

THE STRATEGY CONTINUUM

Four Camps of Schools & Colleges

Why Some Schools & Colleges Thrive While Others Decline

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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"

Lo



Hi

Strategic Readiness or Capacity to Advance Strategy



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Lo ————— Strategic Readiness or Capacity to Advance Strategy —————> Hi

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 may be low
- Urgency is high
- Often lack money/status

Achilles Heel:
No Fear