The University of Kentucky
College of Communication and Information

Strategic Planning Overview and S.O.A.R. Analysis

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Outline

• Introductions and Background on ALA

• Preview of the Strategic Planning Process in Fall 2019/Spring 2020

• SOAR Analysis Discussion
ALA Clients: Selected Land-Grant Peer Institutions

- University of Kentucky
  - Gatton College of Business and Economics
  - Office of Enrollment Management
  - Provost’s Office

- University of Nebraska
  - N150 University Strategic Plan
  - College of Architecture
  - College of Business
  - College of Engineering
  - College of Law

- University of California, Irvine
  - Paul Merage School of Business

- University of California, Riverside
  - School of Business

- University of Nevada, Las Vegas
  - Top Tier Strategic University Planning Project
  - Lee School of Business
  - Hughes College of Engineering
  - College of Fine Arts
  - College of Sciences

- Washington State University
  - Carson College of Business
  - University-wide Grand Challenge Research Themes
Overall Strategic Planning Process

• A structured and facilitated process that is usually completed within a semester’s/two quarter time-frame

• Key elements
  -- Planning team
  -- Facilitation
  -- Continuous Broad outreach to internal and external stakeholders
  -- Strategic Framework
  -- Written Strategic Plan
Composition of the Strategic Planning Team

- Usually composed of 35-50 stakeholders from the Colleges’ broader stakeholder communities
  -- Generally recommend at least 50% faculty
  -- Staff
  -- Students
  -- Advisory Boards
  -- Employers
  -- Alumni
  -- Other key internal and external stakeholders
Planning Framework

Purposes of the Strategic Framework

-- Provide a common language
-- Organize the conclusions in a “headline” format
-- Identify relationships among the plan elements
-- Assist in identifying gaps in the plan
STRATEGIC FRAMEWORK

Shared Purpose
Shared purpose provides focus by driving strategy.

Shared Values
Shared values provide control by guiding execution.

Measures of Success
Indicators of success in fulfilling our mission

Mission

Distinctive Capabilities
Core competencies required to fulfill our mission

People

Scholarship

Education Programs

External Relations

Internal Operations

Measures of Success
Indicators for achieving our distinctive capabilities

Strategies
Critical things we must do to achieve our distinctive capabilities
STRATEGIC FRAMEWORK

Mission

- **Shared Purpose**: Shared purpose provides focus by driving strategy.

- **Shared Values**: Shared values provide control by guiding execution.

- **Measures or Key Indicators of Success**: Indicators of success in fulfilling our mission

Distinctive Capabilities

- **People**
- **Scholarship**
- **Education Programs**
- **External Relations**
- **Internal Operations**

Measures of Success

- Indicators for achieving our distinctive capabilities

Strategies

- Critical things we must do to achieve our distinctive capabilities

Operational Measures of Success

### Distinctive Capability Area:

<table>
<thead>
<tr>
<th>Measurement Category</th>
<th>Operational Specifics</th>
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</table>

### Strategy:

<table>
<thead>
<tr>
<th>Action Step / Result</th>
<th>Date</th>
<th>Responsibility</th>
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</table>
Strategic Framework – Work Plans

<table>
<thead>
<tr>
<th>People</th>
<th>Scholarship</th>
<th>Education Programs</th>
<th>External Relations</th>
<th>Internal Operations</th>
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</thead>
<tbody>
<tr>
<td>Foundation Workshop</td>
<td>Integration Workshop</td>
<td>Integration Workshop</td>
<td>Implementation Workshop</td>
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<tr>
<td>Kickoff Meeting</td>
<td>Framework Review</td>
<td>Framework Review</td>
<td>Framework Review</td>
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<td>Work Sessions</td>
<td>Work Sessions</td>
<td>Work Sessions</td>
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1/30-31  2/28  3/27  5/5

Open Community Meeting -TBD
Summary

• A successful strategic plan is one that is:
  – Short and understandable
  – Broad enough for your various constituents, but focused enough to establish clear priorities
  – Based on your capabilities and distinctions
  – Based on outcomes that are measurable
Summary

• A strategic plan has power to the extent that the stakeholders in the organization can describe:
  – The plan and its strategies in their own words
  – The relevance of the plan and strategies to their work
  – Their roles in making the plan and its strategies successful
  – Their gain in making the plan and strategies succeed
Questions/Discussion
SOAR Analysis
Strengths, Opportunities, Aspirations, and Results
What is SOAR

• SOAR – Strengths, Opportunities, Aspirations and Results
• A framework that:
  – Focuses on strengths
  – Seeks to understand and analyze the entire organization by including voices of all relevant stakeholders
• Helps organizations focus on:
  – What they are doing well
  – What can be improved
  – What is most compelling to stakeholders
• Pushes organizations to develop strategic plans that more dynamic, creative and optimistic
SOAR Compared to the Traditional SWOT

<table>
<thead>
<tr>
<th>SWOT ANALYSIS</th>
<th>SOAR ANALYSIS</th>
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</thead>
<tbody>
<tr>
<td>Analysis oriented</td>
<td>Action oriented</td>
</tr>
<tr>
<td>Weaknesses &amp; Threats focus</td>
<td>Strengths &amp; Opportunities focus</td>
</tr>
<tr>
<td>Competition focus – Just be better</td>
<td>Possibility focus – Be the best at what is critical to your stakeholder!</td>
</tr>
<tr>
<td>Incremental improvement</td>
<td>Innovation &amp; breakthroughs</td>
</tr>
<tr>
<td>Top down</td>
<td>Engagement at all levels</td>
</tr>
<tr>
<td>Focus on Analysis leading to Planning</td>
<td>Focus on Planning leading to Implementation</td>
</tr>
<tr>
<td>Energy depleting – There are so many weaknesses and threats</td>
<td>Energy creating – We are good and can become better</td>
</tr>
<tr>
<td>Attention to Gaps</td>
<td>Attention to Results</td>
</tr>
</tbody>
</table>
SOAR

• In advance of the strategic planning process everyone in the College has an opportunity to contribute their ideas and ambitions to this SOAR analysis.

• Today, we will focus on Strengths, Opportunities, and Aspirations.
SOAR

• Please use the worksheet to organize your thoughts individually

• Then, share your ideas with the group and discuss everyone’s ideas

• Your task is to identify a set of five answers to each question upon which you all agree
SOAR

• Maximum of 5 Statements!

• Bullet Points – No Essays!

• Single Ideas – No Compound Lists!
Discussion Prompts

• What are key strengths of the College that we can build on?
  – What are we known for? What are we most proud of? What makes us distinctive?

• What significant opportunities exist for the College?
  – What needs are we best poised to serve? What external forces/trends can we leverage? Are there challenges we face that might be reframed as opportunities?

• What are our most ambitious aspirations for the College?
  – What do we most care about? What hopes/dreams do we have for the College? What would we like to achieve in the next decade?
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