



# ANNUALREPORT

2022-2023



RICE UNIVERSITY

Doerr Institute for New Leaders





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# Our Team



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**Donnica Mitchell**  
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Assistant

A team of 48 dedicated leadership coaches, certified by the International Coaching Federation (ICF), help develop Doerr Institute students.



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



## Aaron Pomerantz

Aaron received his PhD from the University of Oklahoma in 2021. During his PhD, he served as a research mentor in OU's Social Self lab, and also served as a graduate mentor for the Psi Chi chapter and psychology club. Aaron's doctoral research examined cultural influences on the perception of coerced false confessions both within and beyond the criminal justice system. His other research interests include how conspiracy theories are used to undermine social change, how intellectual humility and emotional intelligence affect judgements and decision-making, and socio-cultural responses to police brutality.

## NEW DOERR TEAM MEMBERS



## Yanran (Sara) Mei

Before joining the team at Doerr Institute, Sara helped assess a leadership development project at MD Anderson Cancer Center, cleaning and analyzing data related to the leadership training program from multiple sources of raters. Sara also worked as a consultant at SkillSource Learning, assisting third-party clients in assessing their potential candidates. She graduated from Rice University with her Master's degree in Industrial-Organizational Psychology.



# This Year at a Glance

Celebrating 8 Years of Developing Students

**OVER 3700 TO DATE!**

More than **30%** of all students on campus, from undergrads to PhD and MBA students, complete at least one program through the Doerr Institute.

**DOERR**  
INSTITUTE FOR  
NEW LEADERS





**430**

Activation



**86**

Synthesis



**179**

Catalyst



**16**

Cohorts

## Participation Numbers



**07**

Excursion



**12**

Stipends



**152**

Digital Badges  
Issued

# Student Outreach & Awards

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## Match Survey

One of the most frequently asked questions is “Which program should I start with?” To help students navigate this question, we created a survey to help students match their interests and priorities with our existing programs. This year 323 students took the match survey, 118 of those surveys were completed at our Coffeehouse event.



We have found that students who complete this survey are twice as likely as their peers to participate in Doerr Institute programs.



# New Doerr Leader Impact Award

The Doerr Leader Impact Award is an opportunity for the Institute to recognize Rice students, university-wide, who are growing their leadership capacity and courageously changing their local or global community in an impactful, ethical, and inclusive way, with measurable results.

Alex Han and Zac Andrews showcased their impactful and courageous leadership initiative by providing a solution for the system of which data is being analyzed in the non-profit sector. This challenge sparked the beginning of Biokind Analytic, a student-led 501(c)(3) organization, created to help healthcare non-profits further their impact through data analytics, making an impact globally. Thank you to each student/student team that submitted their impactful and courageous project for consideration. We were truly impressed by the commitment to excellence in each application submission.

Read the whole article at <https://news.rice.edu/news/2023/doerr-institute-announces-leader-impact-award-winners>.

## CONGRATULATIONS TO THE WINNERS OF THE DOERR LEADERSHIP IMPACT AWARD!



Alex Han



Zac Andrews



## New Sticker Designs *Created by our undergraduate affiliates*



# Student Programs

## 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.

## 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.

### Special Edition Catalyst

Dr. Steven Rogelberg, distinguished professor from University of North Carolina at Charlotte, joined The Doerr Institute's Catalyst program menu this Spring. He led over 40 Rice undergraduate and graduate students in understanding the evidence based practices associated with leading strong meetings. Each participant got a copy of Dr. Rogelberg's book, "The Surprising Science of Meetings."



## Synthesis

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

## Cohorts

Cohorts are the most time intensive leader development intervention that the Doerr Institute offers. It is an application-only, 9-session, year-long commitment.

### Leadership Cohorts

While participating in a Leadership Cohort, students participate in a version of each of the Institute's foundational programs. They:

- » have access to a round of 1:1 coaching (**Activation**),
- » are members of a group learning experience (**Synthesis**),
- » complete 2 multi-session workshops (**Catalyst**) related to their theme, and;
- » meet with experts in the field (**Excursions**).

### 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.

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.

