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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



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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

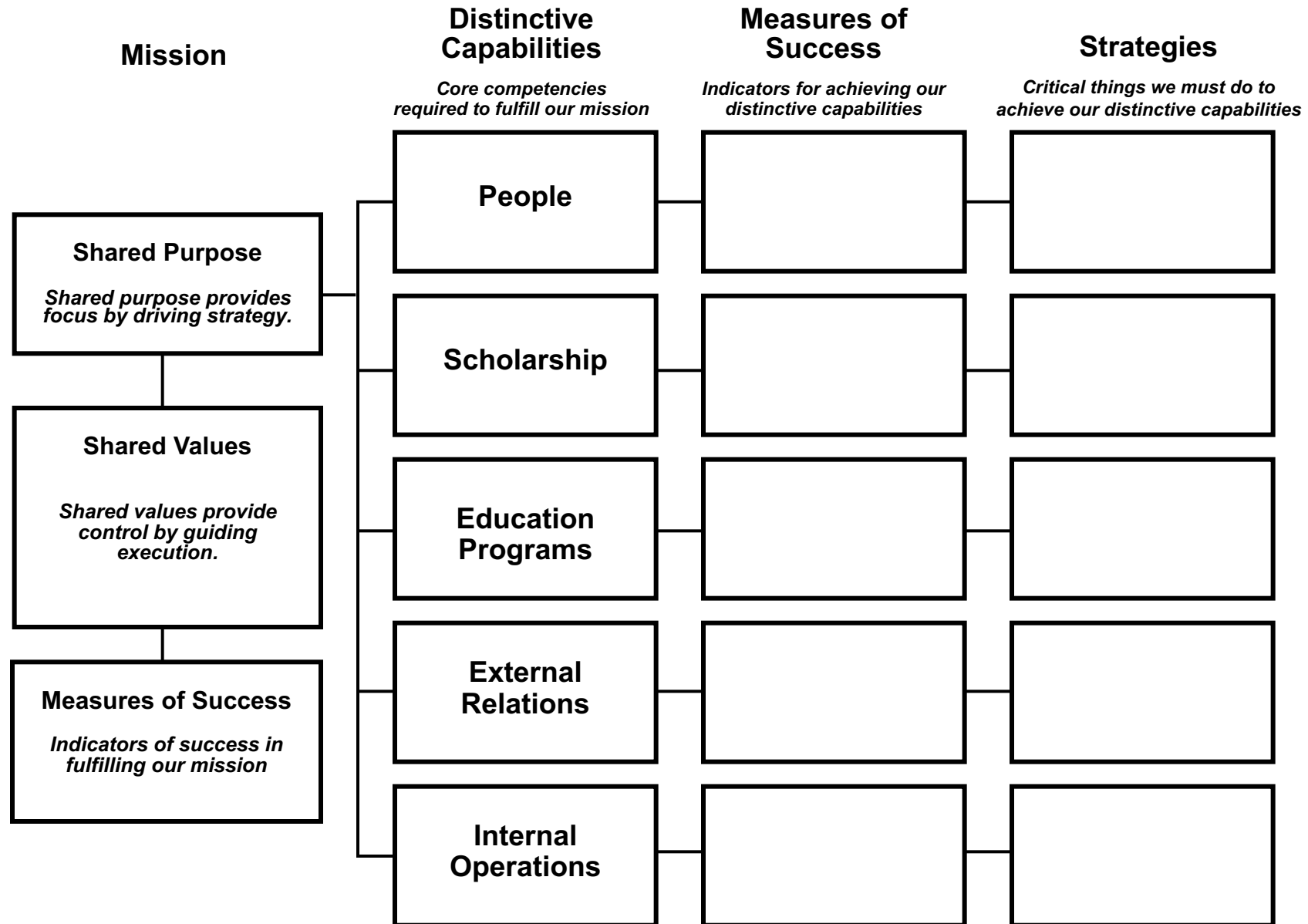
- Usually composed of 35-50 stakeholders from the Colleges' broader stakeholder communities
 - Generally recommend at least 50% faculty
 - Staff
 - Students
 - Advisory Boards
 - Employers
 - Alumni
 - Other key internal and external stakeholders

