

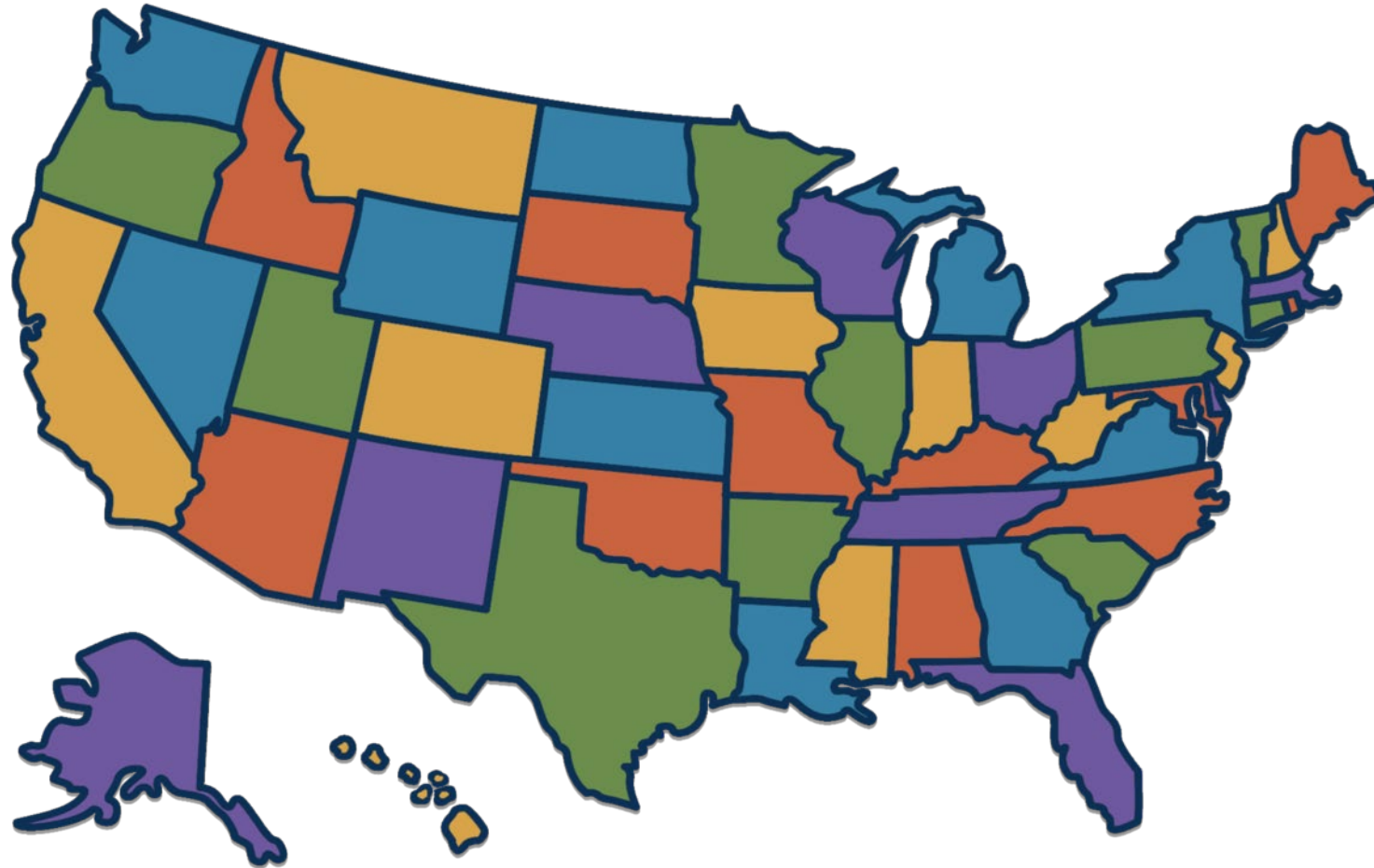
A Theory of Leadership: Improving Our Leadership Capacity and In

