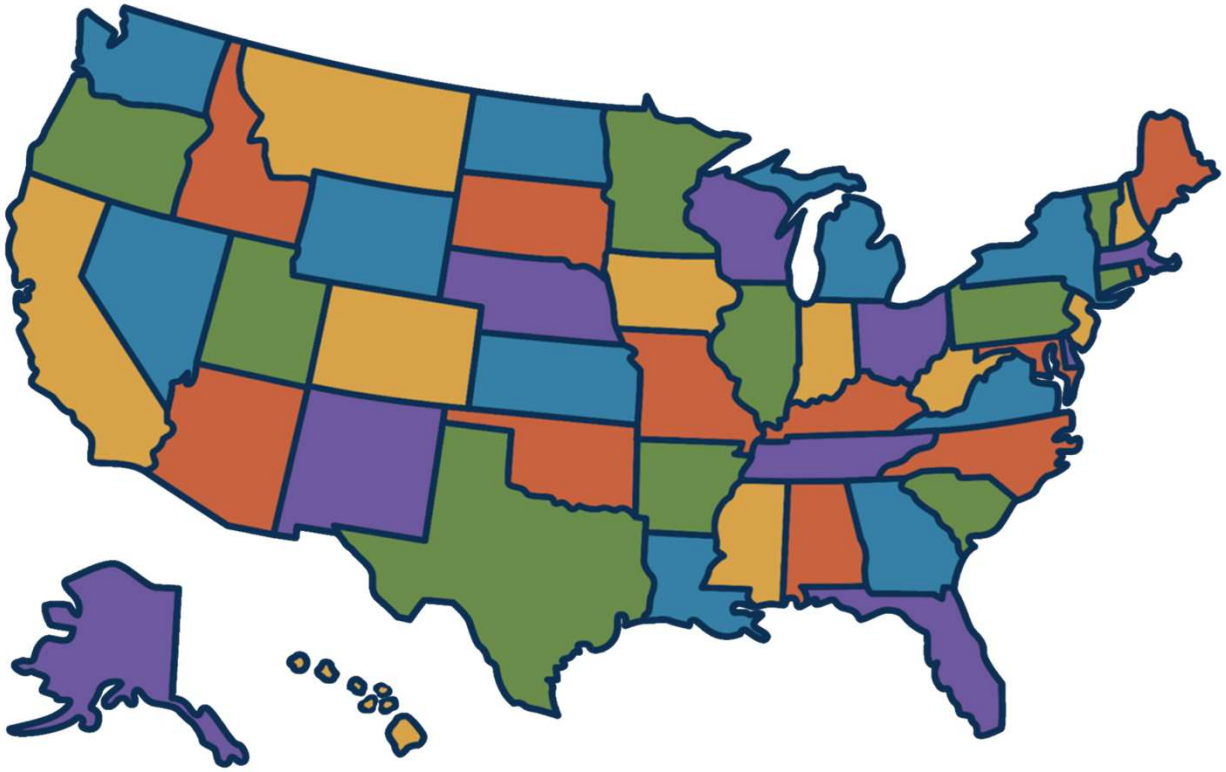
NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

