

Leading from the Middle: Theory in Action

Meauxmentum Summit

February 4-5, 2026 • Lafayette, Louisiana

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Frameworks

1

2

Theories

1

2

3

Your
Leadership

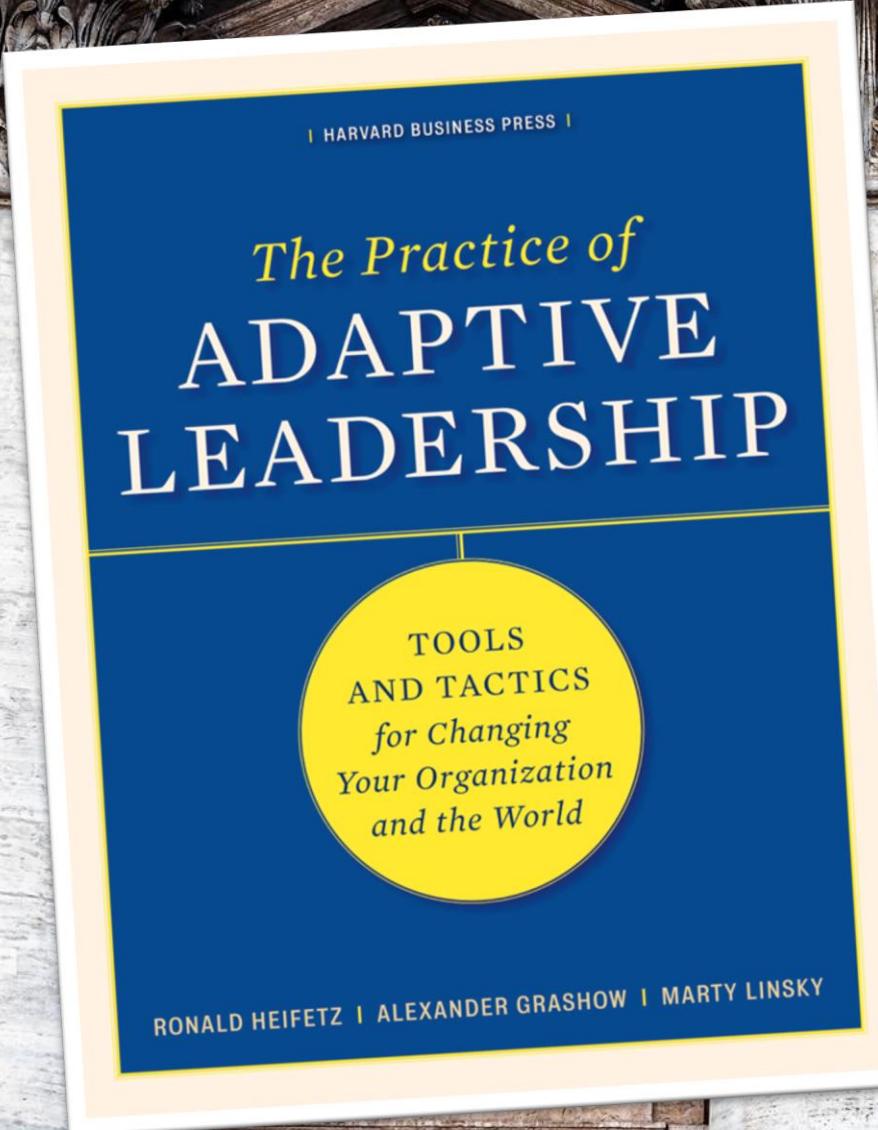
Two Frameworks

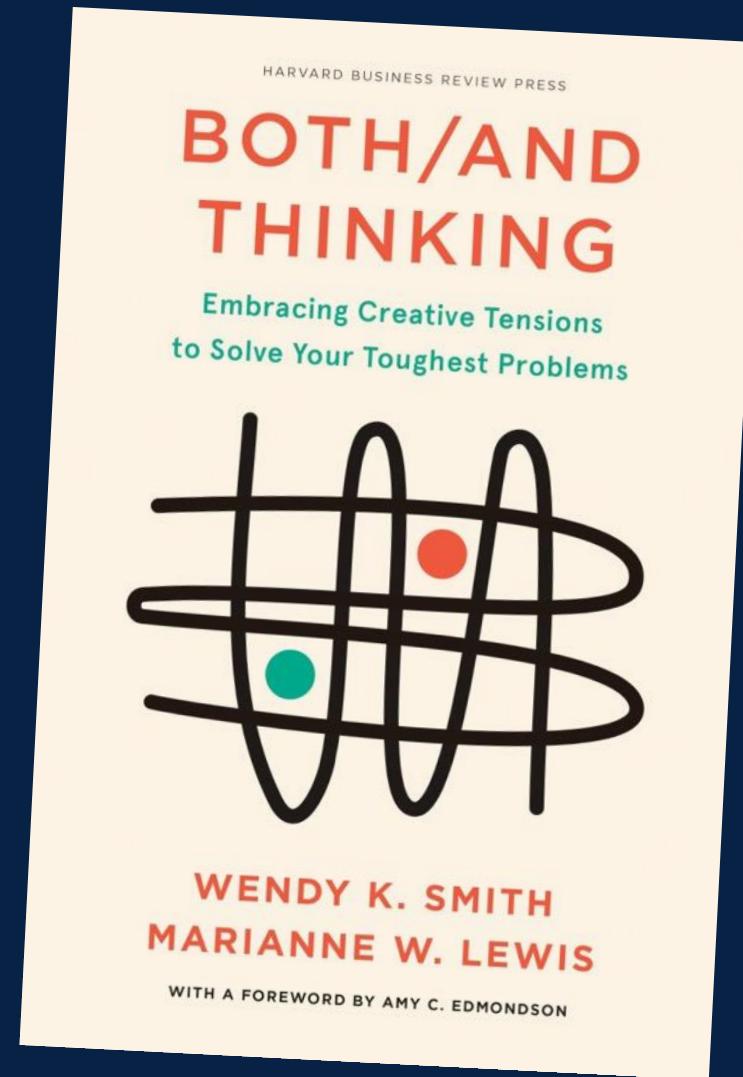
1 Adaptive Leadership

2 Both/And Thinking



the POWER of SYSTEMS





Three Theories

- 1 Leadership
- 2 Collective Impact
- 3 Improvement Science

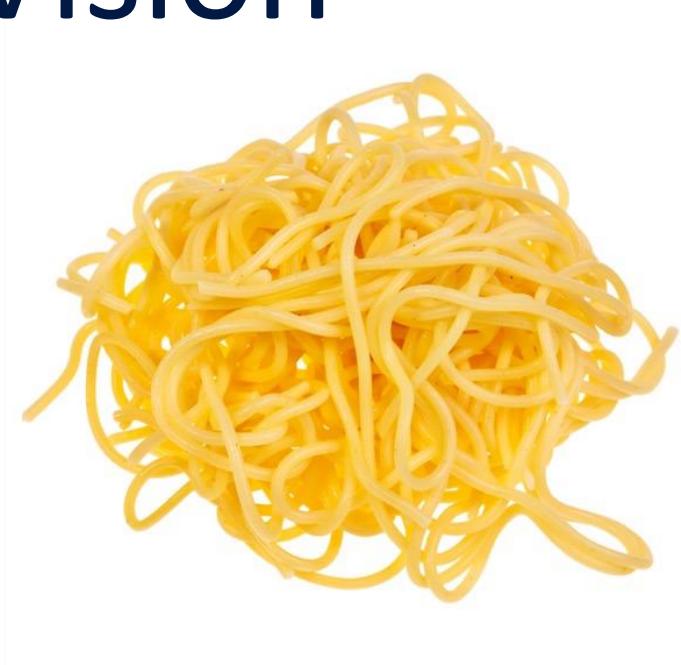
Three Theories

- 1 Leadership
- 2 Collective Impact
- 3 Improvement Science

My Theory of Leadership



Way 1: Vision





the POWER of SYSTEMS



Way 2: At the Hands of Many





the POWER of SYSTEMS



Way 3: Action



Six Big Ideas:

SUNY and the
Entrepreneurial
Century



SUNY and the Seamless
Education Pipeline



SUNY and
the World



SUNY and an
Energy-Smart New
York



SUNY and a
Healthier
New York



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



Three Theories

- 1 Leadership
- 2 Collective Impact
- 3 Improvement Science



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
PRE-NATAL
CARE!

