickers are wildly popular with Rice students, appearing on water bottles and laptops across campus. Below are the designs that were created this year by our Doerr Institute Student Affiliates.





RICE UNIVERSITY Doerr Institute for New Leaders