

# The evolution of integrated planning

From tagline to  
institutional norm

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# Learning outcomes

1. Discuss how we can **shift** integrated planning's **emphasis** from building plans **to creative, durable execution**.
2. Discuss how we can **identify and share** intelligence, practices, and **models of success** that work in every institution, regardless of culture, structure, or politics.
3. Discuss how we can **evolve the concept of integration** so it becomes something **managed creatively over time** (as opposed to something that's managed episodically during plan development).
4. Discuss how we can **move integrated planning** from a process to a **cultural outcome**.

Why?

Institutions have  
problems that  
integrated planning  
can solve.

# Agenda

- **Framing**
  - Enormous challenges
- **Anchoring**
  - The promise of integrated planning
- **Plotting**
  - How mature is integrated planning at your institution?
- **Exploring**
  - New dimensions and implications for practice

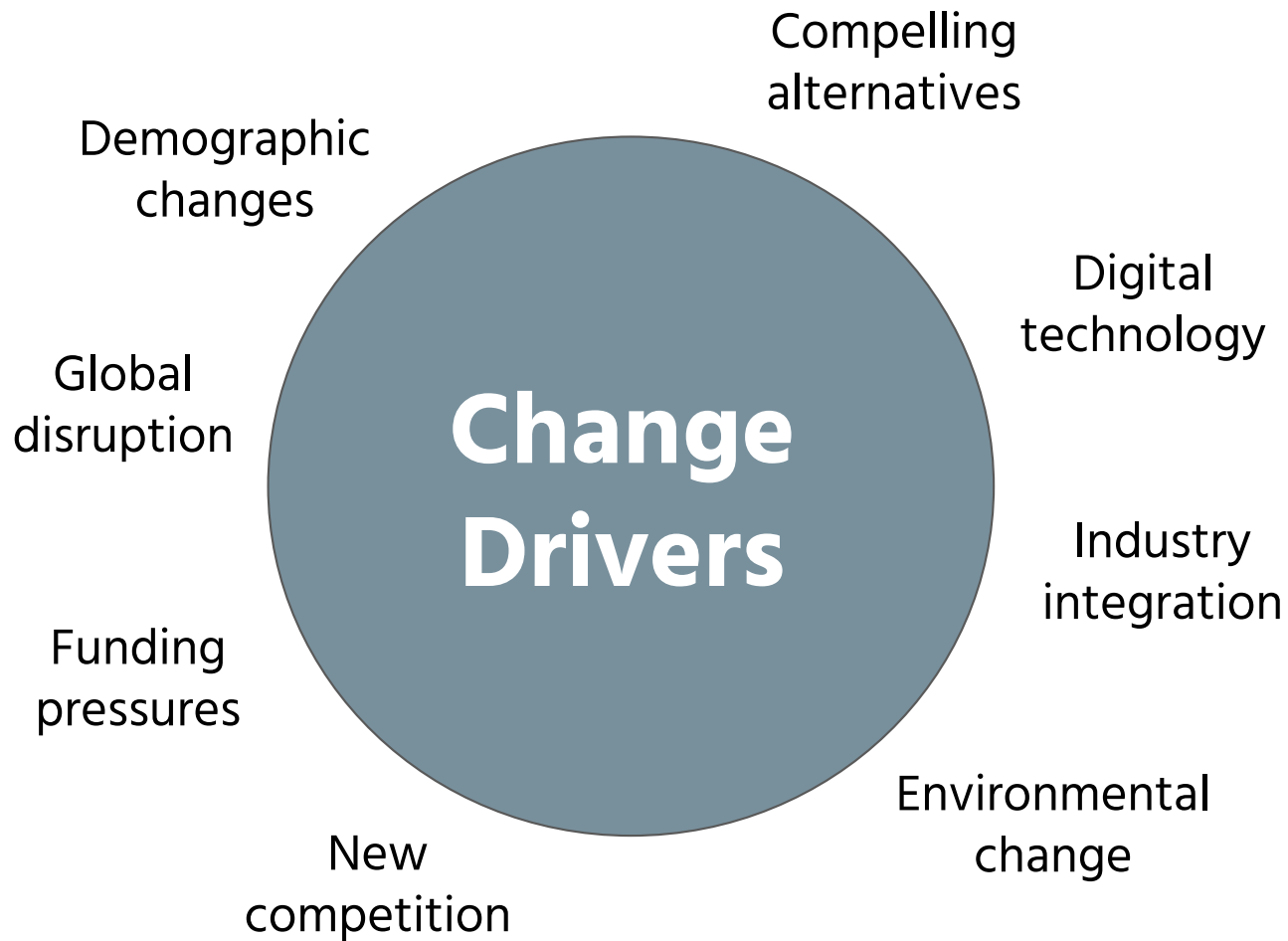
# Framing

Enormous challenges



# Change Drivers

What's driving  
change in higher ed