Planning Framework

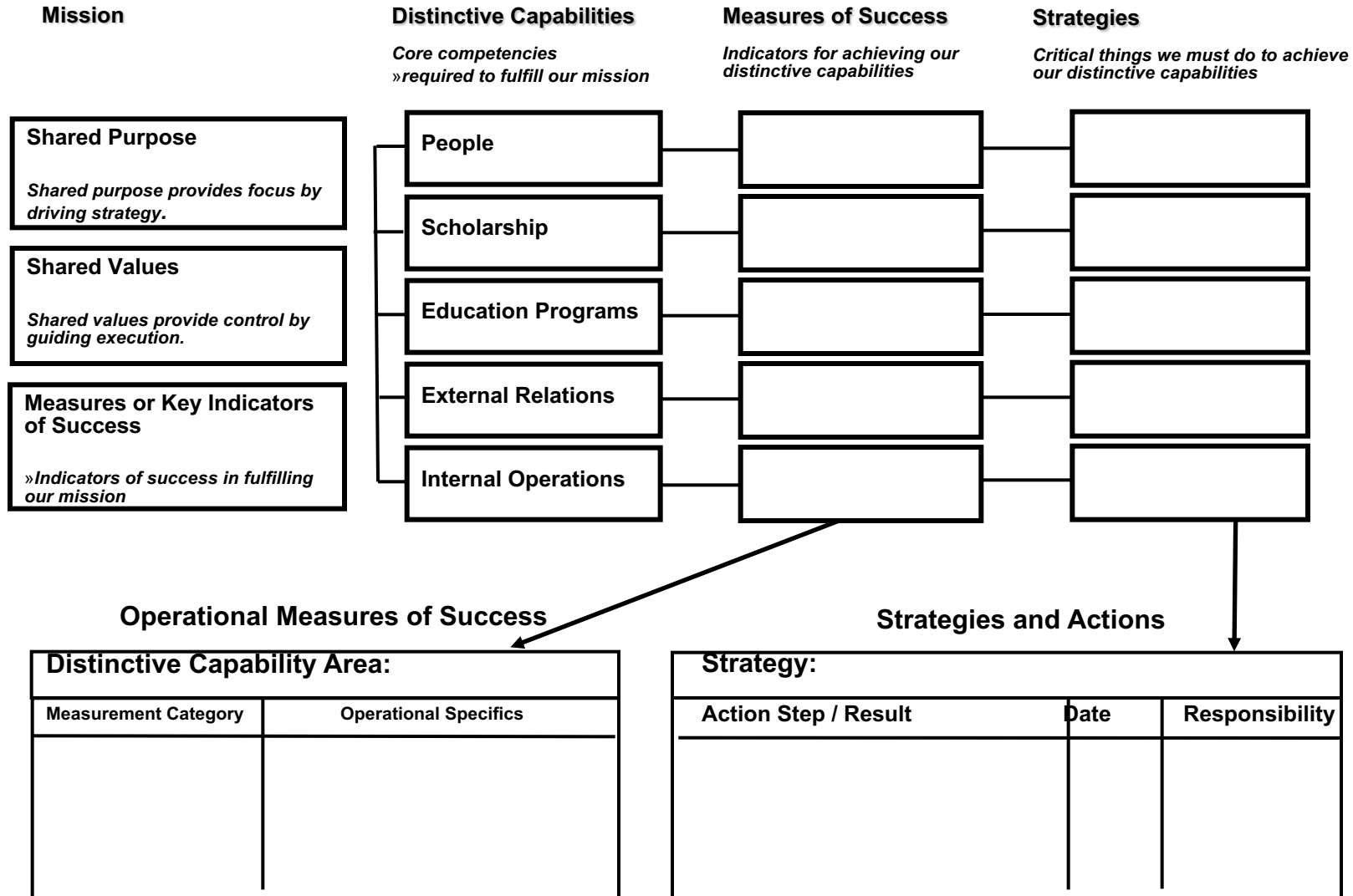
Purposes of the Strategic Framework

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

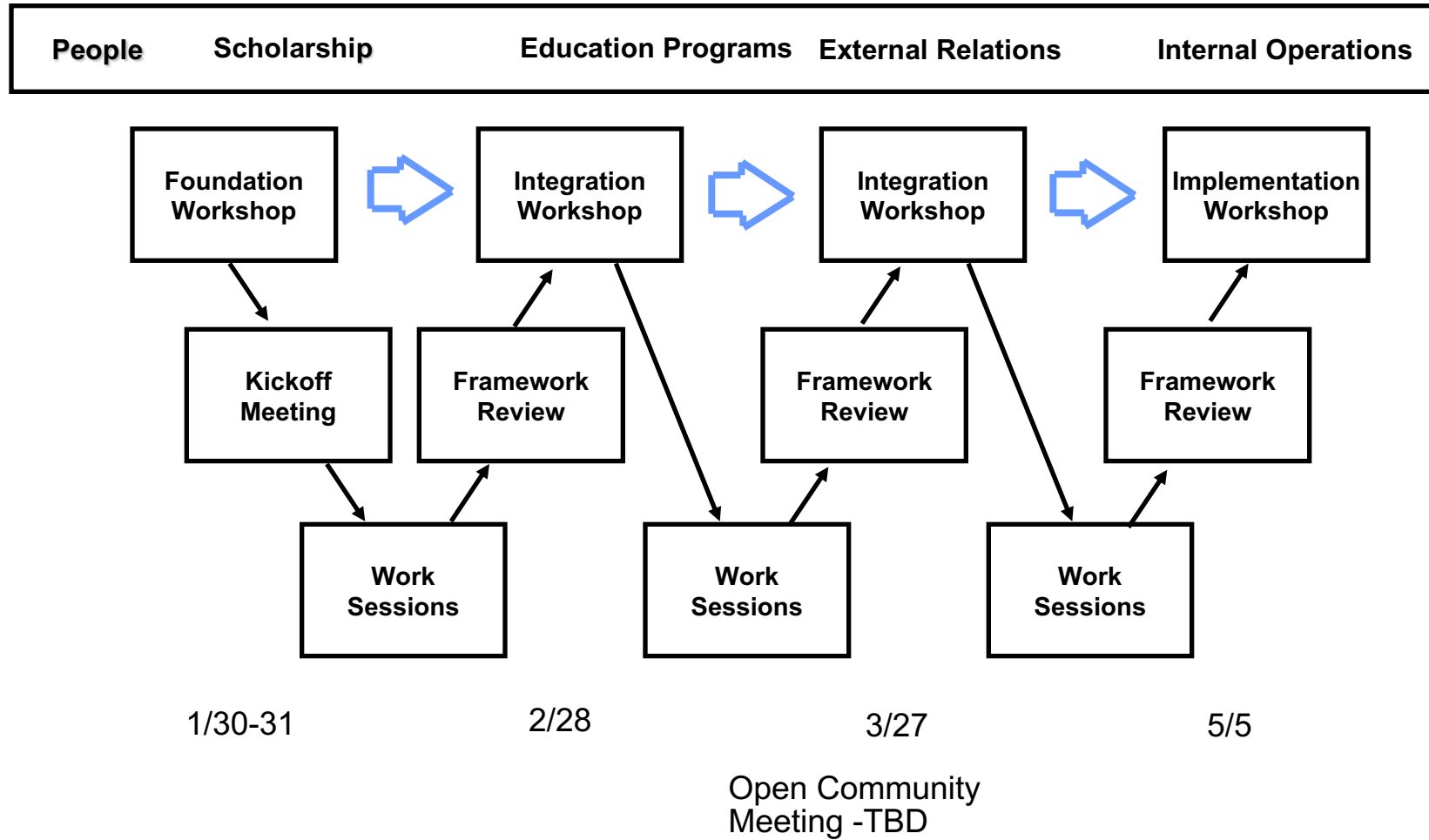
STRATEGIC FRAMEWORK



STRATEGIC FRAMEWORK



Strategic Framework – Work Plans



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

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

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!

SOAR Analysis Feedback Form

Please list up to the five most important strengths that the College has – What can we build on?

-
-
-
-
-

Please list up to the five most significant opportunities that exist for the College – What are our stakeholders asking for?

-
-
-
-
-

Please list up to the five most important aspirations you would like to see the College achieve – What do we care deeply about?

-
-
-
-
-

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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