### Coming soon!

The Coaching Others Cohort is an intensive leader development experience in which participants will work to internalize a coaching mindset and demonstrate foundational coaching skills as outlined by the International Coach Federation (ICF). Through these Leadership Cohorts, participants will experience a variety of Doerr Institute programs and have exclusive access to tailored offerings and experts. Participants will also receive 28 hours of CCE credits that they can use toward the ICF accreditation portfolio path.

# Professional Programs

NEW PROGRAM:

## LEADERasCoach

A pilot cohort of 19 participants launched June 13, 2023 in a collaboration between The Doerr Institute for New Leaders and Rice Business Executive Education.

LEADERasCoach is a leader development program designed for team managers and human resource professionals who aim to help others by using professional coaching skills. The

program combines a unique blend of the International Coaching Federation (ICF) model of coaching coupled with evidence-based content from Rice University's renowned business professors. ICF defines coaching as: *Partnering with clients (direct report or colleagues) in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.*

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## CoachRICE for Professionals:

### LEVEL 1 ACCREDITATION

CoachRICE transitioned from ICF (International Coaching Federation) ACSTH to [Level 1 Accreditation](#) on July 1, 2023, demonstrating excellence as a leadership coaching education program across seven standards.

CoachRICE for Professionals is a leadership coaching education program designed for:

- » professional coaches seeking continued development and enhanced skill sets,
- » internal organization coaches seeking certification or credential,
- » managers and leaders who aim to help others by adding professional coaching to their leadership approach,
- » professionals in allied fields, and
- » Human Resource and Organizational Development professionals seeking to advance or pivot their career, typically in

support of leaders and others pursuing collective public goods like justice, equity, diversity, and liberty.

***CoachRICE for Professionals launched three cohorts this year.***

**29**

In-Person Cohort,  
*December 2022*

**26**

MD Anderson Cohort,  
*December 2022*

**30**

Virtual Cohort,  
*October 2022*



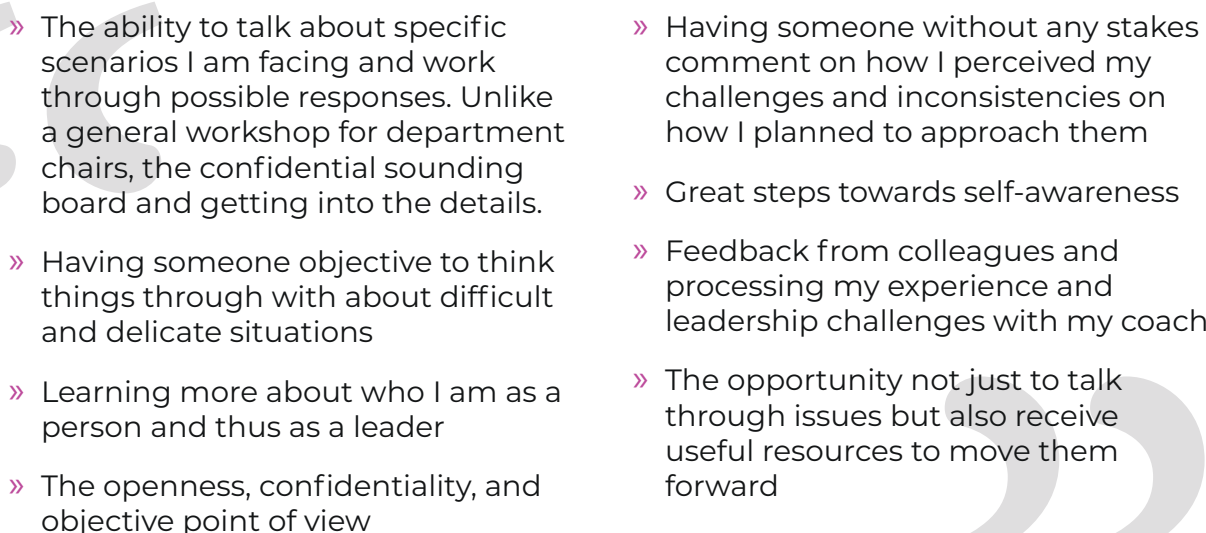
# Faculty Coaching for Department Chairs

## OVERVIEW

In partnership with the Office of Faculty Development and the Office of the Provost, The Doerr Institute for New Leaders initiated a pilot program to develop Rice department chairs as leaders. This pilot program included both one-on-one coaching and group training around leadership issues common to department chairs.