WE NEED
BETTER
JOBS!

WE NEED
FULL-DAY
KINDERGARTEN!

WE NEED
MORE PRE-K
PROGRAMS!

KINDER-
GARTEN

ELEMEN-
TARY

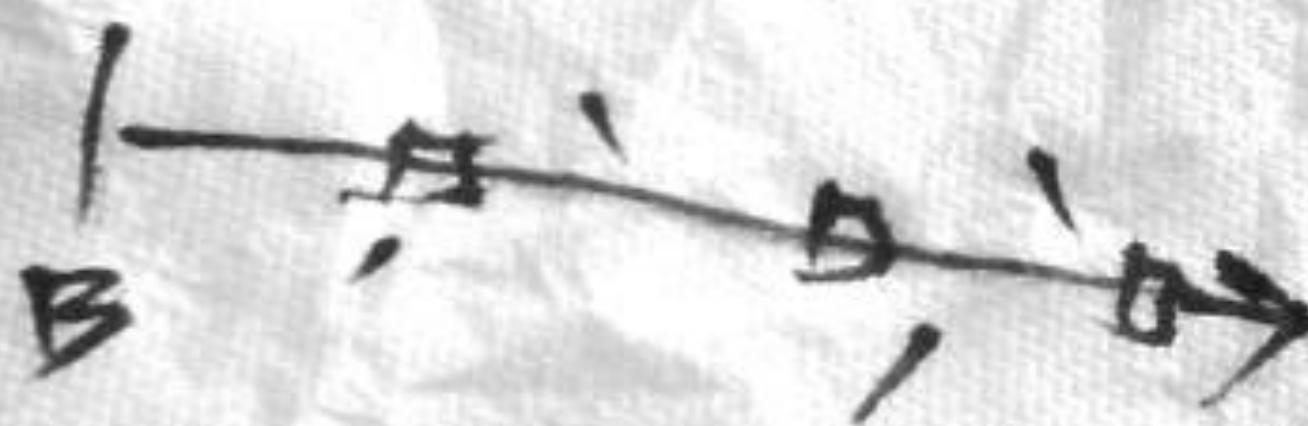
MID-
SCHOOL

WE NEED
BETTER-
PREPARED
MID-SCHOOLER

WE NEED
ELEMENTARY
KIDS THAT CAN
READ AND
DO MATH!

