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

&

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 Rodriquez, 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
Cohort V

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