Nancy L. Zimpher

Chancellor Emeritus, State University of New York
Senior Fellow, National Association of System Heads



the POWER of SYSTEMS



Systems Educate

75%

Of America's 4-Year
Public College
Students

80%

Pell Eligible

COVID-19
TESTING

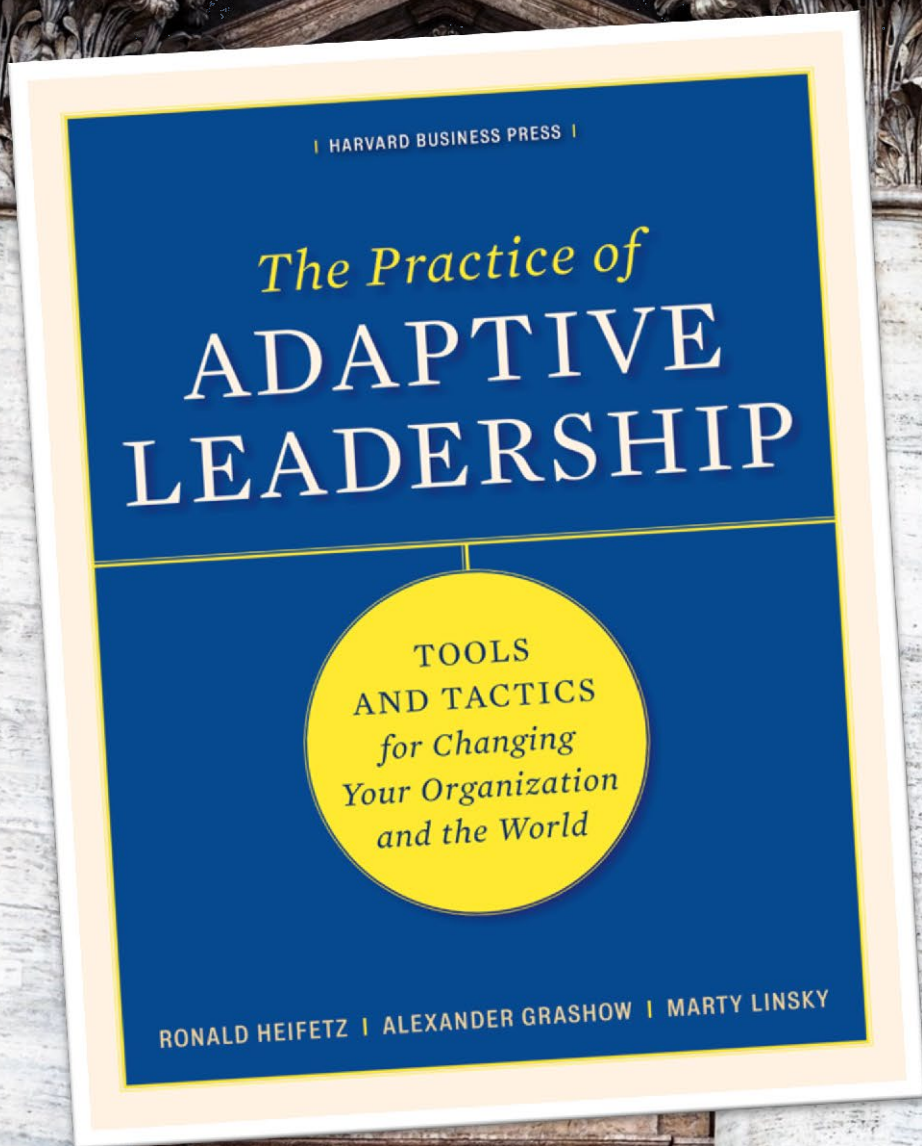
BLACK
LIVES
MATTER

The Big ReThink

NASH
NATIONAL ASSOCIATION OF
HIGHER EDUCATION SYSTEMS


the POWER of SYSTEMS

#systemness



NASH
NATIONAL ASSOCIATION OF
HIGHER EDUCATION SYSTEMS


the **POWER** of **SYSTEMS**

#systemness

NASH Goals



Increasing Degree Completion



Improving Social Mobility



Reducing Student Debt



systemness ['sis-təm-nəss] n

1. the coordination of multiple components that when working together create a network of activity that is more powerful than any action of individual parts on their own.

What is a Theory?

A coherent group of tested general propositions, commonly regarded as correct, that can be used as principles of explanation and prediction for a class of phenomena.