The impact of this pilot program is being evaluated through pre-post assessments of leader effectiveness obtained from ratings by colleagues at the university. Eight department chairs to-date have participated in the pilot program. Initial feedback from participants has been extremely positive, with chairs rating the value of the experience a 6.75 out of 7.

### *Praise from Department Chairs*

- 
- » The ability to talk about specific scenarios I am facing and work through possible responses. Unlike a general workshop for department chairs, the confidential sounding board and getting into the details.
  - » Having someone objective to think things through with about difficult and delicate situations
  - » Learning more about who I am as a person and thus as a leader
  - » The openness, confidentiality, and objective point of view
  - » Having someone without any stakes comment on how I perceived my challenges and inconsistencies on how I planned to approach them
  - » Great steps towards self-awareness
  - » Feedback from colleagues and processing my experience and leadership challenges with my coach
  - » The opportunity not just to talk through issues but also receive useful resources to move them forward

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## Staff Coaching

Similar to the faculty coaching pilot program, we partnered with the Office of Information Technology (OIT) to create a pilot leader development program for OIT staff.

Eight staff from OIT have participated so far, and feedback has been similarly positive from participants.

Post-program impact assessment is ongoing, so stay tuned for more!

# Measurement & Research

## Measurement Course

In support of the Leadership for Public Purpose elective classification, the Doerr Institute created a 5-week measurement certification course to assist other institutions in developing robust evaluation systems for their leadership education and development initiatives. Measurement of appropriate outcomes is critical to the success of any leadership education and development program, but few institutions have a history of investing in rigorous assessments of program impact. The Doerr Institute wants to help change that by making it easier for people to create effective measurement systems that fit their unique contexts and objectives. Seventy-five professionals from across higher education and the corporate sector have participated in our “Demystifying Measurement” course thus far, and we will offer additional cohorts each fall and spring. The fall 2023 cohort is our largest ever, with 26 participants. Managing Director for Measurement Ryan Brown, PhD, serves as the instructor and authored the textbook, *Measuring the Mist*, that is used in the course.



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## Research Projects

The Institute has a variety of basic and applied research projects underway, some of them in collaboration with partners at other institutions. For instance, we are nearing completion of a set of studies designed to measure the concept of “coachability,” following a prior study in which we (and our collaborators at MD Anderson Cancer Center) assessed what professional coaches thought it meant for clients to be coachable or not. Likewise, we are involved in an ongoing project with collaborators at Knox College and Canisius College to validate a new measure that we call “aspirational self-clarity,” which captures the extent to which people have a clear, coherent, consistent vision of who they wish to become. This year, we will continue our examination of the role of emotions in coaching, and we also plan to launch our second study of alumni to evaluate the long-term impact of our leader development programs after students have left the confines of the Rice campus. Finally, in a new research stream initiated by postdoctoral research fellow Aaron Pomerantz, PhD, we have begun to examine the role of culture in leadership, including the basic question of how people define what leadership means and what characteristics they expect leaders to exhibit.



## ONE IMPACT EXAMPLE

# Psychological Safety

Building psychological safety on teams is a critical skill for leaders, and it is difficult to do. Ideally, we would assess the impact of this training using the ratings of team members working with leaders whom we train, but many students who sign up for this training are not currently leading any groups, and getting team members or followers to complete pre and post surveys about their leaders is very challenging. Thus, we approached our assessment of this module's impact by evaluating participants' self-reported efficacy at receiving honest but critical feedback from team members (Linderbaum & Levy, 2010), their openness to and tendency to seek constructive feedback from others, and how much they would prioritize several key elements involved in successfully building psychological safety on a team (using a novel "priority budget" approach rather than a rating scale to assess attitudes toward building psychological safety).

We also administered a novel performance-based measure in which students demonstrated their ability to build psychological safety by writing a welcome email to new members of a team that they are leading. They are told that the purpose of the communication is to help build psychological safety on their team. Two raters independently scored these emails for the extent to which they exhibit the qualities that are central to building psychologically safe teams.

Twenty-six students completed both pretest and posttest surveys for this catalyst module (across multiple cohorts, not limited to this semester), although only 22 completed the "priority budget" measure (labeled "Psych Safety Prioritization" in the table below). This modest sample size is enough to make some reasonable conclusions about the impact of this module, especially in light of the variety of the outcome measures.