ICPE
Higher Education Matters

A Theory of Leadership:
Improving Our Leadership Capacity and Impact

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%

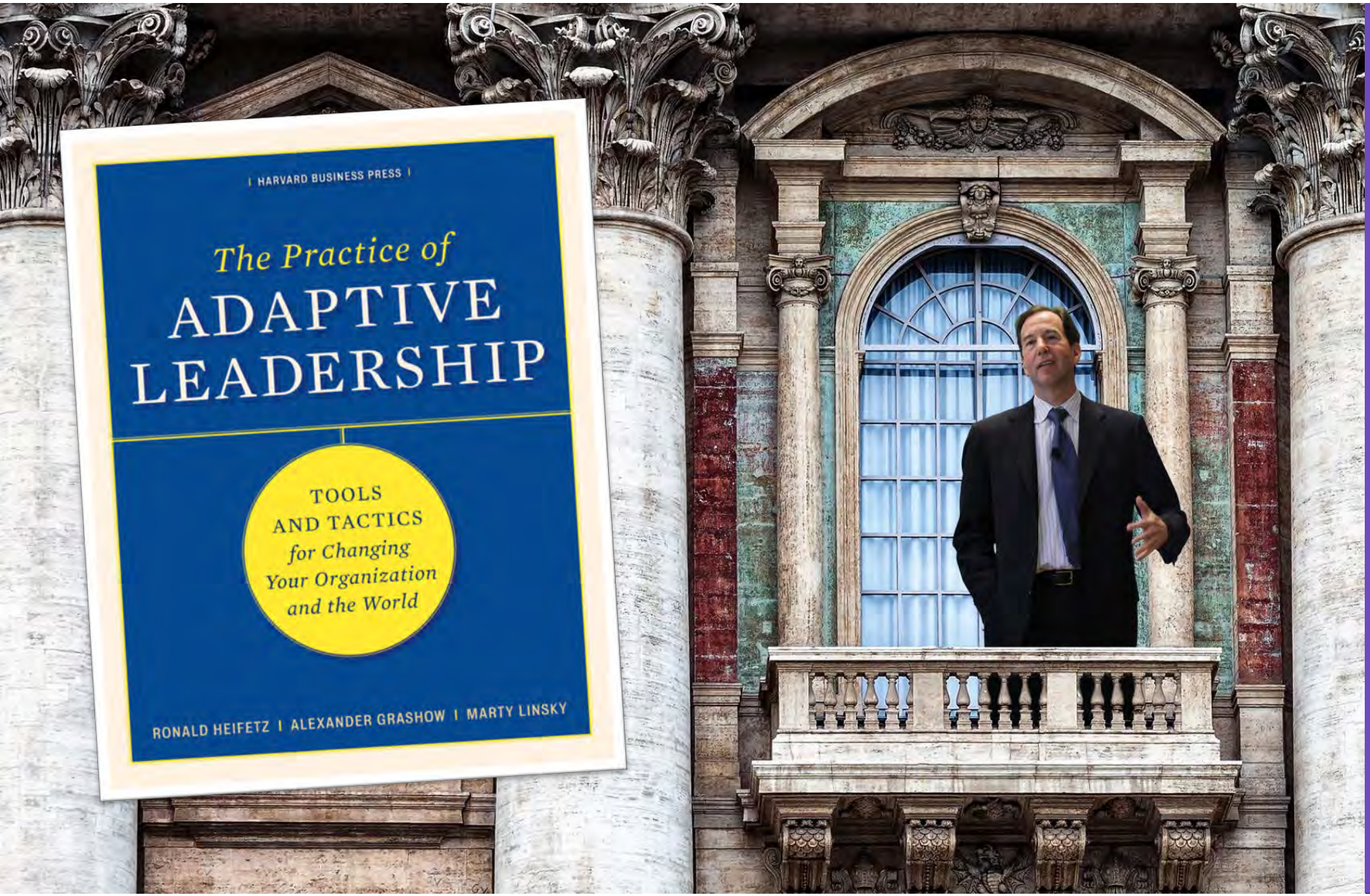
Pell Eligible

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

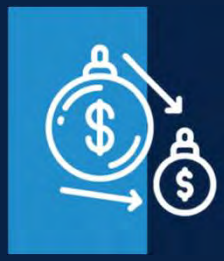
#systemness

the
POWER of
SYSTEMS
Advancing Prosperity for the Nation

NASH Goals

Increasing Degree Completion

Improving Social Mobility

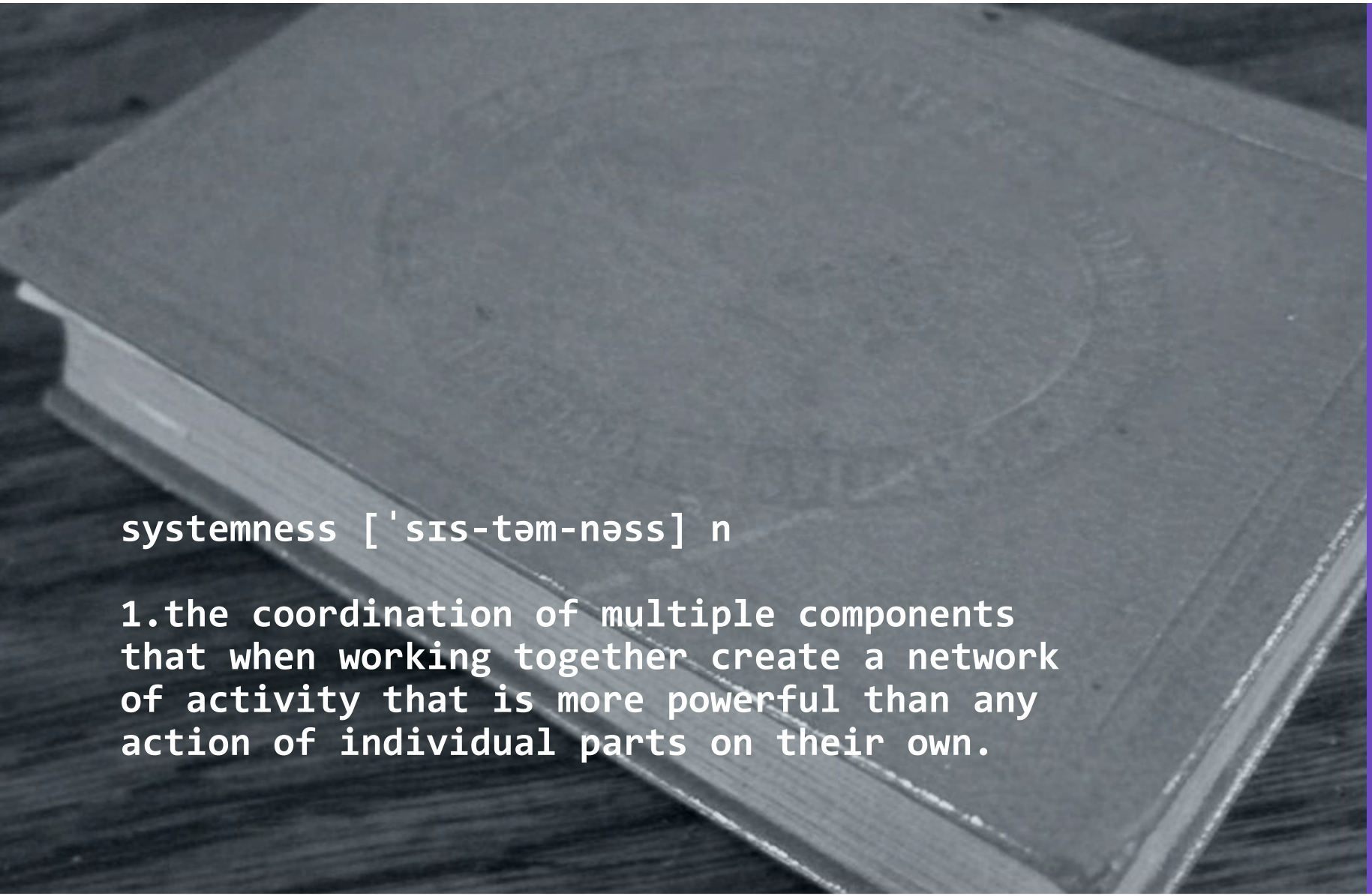


Reducing Student Debt

NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

the POWER of SYSTEMS