Theory of Leadership

Theory of Collective Impact

Theory of Improvement Science



the **POWER** of **SYSTEMS**

**We need a
theory of
leadership.**



Way 1: Vision





the
MILWAUKEE
idea™

Way 2: At the Hands of Many





the POWER of SYSTEMS



Way 3: Action



Six Big Ideas:

SUNY and
the World



SUNY and an
Energy-Smart
New York



SUNY and the
Entrepreneurial
Century



SUNY and the Seamless
Education Pipeline



SUNY and a
Healthier
New York



SUNY and the
Vibrant Community



Way 4: Accountability





DIVERSITY AND INCLUSION

ACCESS

1. Full Enrollment Picture
2. NYS Residents Served by SUNY
3. Diversity
4. Capacity - programs and courses

COMPLETION

5. Completions
6. Student Achievement / Success (SAM)
7. Graduation Rates
8. Time to Degree

SUCCESS

9. SUNY Advantage (Applied Learning, Multi-Cultural Experiences, Student Supports)
10. Financial Literacy

INQUIRY

11. Total Sponsored Activity
12. Courses in SIRIS that include hands-on research, entrepreneurship, etc.
13. Scholarship, Discovery and Innovation

ENGAGEMENT

14. START-UP New York and beyond (businesses started / jobs created)
15. Alumni / Philanthropic Support
16. Civic Engagement
17. Economic Impact

COMPLETION AGENDA

INNOVATION

Way 5: Sustainability



Theory of Collective Impact





In Cincinnati for every
100 ninth grade students...



73 students graduate from
high school four years later...



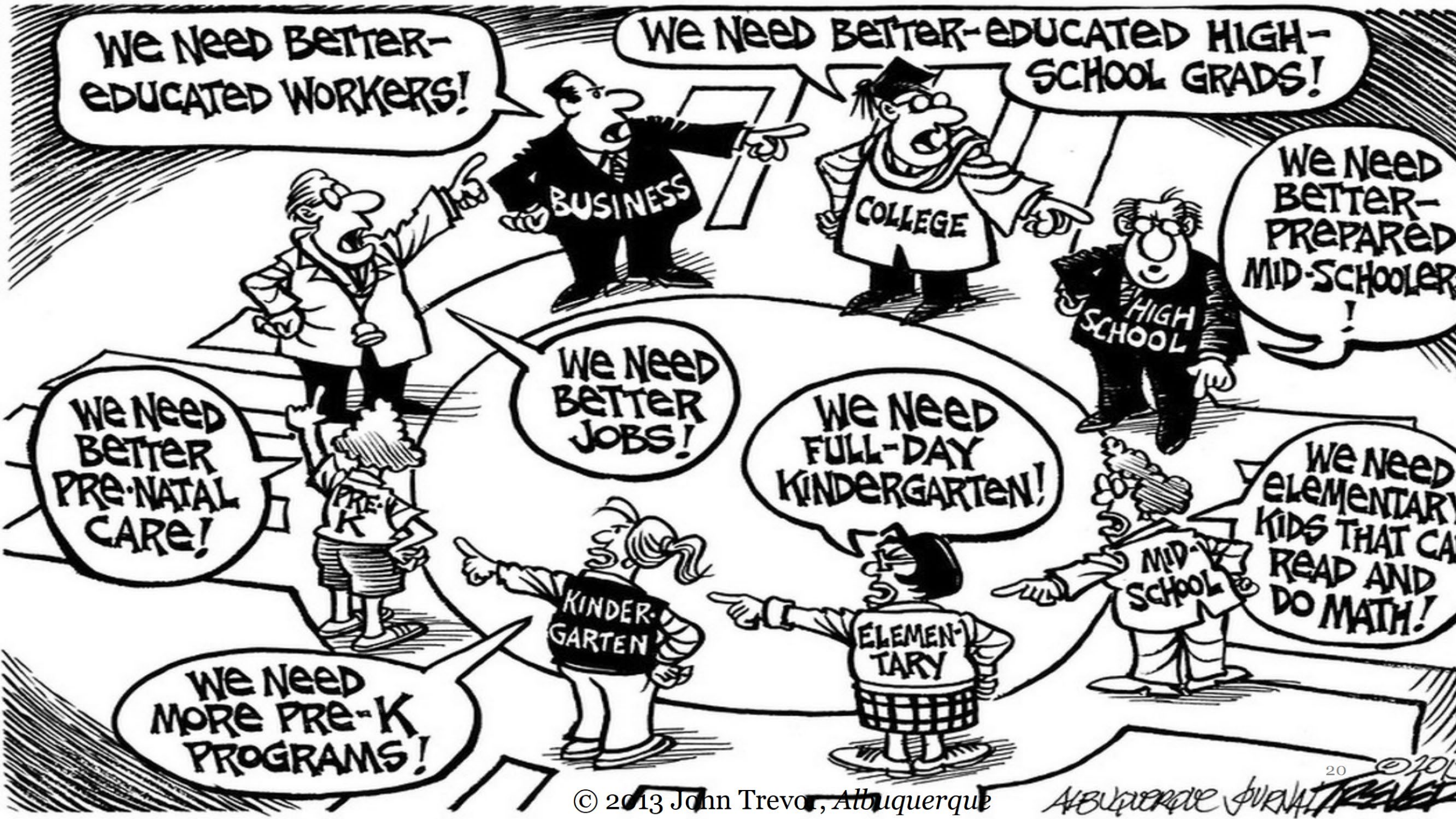
51 students immediately enter college...



