



Leadership Rice

WINTER UPDATE 2001

Can leadership be taught?

What
do YOU
think?

We think it is possible to work with all college students to develop their capacities for leadership. As much as the world needs critical thinking, factual expertise, good research and keen analysis from broadly educated people, it needs college graduates who are capable of effective leadership — everywhere. Dancing with students both in and out of the classroom to help them be better prepared for leadership in whatever context they eventually choose is the explicit mission of Leadership Rice. Indeed, it is the implicit mission of every great university.

We teach that leadership requires listening to all points of view and inviting conversation about the work at hand. Help us practice what we preach.

We have outlined below the key components that inform our courses and our program, and we ask you to give us your thoughts on how to develop the leadership capacities of all Rice undergraduates.

Our e-mail address is leading@rice.edu.



In October an energetic Leadership Rice team spent three intense days in Boulder, Colorado as part of a Ford Foundation Symposium for new and emerging academic leadership programs. The team came home on fire with plans and possibilities. See related articles on Page 2.

1. Self-confidence

Willingness to make and learn from mistakes. Having sufficient experience and confidence to become comfortable in any setting. Staying positive and dealing with fear of failure.

2. Communication skills

Ability to interact with people from different backgrounds, countries and positions. Writing and speaking persuasively, concisely, effectively. Listening and hearing. Finding ways to disagree that open and continue a conversation. Body language.

3. Relationship building

Acting with integrity. Networking; identifying commonalities; connecting vs. competing. The power of small things: saying thank you, providing feedback, etc.

4. The Vision Thing

The force of passion and commitment. How to

reframe questions to move from “stuckness.”

5. Creativity

Understanding change strategies that move vision to action. New ideas and their relation to new sources of information. How to move towards out-of-the box solutions; how to cultivate inspiration.

6. Team building

How to develop, motivate, and sustain powerful and effective teams.

7. Formal and informal authority

The role of informal authority, the responsibility of formal authority, and distinctions between the two. Ways to establish credibility.

8. Authenticity

How do you make truly difficult choices? How do you communicate difficult information in a way that opens doors? What is pandering? What do you wish to stand for in life? The inevitability of tension and duality in life.

9. Dealing with ambiguity

Leading requires action, willingness to act without complete information, and life-long learning.

10. Ethics

We believe ethics should be a part of every leadership curriculum, and we must find more substantive ways to include it in what we offer students.

Rice team goes to school in Colorado

By Joshua Katz

In mid October, Leadership Rice attended the Ford-Foundation sponsored National Leadership Educational Symposium, a three-day conference in Boulder, Colorado, for selected new and emerging academic leadership programs. Each participating school was invited to bring a team, and Rice brought a team of eight: Evie Zambetakis and Joshua Katz, students in Leadership Rice; Dr. Zenaido Camacho, V.P. of Student Affairs, and Carol Camacho, his wife; Susan Lieberman and Christine Adams, Director and Associate Director of Leadership Rice; the Leadership Rice writing consultant, Amy Storrow; and community leader George Martinez, Chairman of Sterling Bank. The team was able to participate because of a Brown Foundation teaching grant for new and innovative teaching.

Boulder provided a beautiful setting, and the Rice team enjoyed meeting students, academic decision-makers, and leadership program directors from universities across the nation. The message from experts and researchers was that Rice is moving in the directions that make sense to those leading the field of leadership education. But the message from the team members was that there is more to be done to touch still more students.

As a direct result of the symposium, the team decided to create a five-person consultancy in the spring semester to look at the ideas generated in Colorado and to make specific recommendations to the Leadership Rice and University administration. The funds for the consultancy were generously contributed by Enron, and Evie Zambetakis has agreed to be the team leader. In April, expect their recommendations on how to deepen leadership education at Rice, including one on whether we should move to having a Leadership Certificate.

If you are interested in mentoring a Rice student in the Summer Mentorship Experience, please contact Leadership Rice at 713/348-4750. Or visit our web site: www.rice.edu/leadership/

Consulting team to study ways to develop leadership

Leadership Rice invited its current and former participants to apply for the Leadership Rice Consultancy team that will take a semester-long look at the next steps for developing leadership capacities of Rice undergraduates. Team members work 10 hours/week for the semester and receive a \$1,000 stipend, provided by a gift from Enron.

Enron's generosity has fielded an outstanding consulting team that will begin work this month and be ready to report to the new Leadership Rice Community Advisors, staff and administration by the end of March.

