Keynote Presentation: Perfecting Strategy Using Actionable Intelligence
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ABSTRACT

In Sun Tzu’s The Art of War, there are many parallels to the business of higher education. Perhaps most pertinent to the attendees at this conference is the essence of war described in four dimensions.

1. Know yourself: Your institution’s mission, vision, strategic directions, and clientele.
2. Know your enemy: Your top competitors and aspirants.
3. Know the ground: Your campus culture, limitations, barriers and opportunities for change, priorities, traditions, symbols and artifacts, structures, as well as politics.
4. Know the weather: The external environmental factors that will impact your institution.

By knowing these dimensions and acting on this intelligence, your probability of success dramatically increases. This session illustrates how to use tools such as benchmarking, environmental scanning, just-in-time customer feedback, scorecards, and dashboards to improve the execution of strategies “on the fly” in order to affect outcomes, particularly student satisfaction and revenue generation.

No paper was submitted for publication.

CONTACT INFORMATION

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