



RICE

Unconventional Wisdom



RiceLeaders

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Organization Transformation

- We are engaged in one of the two biggest changes in Rice's 100-year history
 - Leadership most important during periods of change
 - Leadership development should focus on the organization, not solely on individuals
- An organizational perspective on leadership
 - *Leadership isn't a position or a person. It is a collective process among interdependent participants working on tasks, in a particular context (Ancona, Senge)*

Organizational Excellence & Leader Development

- Increase collective leadership competence of a critical mass of individuals
- Leader development best when done in context and over time
- Need more people who can answer:
 - Why are we doing all of this?
 - How will Rice be different 8-10 years from now?
 - What does that mean for me?
- Asking people to contribute more leads to surprising results
- Stitches the university together

RiceLeaders Program

*Improve the collective leadership competence of Rice
in order to implement the Vision for the 2nd Century*

Participants

- Cohort of 25 senior leaders
 - Faculty (Deans, Chairs, Senior Faculty)
 - Administrators (VP's, Assoc. VP's, Dept. Administrators)
 - All parts of the university
- Selected for ability to implement vision & strategy
 - Some participants may not aspire to higher positions
 - President & Provost only people who don't participate
- 4 cohorts to date; 2 new cohorts forming

Formal Modules

- Four 2 ½ day modules, over 12 months
 - Leadership 101 (concepts & instruments)
 - I: October 16-18, 2011 II: January 22-24, 2012
 - Teams (simulations)
 - I: January 26-27, 2012 II: September 13-14 2012
 - Creativity (aesthetic based)
 - I & II: April 18-20, 2012
 - Strategy Implementation
 - I: September 10-11, 2012 II: January 10-11, 2013

Sustaining Engagement

- Time between formal modules is critical
- Coaching
 - 3 small group sessions over 1st six months
- Action Learning Teams
 - Teams of 5 cohort members work on real organization problems (charters)
- Optional seminars & events

Outcomes to Date

- Improved leadership skills
 - “Should be required for all new Department Chairs”
- Better understanding of V2C
 - “I feel like I can now contribute more to the university”
- Better integration across campus
 - “New relationships one of the strongest parts of the program”
- Commitment to Rice
 - “Deepened my relationship w/ Rice – they invested in me”

Commitment

- Self examination
- Full participation
- Time

Cohort I

- Behnaam Aazhang Electrical & Computer Engineering
- Janet Braam Biochemistry and Cell Biology
- Robin Forman Dean of Undergraduates
- Barbara Bryson Facilities, Engineering & Planning
- Alexander Byrd History
- Walter Chapman Chemical & Biomolecular Engineering
- Kathy Collins Finance
- Vicki Colvin Chemistry
- Mary Cronin Human Resources
- Chris Del Conte Athletics
- Michael Emerson Sociology
- Sean Ferguson Jones Graduate School of Business
- Kamran Khan Information Technology
- Kevin Kirby Administration
- Siva Kumari Glasscock School of Continuing Studies
- Caroline Levander English
- Sara Lowman Library
- Chris Munoz Enrollment
- Roland Smith Provost
- Jennifer West Bioengineering
- Robert Yekovich Shepherd School of Music
- Richard Zansitis General Counsel
- Darrow Zeidenstein Development

Cohort II

- B.J. Almond Public Affairs
- Adria Baker International Students & Scholars
- Russell Barnes EEO
- Randy Castiglioni Administrative Systems
- Mark Ditman Housing & Dining
- Colleen Dutton Human Resources
- Kathy Ensor Statistics
- Kevin Foyle Development
- Carlos Garcia General Counsel
- Bill Glick Jones School
- Rosemary Hennessy English
- Geneva Henry Library
- Lydia Kavraki Computer Science
- Elizabeth Long Sociology
- Ron Long Investments
- Susan McIntosh Anthropology
- Carol Quillen Provost
- Yemeen Rahman Information Technology
- David Sayler Athletics
- Yousif Shamoo Biochemistry
- Bart Sinclair Brown School of Engineering
- Evelyn Stewart Controller
- Doug Tomlinson Facilities, Engineering & Planning
- Gary Wihl School of Humanities

Cohort III

- Kyriacos Athanasiou Bioengineering
- Veta Byrd General Counsel
- Jill Carroll Boniuk Center
- Katie Cervenka Development
- Jim Coleman Provost
- Erika De La Garza Baker Institute
- Jeff Fleming Jones School
- Linda Hamaker Chemistry
- Sallie Keller-McNulty Engineering
- Tom Killian Physics
- Steve Lewis Baker Institute for Public Policy
- Greg Marshall Public Affairs
- Ipek Martinez School of Social Sciences
- Mary McIntire Glasscock School of Continuing Studies
- Tony Pinn Religious Studies
- Lyn Ragsdale School of Social Sciences
- Barry Ribbeck Information Technology
- John Richard Finance
- David Rodd Facilities, Engineering & Planning
- Frank Rodriguez Housing & Dining
- Evan Siemann Ecology & Evolutionary Biology
- Bill Taylor Police
- Matt Taylor Dean of Undergraduates
- David Tenney Registrar
- Marie Wehrung Human Resources

Cohort IV

- Wade Adams Smalley Institute
- Elaine Britt Human Resources
- Jana Callan Human Resources
- Kathryn Cavender Environmental Health & Safety
- Shelah Crear Dean of Undergraduates
- Leslie Claybrook Athletics
- Ellen Everett Registrar
- Wendy Freeman Center for the Study of Languages
- Brian Gibson Academic Advising
- Peter Hartley Economics
- Illya Hicks Computational & Applied Mathematics
- Mark Jones Political Science
- Jeffrey Kripal Religious Studies
- David McDonald Housing & dining
- Colleen Morimoto Provost
- Steve Motowidlo Psychology
- Nancy Niedzielski Linguistics
- Marcie O'Malley Mechanical Engineering
- Ann Peterson Alumni Affairs
- Stephanie Post Center for Civic Engagement
- Russell Price Facilities, Engineering & Planning
- Eugen Radulescu Parking & Transportation
- Karen Rubinsky Development
- Paula Sanders Graduate Studies
- Tessie Skulski Controller
- Joe Warren Computer Science