



**Agents of Change:
Using Data to Nudge and
Inform Student Success**

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Thank you AIR Members



**Disruptive Innovation (DI)
Is not just “Change”**

- **Disruptive innovators target their service or product at the needs of a new group of customers.**
- **DI uses enabling technologies**
- **DI leads to a new business model (over time)**

Mark E. Raynor and Clayton M. Christensen, *The Innovator's Solution*, Harvard Business School Press, 2003.

Disruptive Innovation (DI)



Mainframe Computers Still Exist



They remain complex, expensive, and serve niche markets.

Mainframe market (world-wide) is larger now than then....

But it is a tiny portion of the overall computing market.

Is this the future for FYE?

(See answer above.)

BIG DATA ARE COMING!



The New York Times Magazine
February 26, 2012

**HEY!
YOU'RE
HAVING
A BABY!**

How your shopping habits reveal even the most personal information. By Charles Duhigg

What will the impact be on...

- Academic Advising
- Tutoring
- Early Warning Systems
- Special Services
- More . . .

**Disruptive
Innovations
Are
Already Here**

**Post-Traditional Students
NOT
Non-Traditional**

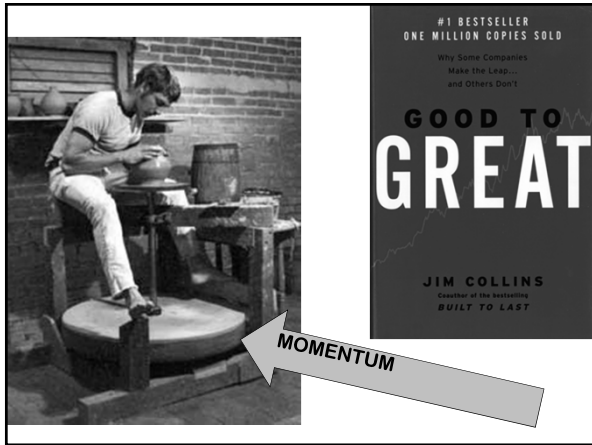
“the student's peer group is the single most important source of influence on growth and development during the undergraduate years.”

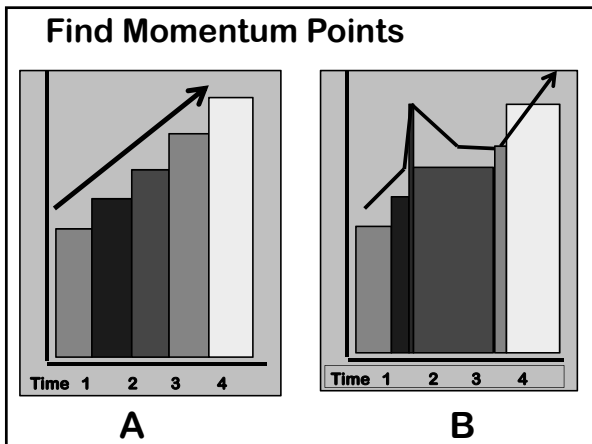
• Alexander Astin, *What Matters in College?* (1993) page 398

Peer to Peer - TOMORROW

- More interaction?
- Less interaction?
- Ratio of teacher/peer interaction?

Three Books: Ideas to Stir the Pot

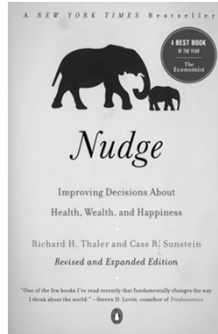




“Nudge” Action at Momentum Points

FYE staff are:

Choice Architects



Intentional and Unintentional Nudges

- Default settings in software
- Decision overload
- Order and placement of food choices in school cafeterias
- College pathways to success?



Pull to Enter

(the handle is a nudge)

Push to Enter



(the push plate is a nudge)



SWITCH

How to change things
when change is hard



Heath & Heath, 2010

Switch – Bright Spots

- Improving nutrition in rural Vietnam
 - Poor water quality
 - Poor sanitation
 - Inadequate food supply

Focus on Outliers and Disaggregated Data

Decision Paralysis

- Gourmet food store – in a jam
 - 6 samples
 - 24 samples
 - (6 samples, 10 times more likely to buy)

Heath & Heath, 2010

First-Year Professionals

Action Intelligences

1. Field Intelligence
2. Relational Intelligence
3. Contextual Intelligence

Teaching,
Advising,
Programming

Institution
Specific Issues
& Working with
Key People

History, Culture,
& External
Environment

Adapted from IR Intelligences, Terenzini, 1993

**Action Intelligences:
Compass in a Changing
Landscape**

- **Disruptive Innovations**
 - React? Lead?
- **Post-Traditional Students**
 - Use the past to learn for the future
- **Choice Architects**
 - Momentum and Nudges

Closing Thought...

**The future of FYE will not be
another campus-wide
initiative.**

**Targeted, nuanced,
time-specific, ROI is the
future.**

**Data don't speak for
themselves**

**And they NEVER talk
to strangers.**

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