

José Antonio Bowen

Strategy, Nudges & Alignment Workshop

Strategy is the art of sacrifice

A vision without the means to achieve it is a hallucination.

- a. how can we IMPROVE our ODDs for success? (NOT what do we want.)
- b. setting up the key CHOICES (Most university “strategic plans” are neither.)
- c. mostly about the HOW (since the “what” is so similar for colleges)
 1. **Aspiration:** What is **DISTINCTIVE** about your mission?
 2. **Focus:** **WHAT** do you do that is unique? Where will we play?
 3. **Method:** **HOW** will we do this better & create superior value?
 4. **Capabilities:** What systems, culture and tech must be in place?
 5. **Assessment:** How will we know if it is working and how to adjust?

(Modification of Lafley and Martin, *Playing to Win: How Strategy Really Works*, Harvard (2013))

*Can you clarify how your institutional strategy is **DIFFERENT**?*

What choices are most important for your institution?

Alignment: Making strategy a verb

- a social construct, so it must be ongoing and collaborative
- requires BOTH data and creativity
- plus vision, alignment and culture
- the goal is to get people to decide and act together

Strategy requires BOTH to

- (a) articulate what is distinctive about your mission, focus & outcomes,
- (b) align resources and integrate services and experiences.

What are the barriers to alignment & integration of learning on campus?

What key changes would create better conditions for alignment?

Alignment: Choices have consequences.

- Your goals and strategy should inform every decision.
- Strategy is a set of integrated choices.

Are you too busy to improve? What are you willing to stop doing or give up?

How aligned is your campus (or your department) with your strategy?

The one who does the work, gets the benefit

- Education is a DESIGN problem: to motivate, inspire, guide & consolidate
- Our goal is to design and integrate better to increase learning.

Nudges and Design Choices

A nudge “is any aspect of the choice architecture that alters people's behavior in a predictable way without forbidding any options.” Thaler, R. H., & Sunstein, C. R. (2009). *Nudge: Improving Decisions about Health, Wealth, and Happiness*

- Choice architecture=everything matters: there is no such thing as neutral design
- Nudge not noodge: Free to choose, but the default alters behavior
- Little changes can have a big difference: dining hall food or Schiphol Airport fly.

What are some current nudges your campus creates? (Good and Bad)

What behavior do you most want to encourage? So then...

What new nudges might you create?

What service might we design differently?

Types of Nudges

- Boomerang Effect, Social Norms and Emotions
- Mere-Measurement and Channel Factors

What behavior do you most want to encourage? So then...

What new nudges might you create?

What service might we design differently?

Integration: Learning Everywhere

Just connect. We want students to connect their classroom learning with study abroad, research, athletics, public service, activism, wellness, career goals, politics, personal ethics and life aspirations. Just articulating the connection or pathway will help.

Given your distinctive campus goals, what programs, services, curriculum can you now integrate?

If we want them to _____, then we need to _____.

Strategic Trinity of Academic Planning & Improvement

PRODUCT

Curriculum (**Method**) + **Integrate** and align everything

Learning Goals

(Are these really unique?)

What is different about HOW you deliver?

BRAND (for what -realistically-can we be known?)

Unique Mission

FOCUS

DATA

Authentic Assessment

(You are what you measure)