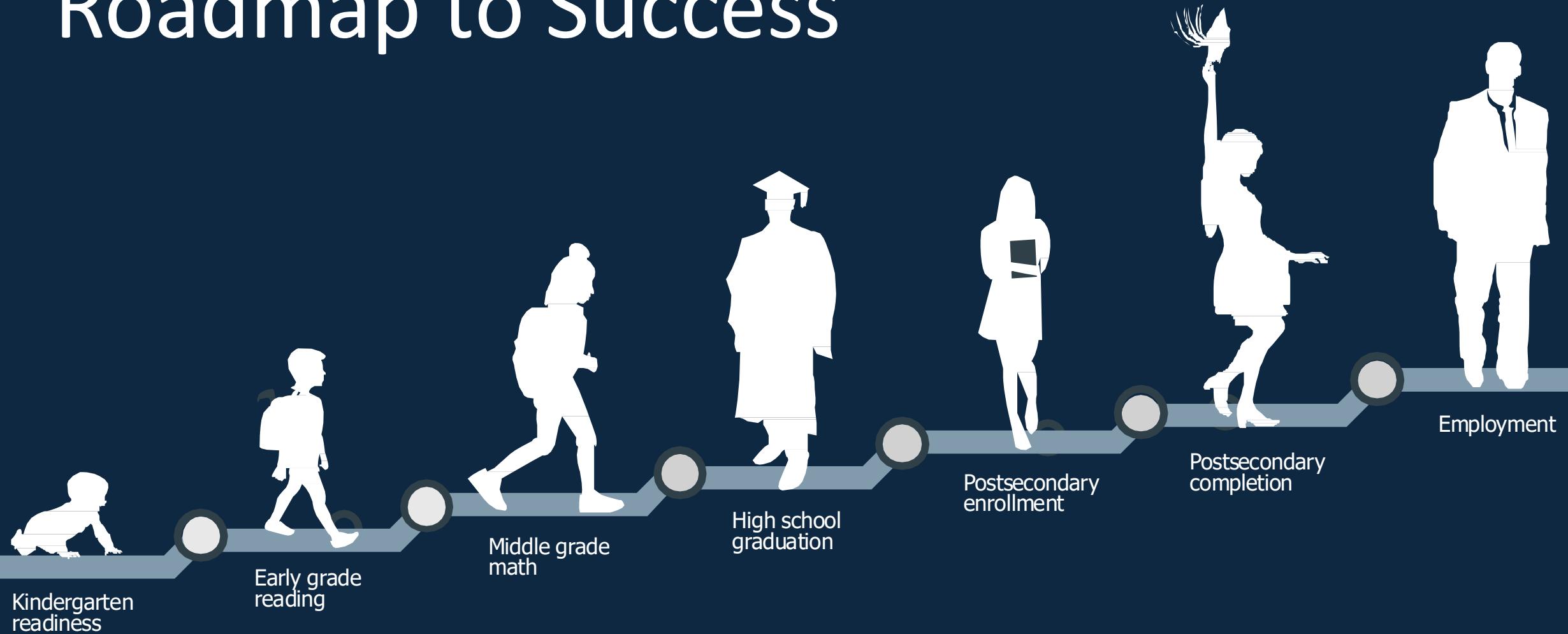


Student
Roadmap to
Success





Roadmap to Success



Key Stakeholders



Shared Goals

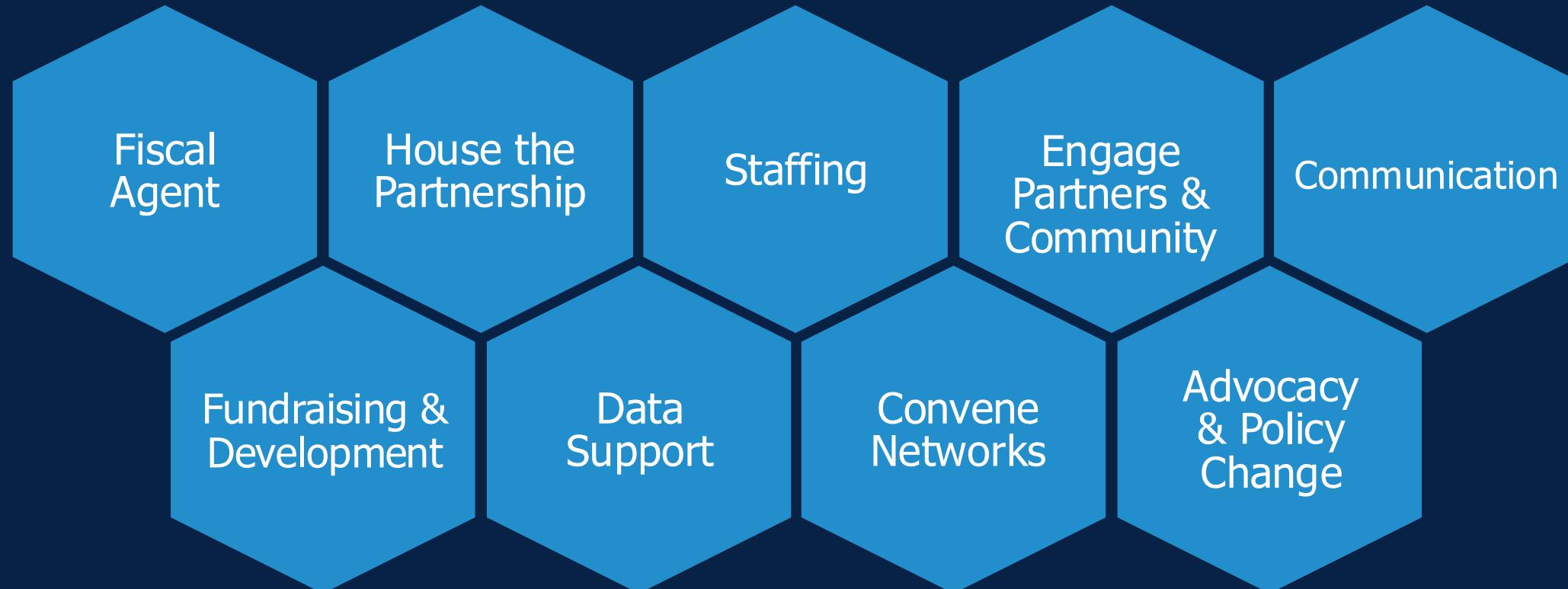


Evidence Based



Sustained Support

Backbone Functions



the POWER of SYSTEMS

Three Theories

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Improvement Science. Really.

What works



...and how to make it work

bridging the knowledge gap

Solves For:

**Organization
al Paralysis**

**Solutioniti
s**

Low Trust

Fear

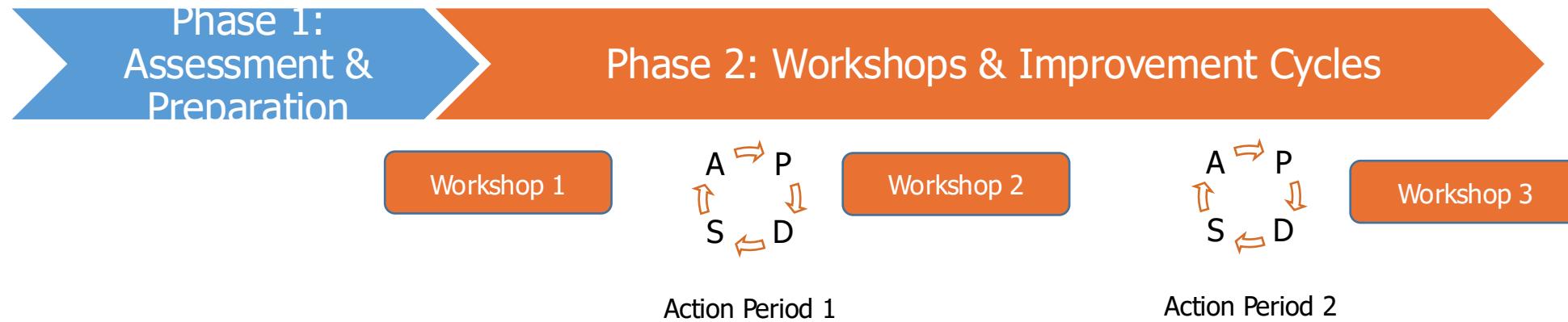
#systemness

How to Create Massive Change: Improvement Science as an Approach for Breakthrough Results

Current Approach to Change



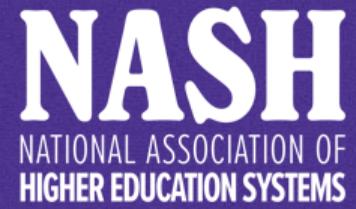
NIC Structure



Generating New Knowledge with Improvement Science

- Improvement Science is built for testing ideas in cycles to figure out what works to deliver the results we are aiming for.
- Once an idea shows promise of improving outcomes, teams engage in sequential testing, which helps us answer the question “Does this solution work across multiple contexts?” (ex. A team may test an intervention at a department level, then spread to 3-5 departments)
- After sequential testing and examining the results of the tests, teams begin to identify practices that have a high degree of belief, meaning we’re fairly certain that the practice can be replicated elsewhere, in another context, and deliver results.
- This is new knowledge.

YOUR Theory of Leadership: Improving Our Capacity and Impact



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