37 students are still enrolled in their second year...



and **23** students graduate with either an associate's degree within
three years or a bachelor's degree within six years.



WE NEED BETTER-EDUCATED WORKERS!

WE NEED BETTER-EDUCATED HIGH-SCHOOL GRADS!

WE NEED BETTER-PREPARED MID-SCHOOLER!

WE NEED elementary KIDS THAT CAN READ AND DO MATH!

WE NEED FULL-DAY KINDERGARTEN!

WE NEED BETTER JOBS!

WE NEED BETTER PRE-NATAL CARE!

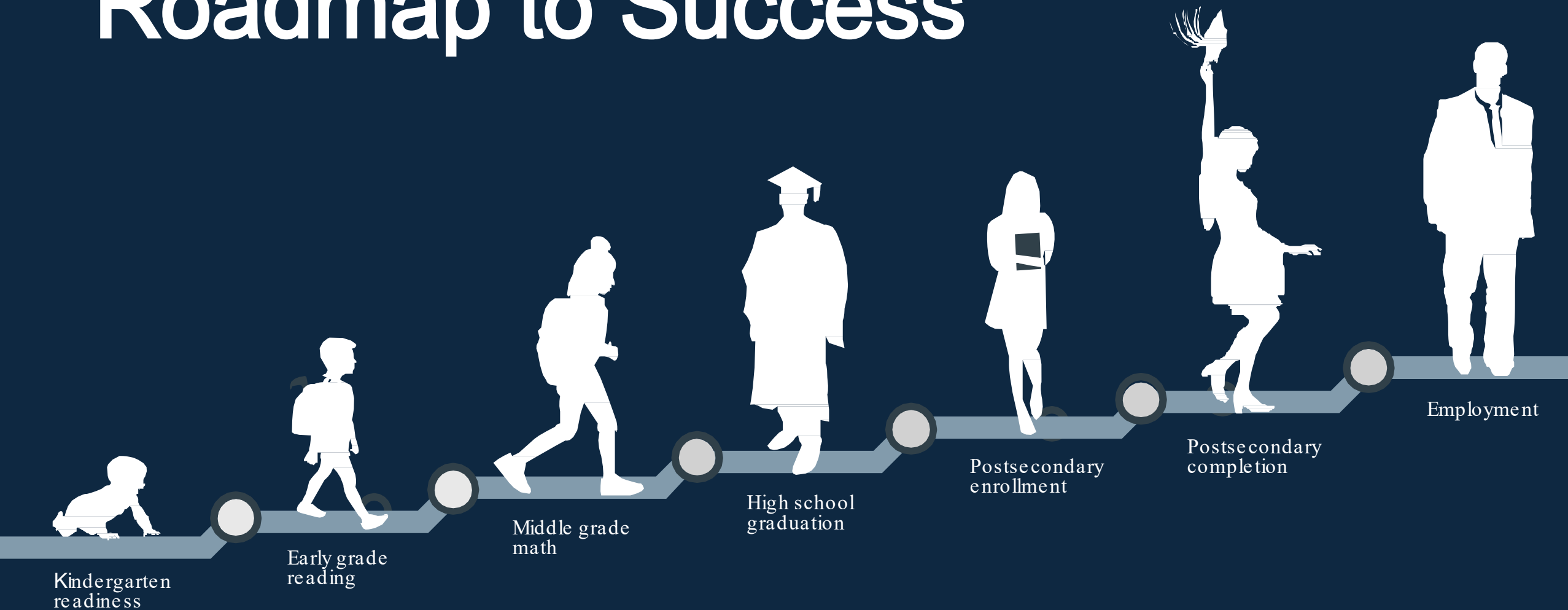
WE NEED MORE PRE-K PROGRAMS!