### **Table 4. Psychological Safety Outcomes**

*Note: The response scales for Efficacy and Feedback Seeking range from 1 to 5. Psych Safety Prioritization ranges from 0 to 100. Psych Safety Communication ranges from 0 to 3.*

Scale	Pretest	Posttest	p-value
Receiving Feedback Efficacy	3.53	4.04	.001
Feedback Seeking	3.58	3.88	.015
Psych Safety Prioritization	12.73	19.55	.001
Psych Safety Communication	1.33	1.90	.033

*N* = 22-26

As the results in the table above show, we found statistically significant enhancements in feedback efficacy, feedback seeking tendencies, and feedback attitudes (via the prioritization task). In addition, training resulted in significant increases in participants' abilities to build psychological safety through effective communication strategies. These results are all very positive and show the benefits of this training.



# Carnegie

## Doerr Institute + Carnegie Foundation Launch Leadership Classification

The Carnegie Elective Classification in Leadership for Public Purpose is managed by the Doerr Institute for New Leaders at Rice University, in partnership with the Carnegie Foundation for the Advancement of Teaching and the American Council on Education (ACE).

The Carnegie Elective Classification for Leadership for Public Purpose (CEC LPP) is sought voluntarily by campuses and serves as a benchmarking tool for colleges and universities in the United States. The classification was created to gather information beyond the scope of universal Carnegie classifications, allowing institutions to showcase their efforts in developing leaders and contributing to a broader understanding of leadership. The process requires a comprehensive self-study involving various stakeholders, assessing policies, data, and leadership development opportunities for staff, faculty, and students in all disciplines.

During the 2024 inaugural cycle, the Doerr Institute for New Leaders has

prioritized building awareness of the classification and offering capacity building opportunities. Since its launch in March 2022, the Doerr Institute has made significant contributions to this goal, including nine conference presentations, seven webinars, two podcast episodes, eight drop-in Q&A sessions, and provided two workshops, resulting in the engagement of over six hundred stakeholders. As we reflect on our progress during this inaugural cycle, we remain committed to fostering a culture of excellence and look forward to the continued journey of creating more and better leaders.

Higher education institutions across the country have a few more months to begin applying for the [Carnegie Elective Classification for Leadership for Public Purpose](#) (LPP) within Rice University's Doerr Institute for New Leaders. The program aims to improve the practice of leadership education and development.



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## CONFERENCE PRESENTATIONS TO EDUCATE COLLEGES AND UNIVERSITIES ABOUT THE NEW CLASSIFICATION:

**2022 Association of Leadership Educators (ALE) Conference**

**2022 National Association for College Admission Counseling (NACAC) Conference**

**2022 International Leadership Association (ILA) Conference**

**2022 Coalition of Urban and Metropolitan Universities (CUMU) Conference**

**2023 American Association of Colleges and Universities (AAC&U) Conference**

**2023 American College Personnel Association (ACPA) Conference**

**2023 National Association of Student Personnel Administrators (NASPA) Conference**

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# Rice University Applies for the Carnegie Elective Classification in Leadership for Public Purpose

The Doerr Institute has played a central role in creating, organizing, and administering the Carnegie Elective Classification in Leadership for Public Purpose. In addition to that role, Rice University is also an applicant for the elective classification. to walk, to be sure.

Under the guidance of former Director Dr. Stef Johnson and in partnership with the Provost's Office, the Doerr Institute convened a committee of top stakeholders at Rice University, including multiple deans, faculty, and staff, to strategize how best to approach Rice's application. With our campus-wide strategy in hand, the committee has spent the bulk of 2023 drafting and editing Rice's application for the LPP classification. The preliminary draft is nearing completion, at which time it will be sent to Provost Dittmar and President DesRoches for additional commentary. After final edits, we will submit Rice's application to Carnegie in December of 2023.

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## CARNEGIE ELECTIVE CLASSIFICATION IN LEADERSHIP FOR PUBLIC PURPOSE: RICE UNIVERSITY'S APPLICATION COMMITTEE MEMBERS

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# Appreciation

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

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**Ann and John Doerr**

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