



RICE

Unconventional Wisdom



RiceLeaders

Fall 2015

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Vice President for Administration

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)*

RiceLeaders Program

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

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It's a really good professional development program

Program Goals

- Increase collective leadership competence of a critical mass of individuals
- Connect participants to vision & strategy of Rice
 - Why are we doing this?
 - How will Rice be different 10 years from now?
 - What does this mean for me?
- Enlist participation beyond current role
- Stitch the university together
- Professional development for senior leaders

Participants

- Cohort of 25-30 senior leaders
 - Faculty (Deans, Chairs, Senior Faculty)
 - Administrators (VP's, Assoc. VP's, Dept. Administrators)
 - All parts of the university
- Selected for ability to influence vision & strategy
 - Some participants may not aspire to higher positions
 - President & Provost only people who don't participate
- 6 cohorts to date

Formal Modules

- Four 2-day modules, over 6 months
 - Leadership 101 (concepts & instruments)
 - December 10-11, 2015
 - Teams
 - January 28-29, 2016
 - Process Improvement & Change Management
 - March 10-11, 2016
 - Strategy Implementation
 - May 9-10, 2016

Sustaining Engagement

- Coaching
- Action Learning Teams
 - Teams of 5-6 cohort members work on Rice challenges
- Optional seminars & events

Outcomes to Date

- Improved leadership skills
 - “Should be required for all new Department Chairs”
- Better understanding of Rice’s strategy
 - “I feel like I can now contribute more to the university”
- Better integration across campus
 - “New relationships one of the strongest parts of 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
 - Elaine Britt
 - Jana Callan
 - Kathryn Cavender
 - Shelah Crear
 - Leslie Claybrook
 - Ellen Everett
 - Wendy Freeman
 - Brian Gibson
 - Peter Hartley
 - Illya Hicks
 - Mark Jones
 - Jeffrey Kripal
 - David McDonald
 - Colleen Morimoto
 - Steve Motowidlo
 - Nancy Niedzielski
 - Marcie O'Malley
 - Ann Peterson
 - Stephanie Post
 - Russell Price
 - Eugen Radulescu
 - Karen Rubinsky
 - Paula Sanders
 - Tessie Skulski
 - Joe Warren
- Smalley Institute
 - Human Resources
 - Human Resources
 - Environmental Health & Safety
 - Dean of Undergraduates
 - Athletics
 - Registrar
 - Center for the Study of Languages
 - Academic Advising
 - Economics
 - Computational & Applied Mathematics
 - Political Science
 - Religious Studies
 - Housing & dining
 - Provost
 - Psychology
 - Linguistics
 - Mechanical Engineering
 - Alumni Affairs
 - Center for Civic Engagement
 - Facilities, Engineering & Planning
 - Parking & Transportation
 - Development
 - Graduate Studies
 - Controller
 - Computer Science

Cohort V

- Nila Bhakuni
 - Catherine Clack
 - Brian Cooper
 - John Cornwell
 - Janet Covington
 - April DeConick
 - Pat Dwyer
 - Jane Grande-Allen
 - Richard Grandy
 - Naomi Halas
 - Matthias Heinkenschloss
 - Nick Iammarino
 - Kerry Keck
 - Gary Kidney
 - Rachel Miller
 - Jan Odegard
 - Matteo Pasquali
 - Ben Renberg
 - Alan Russell
 - David Ruth
 - Michael Smith
 - Moshe Vardi
 - Anne Walker
 - Sarah White
 - Sarah Whiting
 - Ken Whitmire
 - Mike Wong
 - Teia Wright
- Technology Transfer
Multicultural Affairs
Athletics
Office of Institutional Effectiveness
Internal Audit
Religious Studies
FE&P Engineering
Bioengineering
Philosophy
Electrical & Computer Engineering
Computational & Applied Mathematics
Kinesiology
Fondren Library
Information Technology
Wiess School of Natural Sciences
Ken Kennedy Institute for Info Technology
Chemical & Biomolecular Engineering
Jones Graduate School of Business
EEO Program/Affirmative Action
Public Affairs
BRC Building Management
Computer Science
Office of Enrollment
Office of Sponsored Research
School of Architecture
Chemistry
Chemical & Biomolecular Engineering
Mech Engineering & Materials Science

Cohort VI

- Lina Bell Rice Executive MBA Program
- Diane Butler Fondren Library
- Dan Carson Wiess School of Natural Sciences
- Mark Embree Computational & Applied Mathematics
- Karen Ethun Gulf Coast Consortia
- Cindy Farach-Carson Biochemistry & Cell Biology
- Richard Gordon Earth Science
- Rick Greenspan Athletics
- Brendan Hassett Mathematics
- Mikki Hebl Psychology
- Judy Le Leadership Rice
- Andrew Meade Mech Engineering & Materials Science
- Don Morrison Philosophy
- Don Ostdiek Student Judicial Programs
- Debra Purtee Bioengineering
- Kelly Quin Development
- Ratna Sarkar Institutional Research
- Angela Seaworth Glasscock School of Continuing Studies
- Nick Shumway School of Humanities
- Gary Smith Shepherd School of Music
- Brian Soika Procurement
- John Sparagana Visual and Dramatic Arts
- Brad Thacker College Food Services
- Allison Thacker VP for Investments/Treasurer
- David Vassar President's Office
- Mary Widner Wiess School of Natural Sciences
- Angela Young Development
- Kyriacos Zygorakis Chemical & Biomolecular Engineering