Student Roadmap to Success



Roadmap to Success





Key Stakeholders



Shared Goals





Evidence Based



Sustained Support

StriveTogether[®]
Every child. Cradle to career.

investors and partners

investors

Annie E. Casey Foundation
Ballmer Group
Bill & Melinda Gates Foundation
Blue Meridian Partners
Communities In Schools
Ford Foundation

Harlem Children's Zone
Nielsen Foundation
Pritzker Children's Initiative
Tableau Foundation
Walmart Foundation

partners

Annie E. Casey Foundation
Bloomberg Associates
BRIDGES USA
Brookings Institution
Campaign for Black Male Achievement
The Center for the Study of Social Policy
Children's Funding Project
Cities United
Coalition for Community Schools
Communities In Schools
Community Solutions
The Educare Learning Network
The Education Trust
Enterprise Community Partners
Equal Measure
FUSE Corps
Harlem Children's Zone
Independent Sector
Institute for Healthcare Improvement
KABOOM!
Kids Impact Initiative

Kirwan Institute for the Study of Race & Ethnicity
Low Income Investment Fund
MENTOR
My Brother's Keeper Alliance
National Collaborative of Infants and Toddlers
National Institute for Children's Health Quality
National League of Cities
Natural Resources Defense Council
Partners for Rural Impact
PolicyLink
Results for America
Save the Children
Start Early
Strong, Prosperous, And Resilient Communities Challenge
Tableau Foundation
Teach Plus
Third Sector
U.S. Department of Education
William Julius Wilson Institute



the **POWER** of **SYSTEMS**

Theory of Improvement Science



The Big Idea

Adapt and apply **Improvement Science** methods to the public higher education system context



Improvement Science Really.

What works...



..and how to make it work

bridging the knowledge gap

Solves For:

Organizational
Paralysis

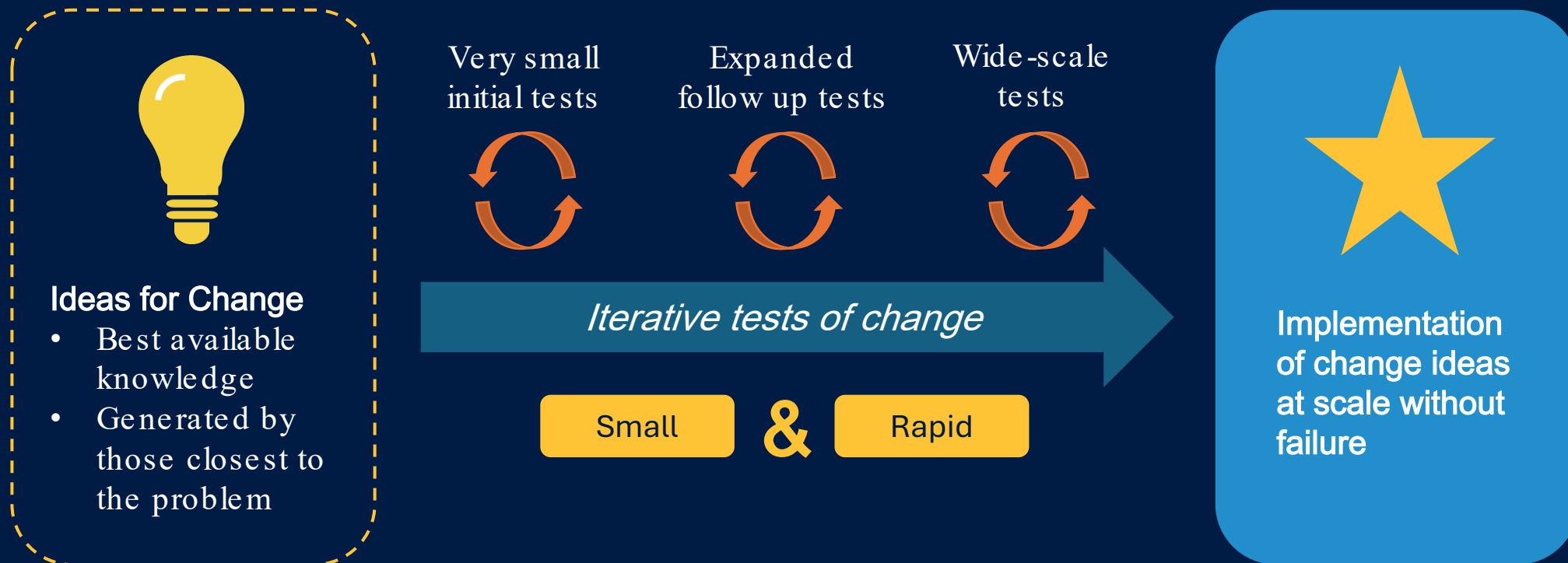
Solutionitis

Low Trust

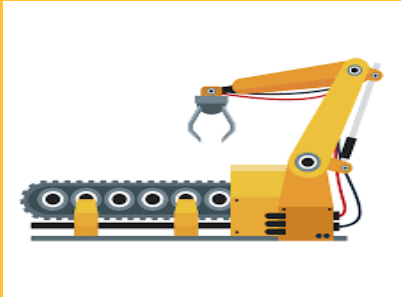
Fear

Improvement Science Approach to Change

Goal = changes that produce quality with reliability at scale



Improvement Science Domains



Manufacturing



Military Management



Software Development



Healthcare



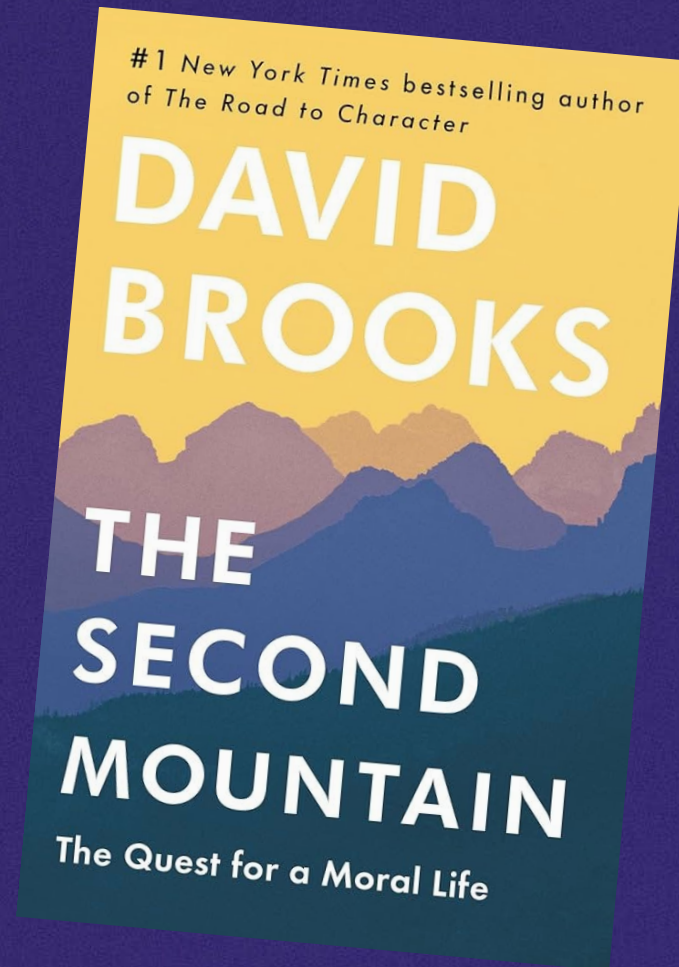
Public Higher
Education Systems

Participation: All NICS

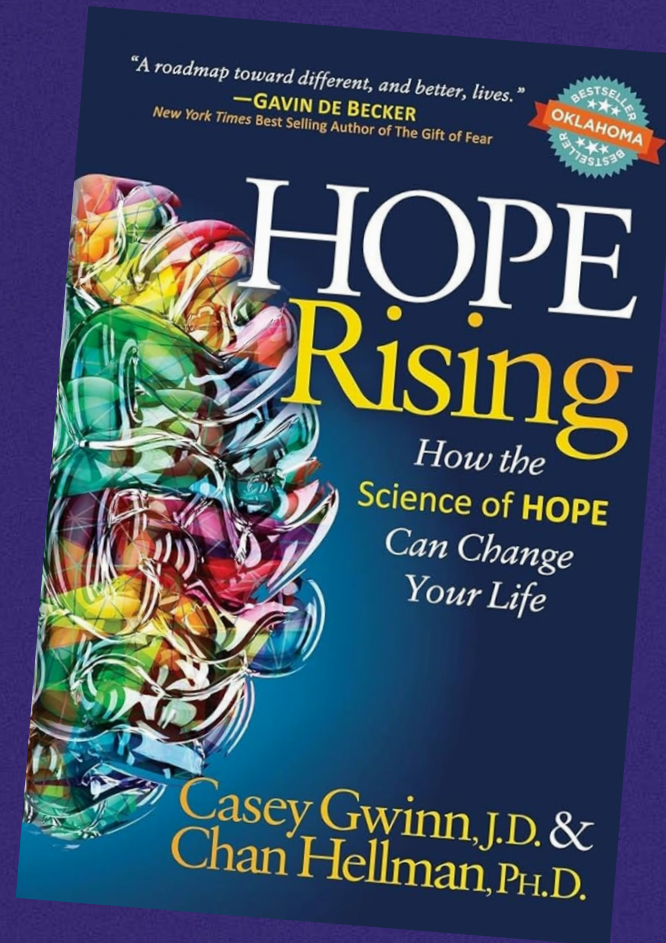
- 19 Systems
- 48 Campus Teams (~450 individuals)
- Collectively represent 226 campuses and over 2.2 million students

NIC	System
<i>Transfer Cohort 1</i>	University of Illinois
	Kentucky Council on Postsecondary Education
	PASSHE