#systemness



systemness [ˈsɪs-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.

NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

the POWER of SYSTEMS

#systemness

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.

NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

the POWER of SYSTEMS

#systemness

Theory of Leadership

Theory of Collective Impact

Theory of Improvement Science

NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

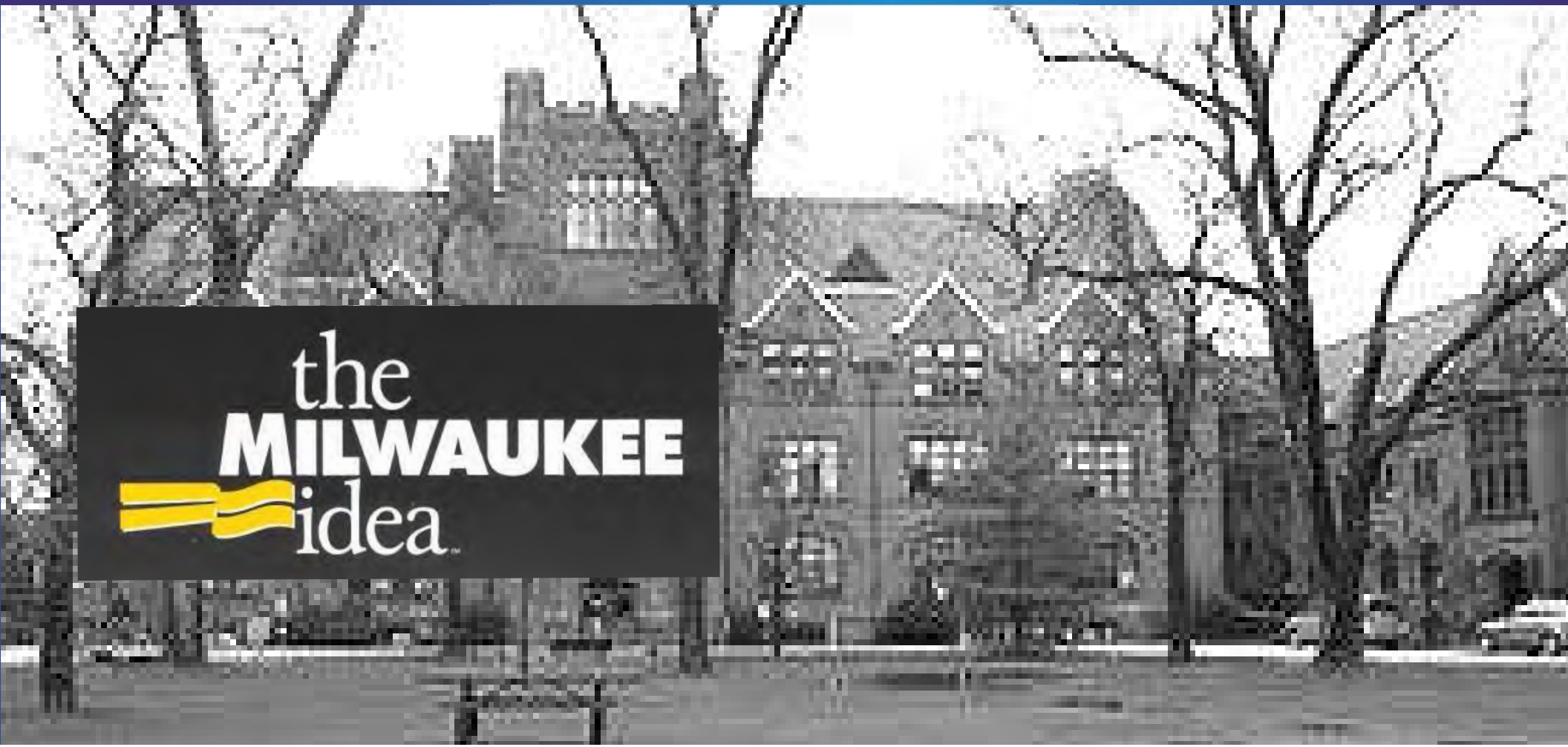
the POWER of SYSTEMS

#systemness

We need a theory of leadership.