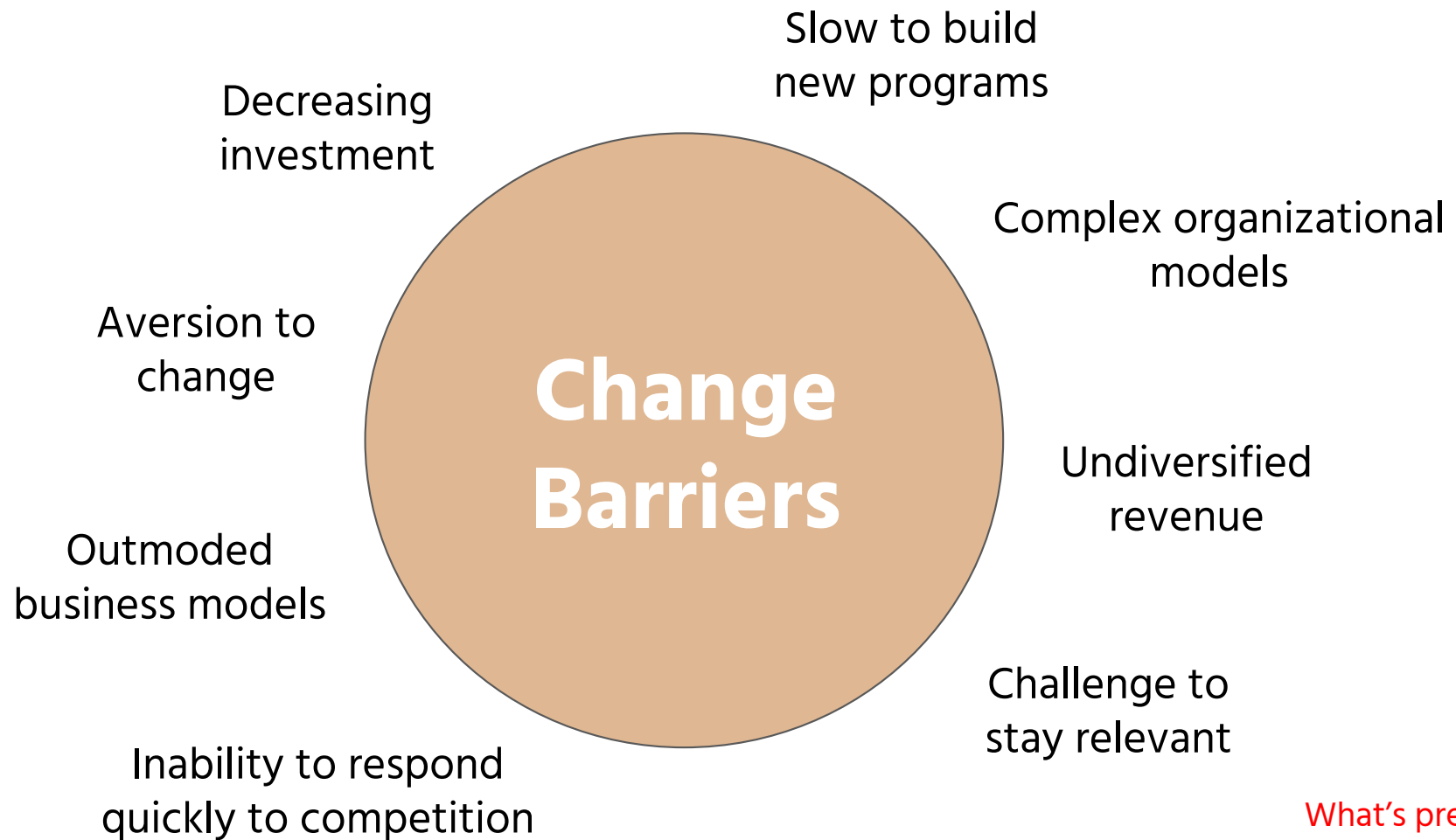
What's driving change in higher ed



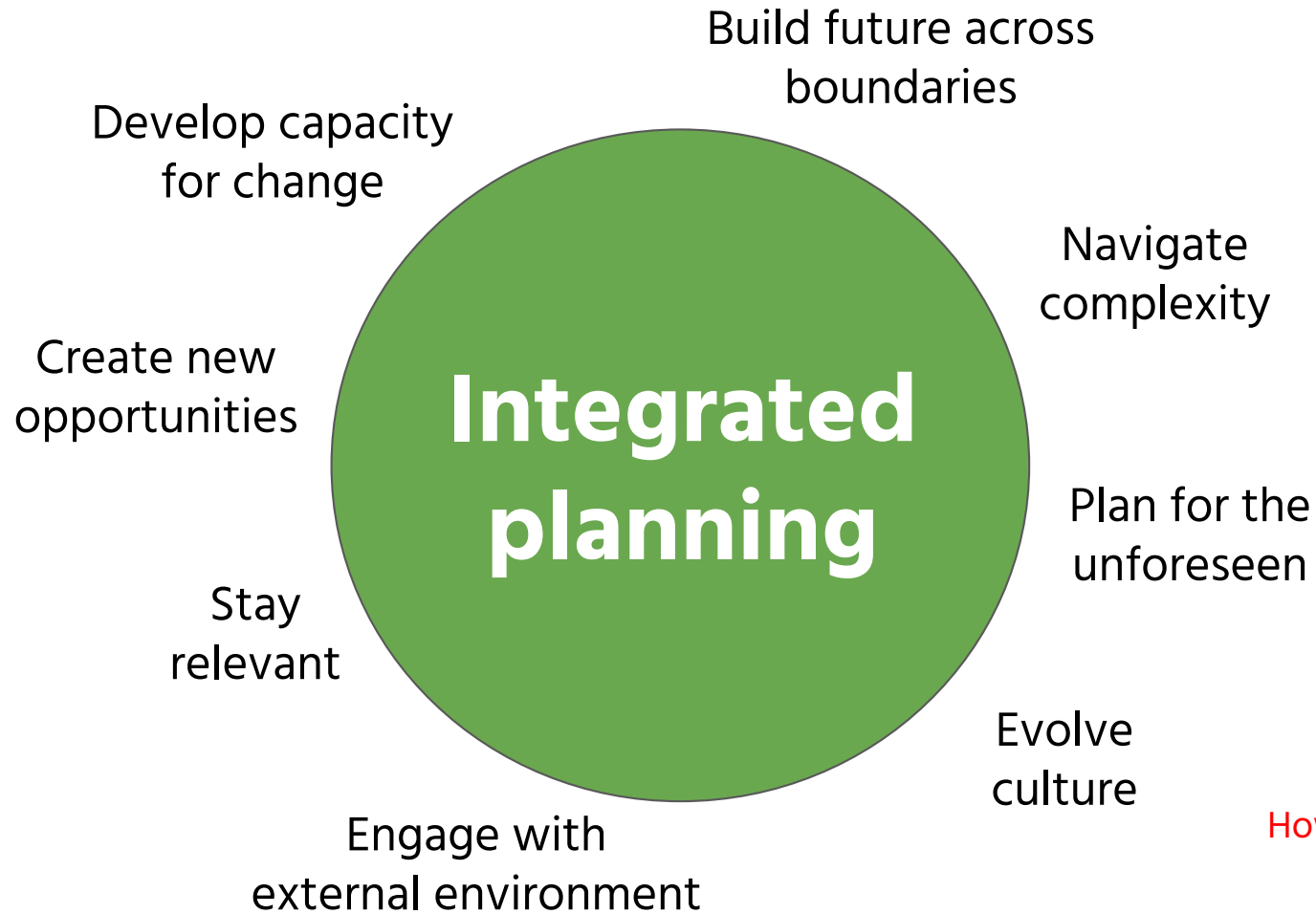
# Change Barriers

What's preventing  
change in higher ed





What's preventing change in higher ed



How integrated planning  
can help forge a new  
conversation

# Anchoring

The promise of integrated planning

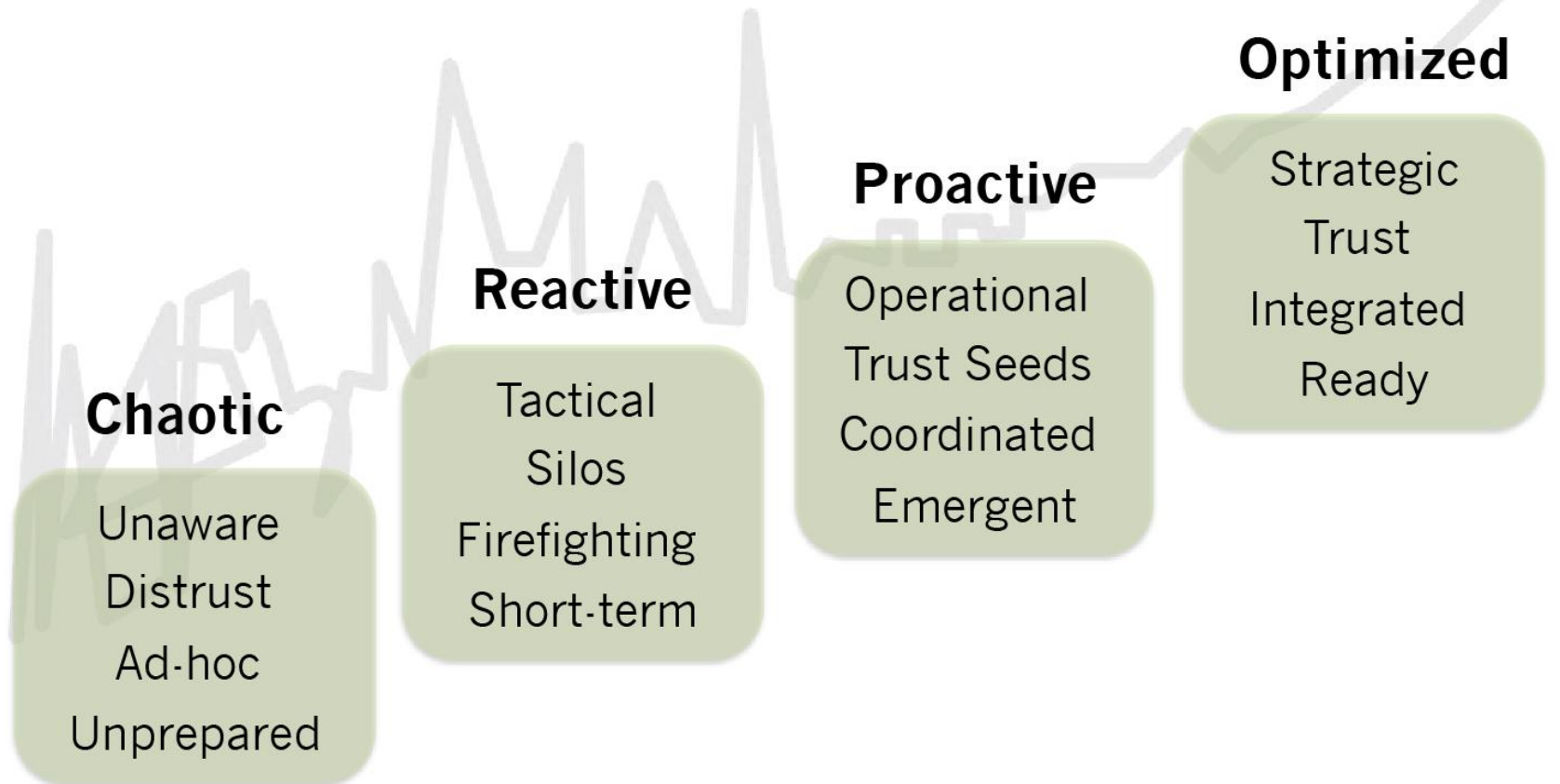
# What is integrated planning?