Evie Zambetakis, who represented Leadership Rice at a leadership institute in Colorado, will coordinate the team. Chosen to work with her are Joseph Blocher, Shiiyuh Huang, Laura Huckaby, Sara-Ann Logan, Natalia Ksiezyk, and Carl Szabo.

Blocker, who is headed to law school; Huckaby, who will be working for a consulting firm; and Ksiezyk, who hopes to be in Poland next year, are all seniors.

Logan, now a sophomore, joined Leadership Rice her freshman year by enrolling in UNIV 309: Creating and Managing Change and then participated in the summer mentorship experience and fall course. In her interview for the slot, she said "Leadership Rice has become such a good part of my life at Rice that I don't want it to end so I applied for the consultancy." Szabo, also a sophomore, and Logan will be able to provide



The consulting team will be led by Evie Zambetakis, shown here with her former mentor, Commander Fred Henney in the Office of the Secretary of the Navy in Washington, D.C.

continuity in the semesters following.

Shiiyuh Huang, a Leadership Rice junior, was tapped for her good organizational skills and for her interest in implementation, to be the client's coordinator. Shiiyuh will work directly for Leadership Rice, making sure there is institutional memory of the consultancy process and then work with the two sophomores next year on carrying out the team's recommendations.

"This is a great group with very different backgrounds and interests, and we are very eager to see what they come up with," notes Susan Lieberman, Leadership Rice's Director. Rice grads at Accenture (formerly Andersen Consulting) and staffers at Enron, as well as members of the Leadership Rice Community Advisory Board have agreed to be consultants to the consultants while they determine how to move forward.

Students write book about their summer experience

Every year students in the Leadership Rice fall class write brief essays about their summer experience as a way to reflect on the summer and improve their writing ability.

Each student writes two essays in draft form. Then, incorporating peer comments and feedback from our writing consultant, Amy Storrow, students complete final versions.

This year, we will publish a



book of these essays called *Living It: A Summer with Leadership Rice*. The book is intended for our students, mentors and sponsors.

In addition to essays, the book will feature cartoons by student graphic designer David Chien.

If you would like a copy, e-mail us at leading@rice.edu.

The Hershel and Hilda Rich family are founding sponsors of Leadership Rice.

Highlights of summer at ABC News

By Laura Derr

Stossel Unit of *20/20*, ABC News
Kristina Kendall, Associate Producer
and Leadership Rice Mentor

Practical skills I learned:

- To speak professionally with very important and not-so-important people on the phone.
- To write a memo.
- To send a fax.
- To use an electric hole punch (not as easy as it may sound!).
- To get free food from the executive 10th floor.
- To gain access by walking in "like you own the place."
- To maneuver in the New York subway system.
- To not trust the "Walk" and "Don't Walk" street signals.
- To have a civil discussion with a Libertarian.
- To utilize a new vernacular: B-roll, the talent, cast members, 147, crash, dub, MOS, mommy, log, PA. ...

Nuggets of wisdom I acquired:

- It is surprising what large doors the two words "ABC News" can open.
- It is surprising what doors still remain closed.
- Even in an enormous corporation, quality work ultimately comes down to individuals and the compounding of innumerable small decisions.
- When a four-person crew with arms full of heavy, expensive equipment is filming 12 teenagers in a crowded, stuffy, reeling RV, the Newsweek reporter with a pad of paper and tape recorder seems to have made the much wiser career choice.
- Each area of New York City has its own flavor and attitude.
- The reporting of news doesn't just happen. More time and effort go into mere seconds of broadcast than I would have ever imagined.
- Handling public reaction is a vital part of the broadcast news business. I remember watching a live press conference in which Erin Brockovich called for John Stossel's resignation, hearing about viewers who daily call *Good Morning America* to critique Diane Sawyer's hairstyle, and noticing that John Stossel posts some of the really nasty viewer letters on his door.
- The lines between producer, correspondent, and editor often blur and disappear.



Laura Derr worked at ABC News during her Leadership Rice Summer Mentorship Experience thanks to support from the Martel Foundation.

- At its heart, journalism requires the ideal that our First Amendment right is our most sacred.

