

THE STRATEGY CONTINUUM

Four Camps of Schools & Colleges | January 2024

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THE STRATEGY CONTINUUM | Four Camps of Schools & Colleges

Strategic Readiness | Capacity to Advance Strategy

Four Camps of Schools, Colleges and Universities

1. Fatalities - Never Had It
2. Preservationists - Don't Get it or Somehow Lost It
3. Adaptors - Get It, Sort Of
4. Disruptors/Innovators - Get it, and Then Some



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Fatalities

“Never Had It”

Operate in crowded markets

Middle tier with duplication

Not singular in offerings

No leading position

Short financial runway

Lack of bench depth

Leadership turnover

Achilles Heel:

Lack of Market Leadership

Preservationists

“Don’t Get It”

Tied to old models

Faculty-centric

Internally minded

Marketing will save them

Operate in crowded markets

Live in Glory Days lore

Cash reserves declining

Budget deficits

Long-term leadership

Mission over market

Achilles Heel:

Cultural Change

Adaptors

“Get It - Sort Of”

Understand changing times

Tied to old models

Exploring new models

Practicing integrated marketing

Practicing SEM

Deeper bench

Managing fear of change

Healthy cash reserves

Mission pursuing market

Achilles Heel:

Incrementalism

Disruptors

“Get It - and Then Some”

Seek opportunities

Read the tea leaves

Early adopters

Don’t waste crises

Externally focused

Student-centric

Hi-performing, stealth team

Finds + of mission and market

Cash reserves could be low

Urgency is high

Often lack money/status

Achilles Heel:

No Fear