**Integrated planning is a **sustainable** approach to planning that builds **relationships**, **aligns** the organization, and **emphasizes preparedness for change**.**

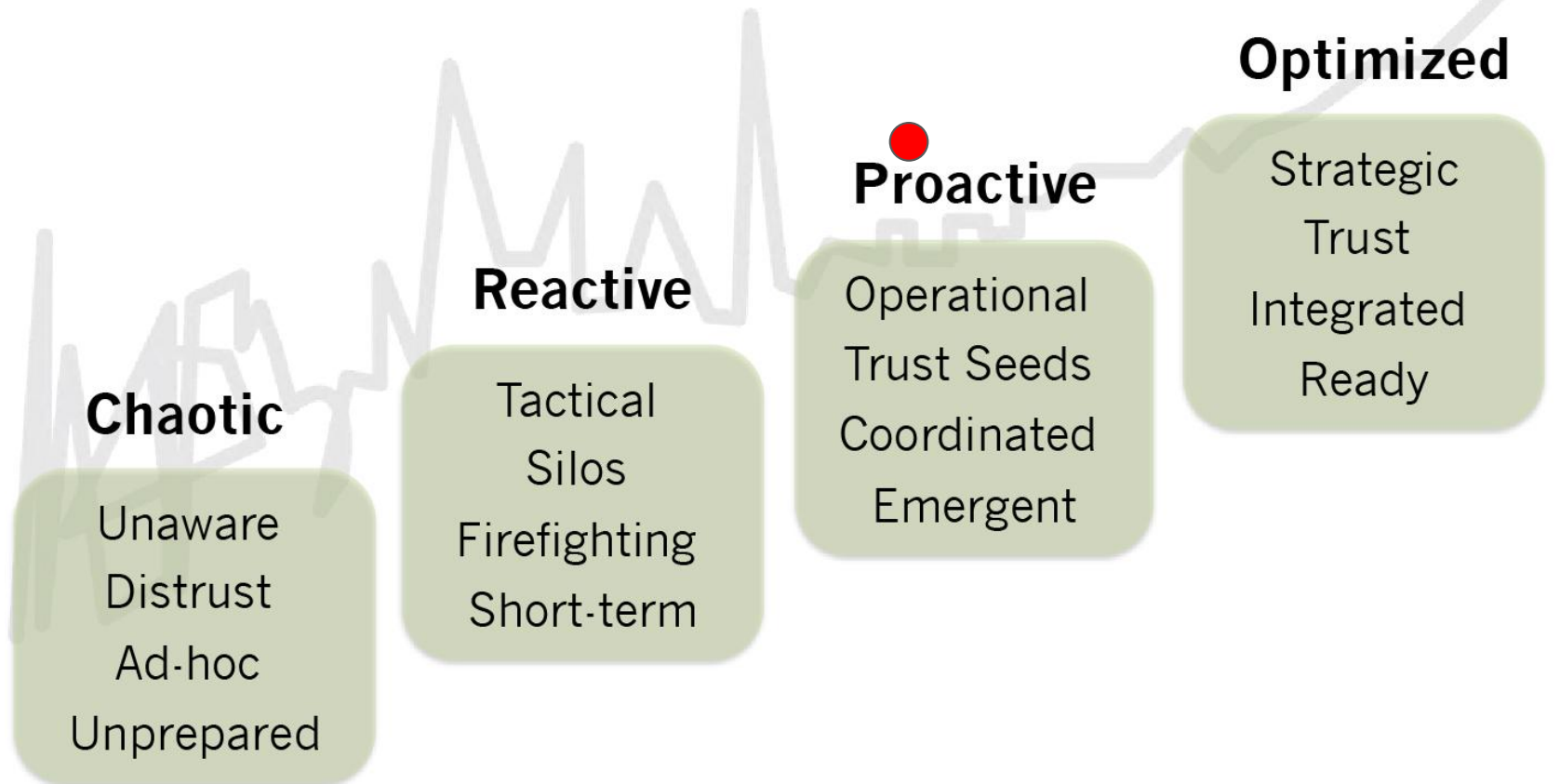
Integrated planning engages all sectors of the academy—academic affairs, student affairs, business and finance, campus planning, information technology, communications, and development. It involves all stakeholders—faculty, students, staff, alumni, and external partners.