Way 1: Vision

the POWER of SYSTEMS



Way 2: At the Hands of Many

the POWER of SYSTEMS

Way 3: Action

DIVERSITY COUNTS

Six Big Ideas:

SUNY and the **World**

SUNY and an **Energy-Smart New York**

the Power of SUNY

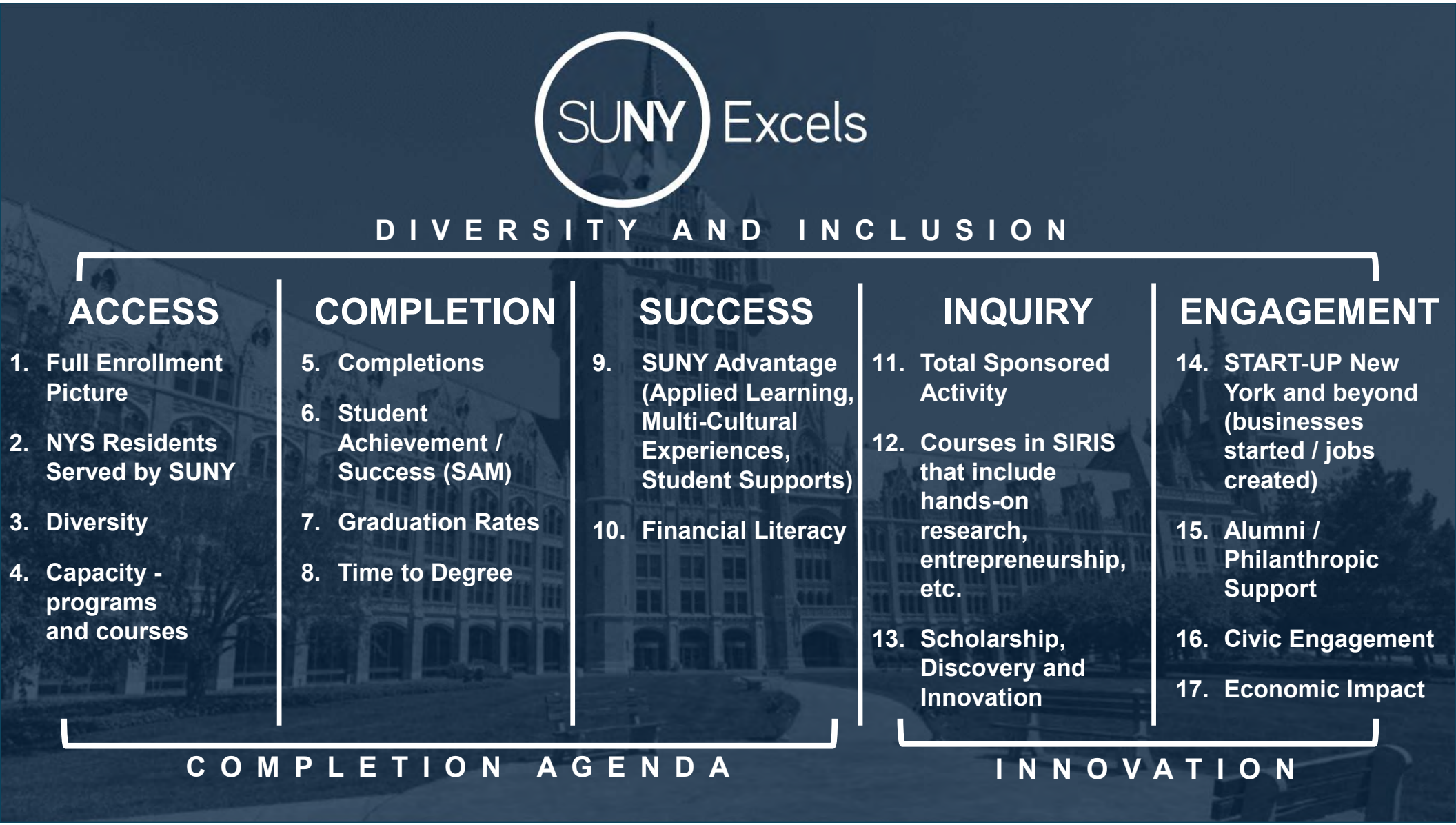
SUNY and the **Entrepreneurial Century**

SUNY and a **Healthier New York**

SUNY and the **Seamless Education Pipeline**

SUNY and the **Vibrant Community**

Way 4: Accountability


SUNY Excels
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

NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

the POWER of SYSTEMS

#systemness

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.

© 2013 John Trever, *Albuquerque*

Fifth Third Bank
The things we do for dreams.

Cincinnati Public Schools

Cincinnati Children's
www.cincinnatichildrens.org

The Carol Ann and Ralph V. Haile, Jr. U.S. Bank N.A. Foundation
An independent family foundation

Northern Kentucky Council of Partners

CFT

Xavier University

High Expectations for All
Covington Independent Public Schools

P&G

Archdiocese of Cincinnati Catholic Schools
Values for a Lifetime

Cincinnati USA Regional Chamber

cbc Cincinnati Business Committee

JPMorgan Chase & Co.

