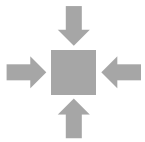


Five Hidden Enemies to University Strategy

Underlying Cognitive Biases



The Here and Now Fallacy

Overreliance on current and internal state information when planning for the future



Buzzword Blindspot

Desire for an innovation or trend without consideration of its personal utility or costs



Stay the Course Syndrome

Adherence to a widely-shared vision even in the face of evidence of its untenability



Paradox of Participation

Efforts to seek out diverse and representative input produce narrowly-focused vision



Data Delusion

Sole reliance on a narrowly-defined set of measures as indicative of success

Visible Manifestations

Unrealistic Goals

Initiatives disconnected from external trends

- Leaders assume because the last programme launch succeeded, the next one also will.

Fad-Focused

Already-popular ideas dominate discussion

- Provost invests heavily in competency-based education without checking student interest.

Incremental Ideas

Emphasis placed on existing strategies

- VC refuses to end a struggling programme because it's survived for more than 100 years.

Loudest Voices Win

Larger groups, but narrower discussion

- Including all stakeholders leads to long meetings dominated by the most opinionated.

False Precision

Focus is on metrics rather than the strategy

- VC focuses on metrics used in global ranking instead of other needs.