People I spoke with personally:

- Peter Jennings, *ABC News* anchor
- Victor Neufeld, executive producer of *20/20*
- George Paul, director of *20/20*
- John Stossel, *20/20* correspondent
- Diane Sawyer, *Good Morning America* and *20/20* prime time host

The Greatest... :

- Name I was called: "the smallest person on the totem pole within my sight" (by John Stossel)
- Subject of a shoot: Giant chicken (People for the Ethical Treatment of Animals protester in costume)
- View: Statue of Liberty and Ellis Island from the office of Ira Glasser, president of the American Civil Liberties Union
- Page on the ABC Intranet: The link from the cafeteria page dedicated to weekly frozen-yogurt updates
- Bit of advice: "Don't make any noise, and don't look at her." (Control room operator after taking me to the *20/20* set as Barbara Walters filmed)
- Reaction to my internship: "He's so cute. At least you get to look at him every day!" (My dental hygienist, after I told her John Stossel is married)
- Moment: Attending an intern seminar in the

Leadership Rice's Summer Mentorship Experience matches students with ethical, successful mentors in a sponsoring organization for 8 weeks of substantive work.

Placements are available in Houston; Washington, D.C.; New York; and abroad. Mentorships in private, public, non-profit, for profit organizations are offered. Applications are now being accepted. **Early action deadline is Wednesday, January 31. Final deadline is Monday, February 26.**

22nd-floor conference room. I admired the rooftop gardens, the city's profile from the windows and the modern art on the cushy room's wood-paneled walls. This is the heart of corporate ABC, I thought. As a news correspondent began to answer interns' questions, the vice president of ABC News Radio interrupted her; eyes on his pager, he said simply, "Concorde crashed outside of Paris." The room changed. It hushed. It electrified. After a quick phone call, a handful of people scheduled to speak later in the presentation rushed out the door to grab the story. The head of ABC.com then stood and said he trusted that by the time he got back, his team would already have two stories online about the accident. After the remaining presentations, we interns sat there on the executive floor of ABC and watched the tragedy unfold on two large TV sets displaying ... NBC.

The Number of... :

- Times my computer crashed: 23
- Times my document converted text to squares: 2
- Religious brochures I acquired from street evangelists: 13
- Painted plaster cows I spotted across New York City: 17
- E-mails I received from Disney CEO Michael Eisner: 5
- Broadway shows I crammed into three months: 4
- Times I watched live as Peter Jennings filmed the nightly news: 3

Promoting interfaith dialogue on campus

Laura Derr returned from her experience at ABC to participate in the Leadership Rice fall course, "UNIV 310: Creating and Managing Change."

Each student in this course writes a strategic vision paper for implementing a change he or she would like to see occur in the world. Laura, who chose to write her paper about creating an interfaith group on the Rice campus, became increasingly committed to the vision, and accessed another component of Leadership Rice, the Envision Grant, which she received to create an Interfaith Thanksgiving Dinner.

By Laura Derr

Since coming to Rice, I've noticed a rarity of interfaith dialogue on campus. I don't know of a time when students across campus from a wide variety of faiths have come together to talk with each other, and I hoped an interfaith Thanksgiving dinner would provide such an opportunity. This event brought together over thirty students from nine religious backgrounds to engage in real conversations with each other. During the meal, some participants shared songs with the



The Envision Grant made available funding to support a diverse, interfaith Thanksgiving dinner held in Farnsworth Pavilion of the Ley Student Center on the Rice University campus. Joining Laura Derr (left) were Erin Englehardt (standing), Francine Di, and Jonathan Morales.

group, others offered prayers of thanks, and some talked about meaningful aspects of their faith. The table discussions were lively and at my table we had a chance to talk about some really interesting — and even traditionally touchy — subjects. Over 20 people signed up to be contacted about forming an interfaith campus organization.

Students interested in participating in interfaith activities, encouraging interfaith dialogue on campus, and/or becoming involved in an interfaith campus organization may

contact Laura Derr at lauraed@rice.edu.

The group will be one of respectful, interested people of faith who come together to share their lives, beliefs, and traditions, promoting understanding and multi-faith dialogue and joining together in service to the campus and community. It will not be an evangelistic tool for any particular faith, an affirmation of "oneness" of all faith traditions, or a replacement or detracting from the religious organizations and programming already on campus.

Leadership Rice ■ ■ ■ Rice University - MS 26 ■ ■ ■ 6100 Main Street ■ ■ ■ Houston, Texas 77005-1892

www.rice.edu/leadership/ ■ ■ ■ leadership@rice.edu