Go ahead. Get there.
Cincinnati State
Technical and Community College

Newport Independent Schools
A Great Tradition. A Great Future.

The Greater Cincinnati Foundation

United Way
United Way of Greater Cincinnati

Gateway Community & Technical College

KnowledgeWorks

Urban League of Greater Cincinnati

Messer
WeAreBuilding.

United Way
Success By 6
United Way of Greater Cincinnati

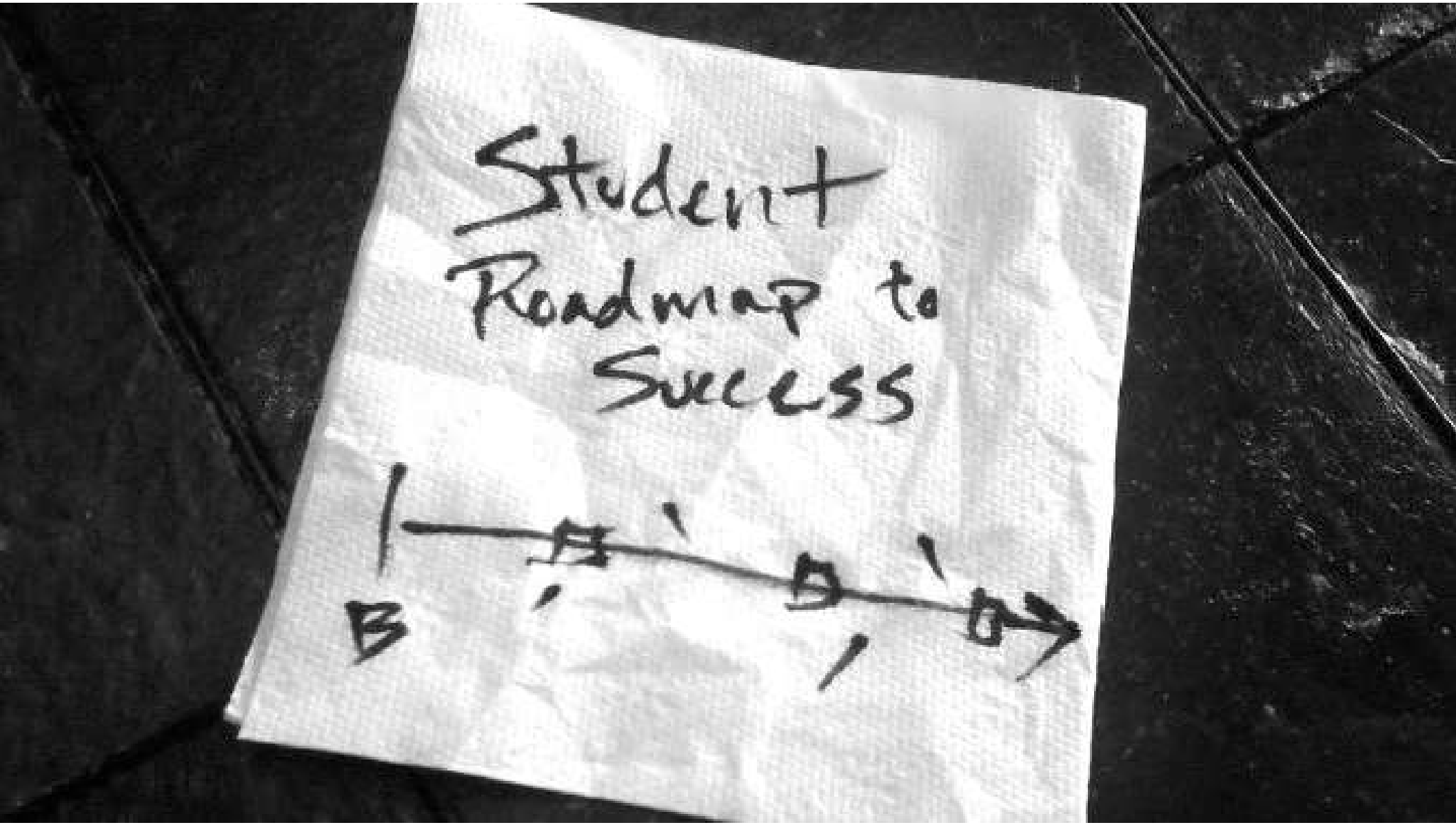
Department of Catholic Schools
Diocese of Covington