	Texas A&M
<i>Transfer Cohort 2</i>	Connecticut State Colleges and Universities
	Arkansas State Universities
	University of Wisconsin System
	California State University System
<i>Transfer Cohort 3</i>	City Colleges of Chicago
	Mississippi Institutions of Higher Learning
	Mississippi Community College Board
	Southern Illinois University System
<i>Curricular Flexibility</i>	University of Hawaii System
	Southern Illinois University System
	Texas State University System
	Montana University System
<i>Equity</i>	Nebraska State Colleges
	Minnesota State Colleges and Universities
	Southern University System

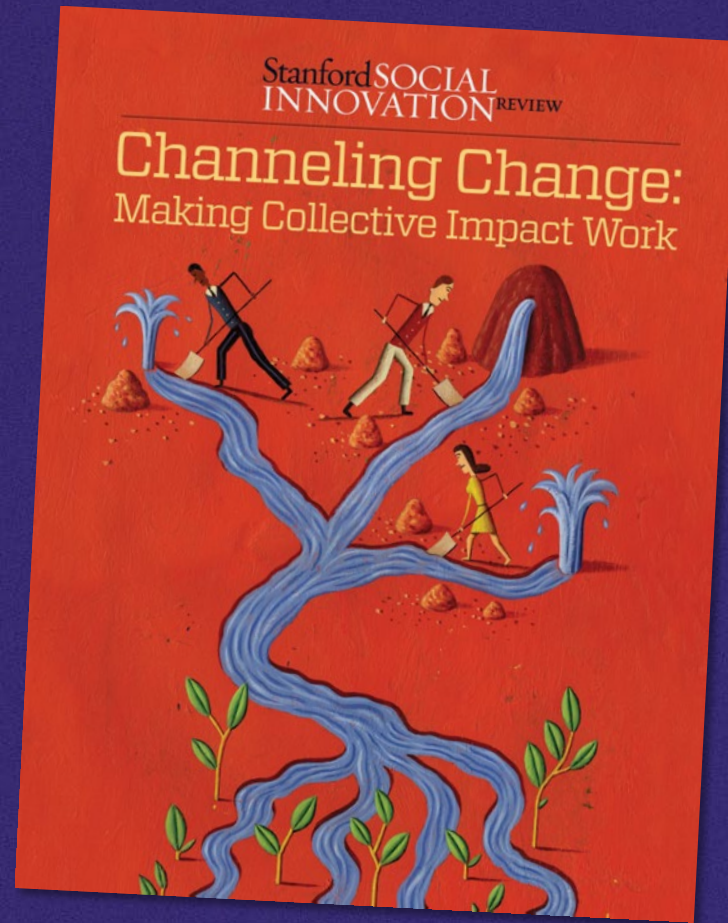
YOUR Theory of Leadership: Improving Our Leadership Capacity and In



