

## RESEARCH HIGHLIGHTS

- A significant lack of utility exists in contemporary models of strategic planning when applied to university athletics departments.
- Individual characteristics found in some models are correlated with success.
- A hierarchical “top-down” approach to planning negatively correlated with student athletes’ graduation success rates.
- Revenue was found to have a positive predictive relationship with Director’s Cup ranking.

*Strategy planning is complicated, contextual, multi-dimensional, and not easily organized into neat groupings*

## PRACTICAL CONSIDERATIONS

1. Data collected suggests that high-level management skills and administrative expertise will become increasingly important for intercollegiate athletics leaders.
2. In addition to being talented leaders, athletic directors will need to possess broad skill sets with increasingly higher levels of education, training, and experience.
3. Strategy and planning in intercollegiate athletics is as multidimensional (i.e. political, contextual, adaptive, and interpretive) as in other postsecondary organizational settings.
4. As resources are limited, unproductive planning is wasteful.



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#### Additional Resources:

- [Balanced Scorecard Institute](#)
- [Book: Strategic Planning for Collegiate Athletics](#)

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