YMCA of Greater Cincinnati

University of Cincinnati

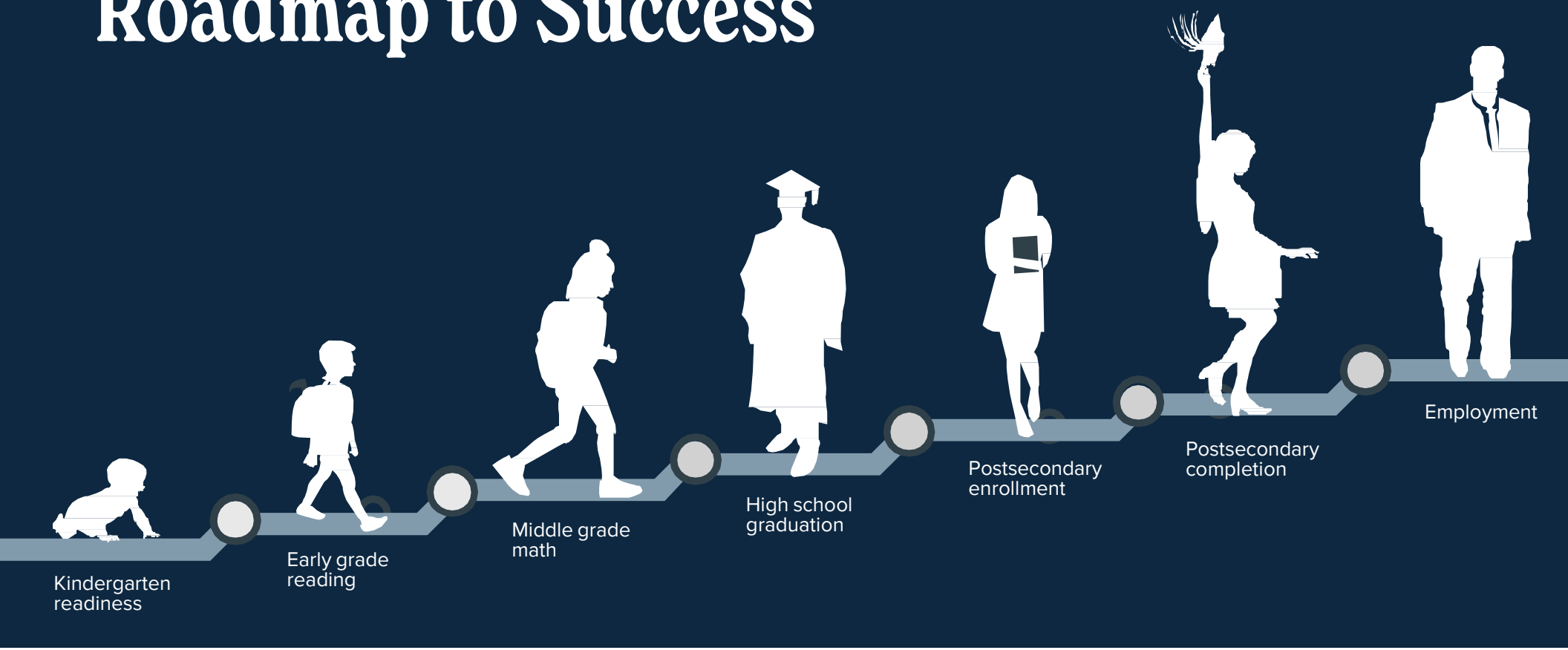
NKU Northern Kentucky University

Vision 2015


Student
Roadmap to
Success

the POWER of SYSTEMS

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

NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

the POWER of SYSTEMS

#systemness

The Big Idea

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

NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

the POWER of SYSTEMS

#systemness

Improvement Science. Really.

What works...

...and how to make it work

bridging the knowledge gap

Solves For:

- Organizational Paralysis
- Solutionitis
- Low Trust
- Fear

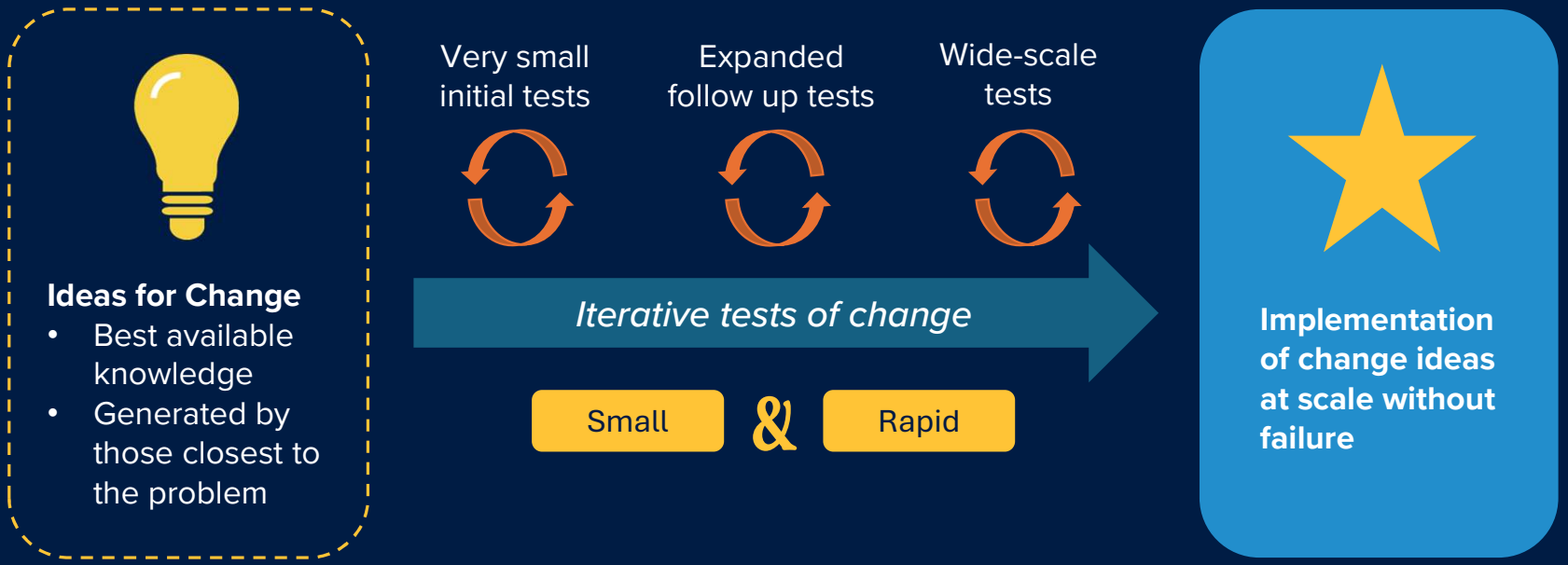
NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