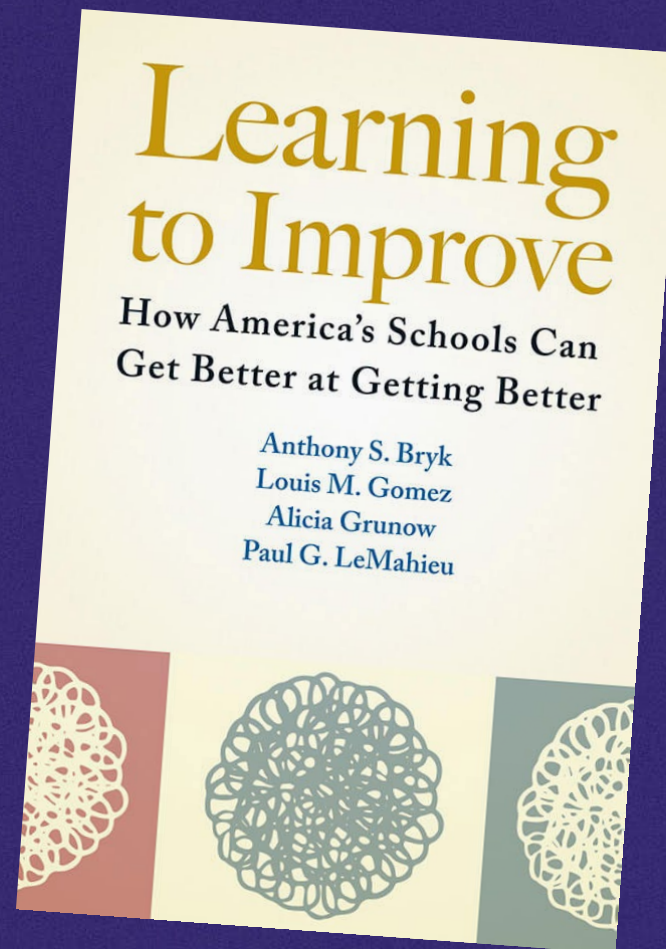
YOUR **P**ASSION



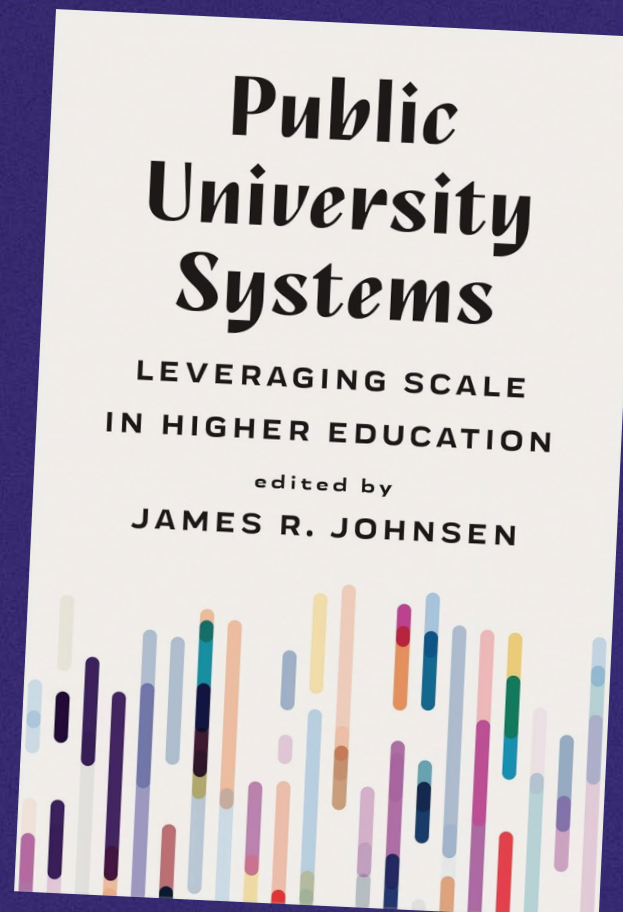
YOUR **PATHWAY**



YOUR TEAM



YOUR **PROCESS**



YOUR **LEADERSHIP**

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