the POWER of SYSTEMS

#systemness

Improvement Science Approach to Change

Goal = changes that produce quality with reliability at scale

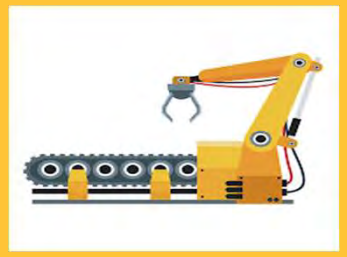


NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

the POWER of SYSTEMS

#systemness

Improvement Science Domains



Manufacturing

Military Management

?

Public Higher Education Systems

Software Development

Healthcare

NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

the POWER of SYSTEMS

#systemness

Participation: All NICS

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

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

NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

the POWER of SYSTEMS

#systemness

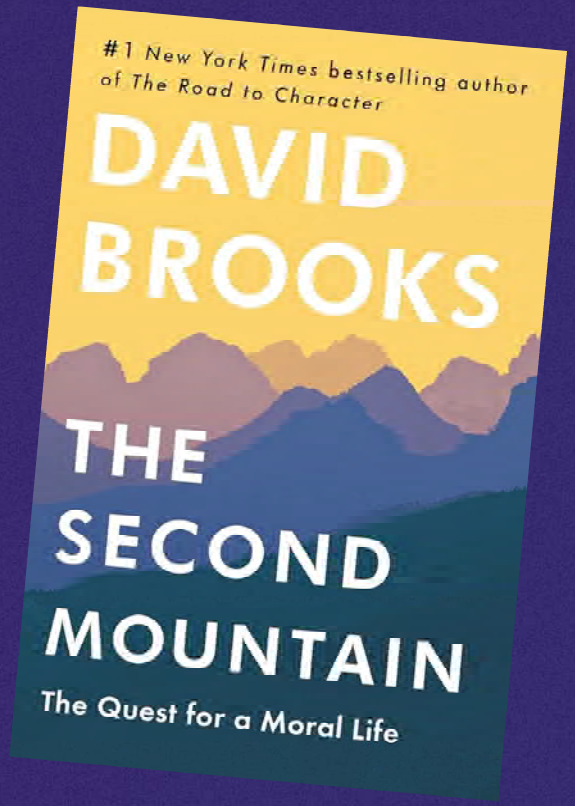
NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

ICPE
Higher Education Matters

YOUR Theory of Leadership:
Improving Our Leadership Capacity and Impact

NASH
NATIONAL ASSOCIATION OF
HIGHER EDUCATION SYSTEMS

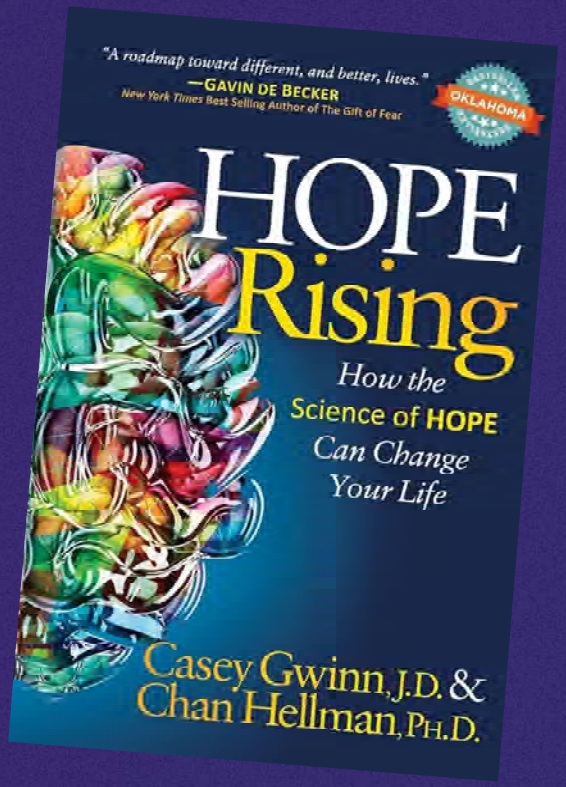
ICPE
Higher Education Matters



YOUR PASSION

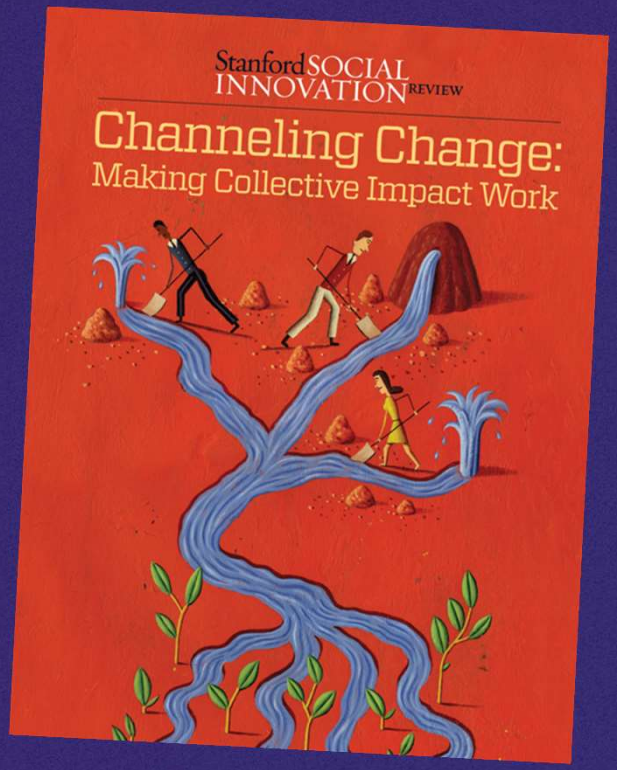
NASH
NATIONAL ASSOCIATION OF
HIGHER EDUCATION SYSTEMS

OCPE
Higher Education Matters



YOUR PATHWAY

NASH
NATIONAL ASSOCIATION OF
HIGHER EDUCATION SYSTEMS

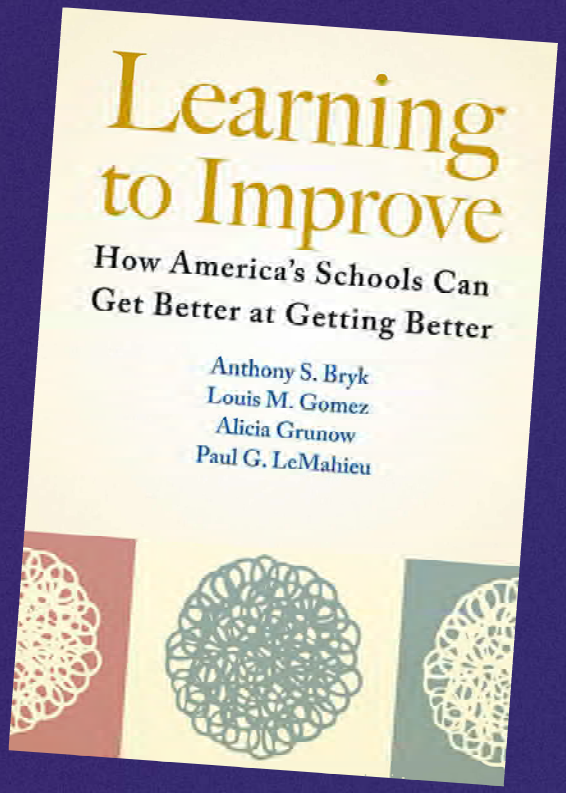


ICPE
Higher Education Matters

YOUR TEAM

NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

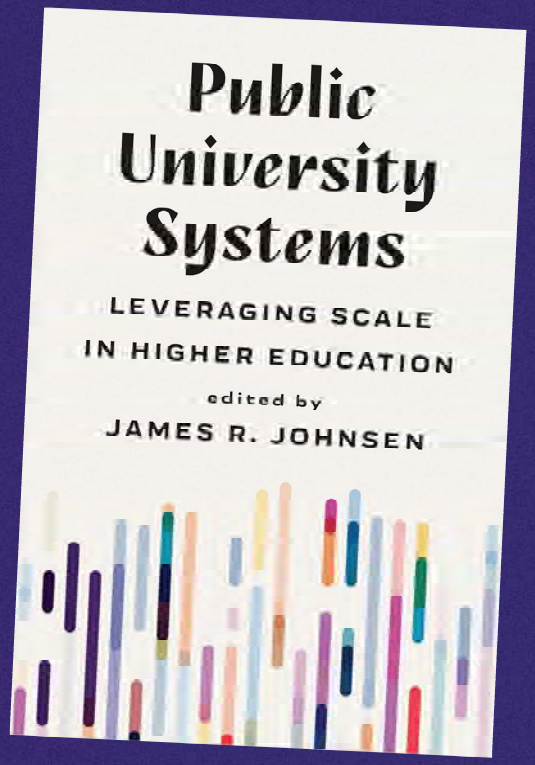
ICPE
Higher Education Matters



YOUR PROCESS

NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

ICPE
Higher Education Matters



YOUR LEADERSHIP

NASH
NATIONAL ASSOCIATION OF HIGHER EDUCATION SYSTEMS

ICPE
Higher Education Matters

A Theory of Leadership:
Improving Our Leadership Capacity and Impact

Nancy L. Zimpher
Chancellor Emeritus, State University of New York
Senior Fellow, National Association of System Heads