# Integrated planning maturity model

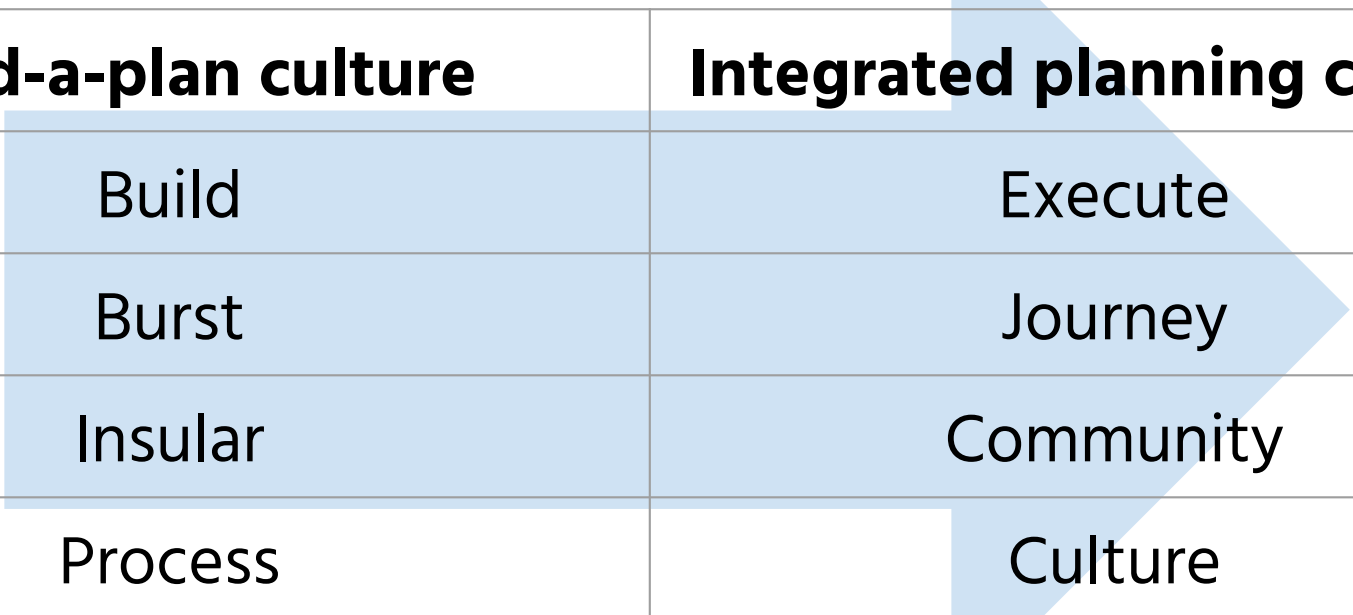


# Integrated planning maturity model



## Leading change • shifting our focus

<b>Build-a-plan culture</b>	<b>Integrated planning culture</b>
Build	Execute
Burst	Journey
Insular	Community
Process	Culture

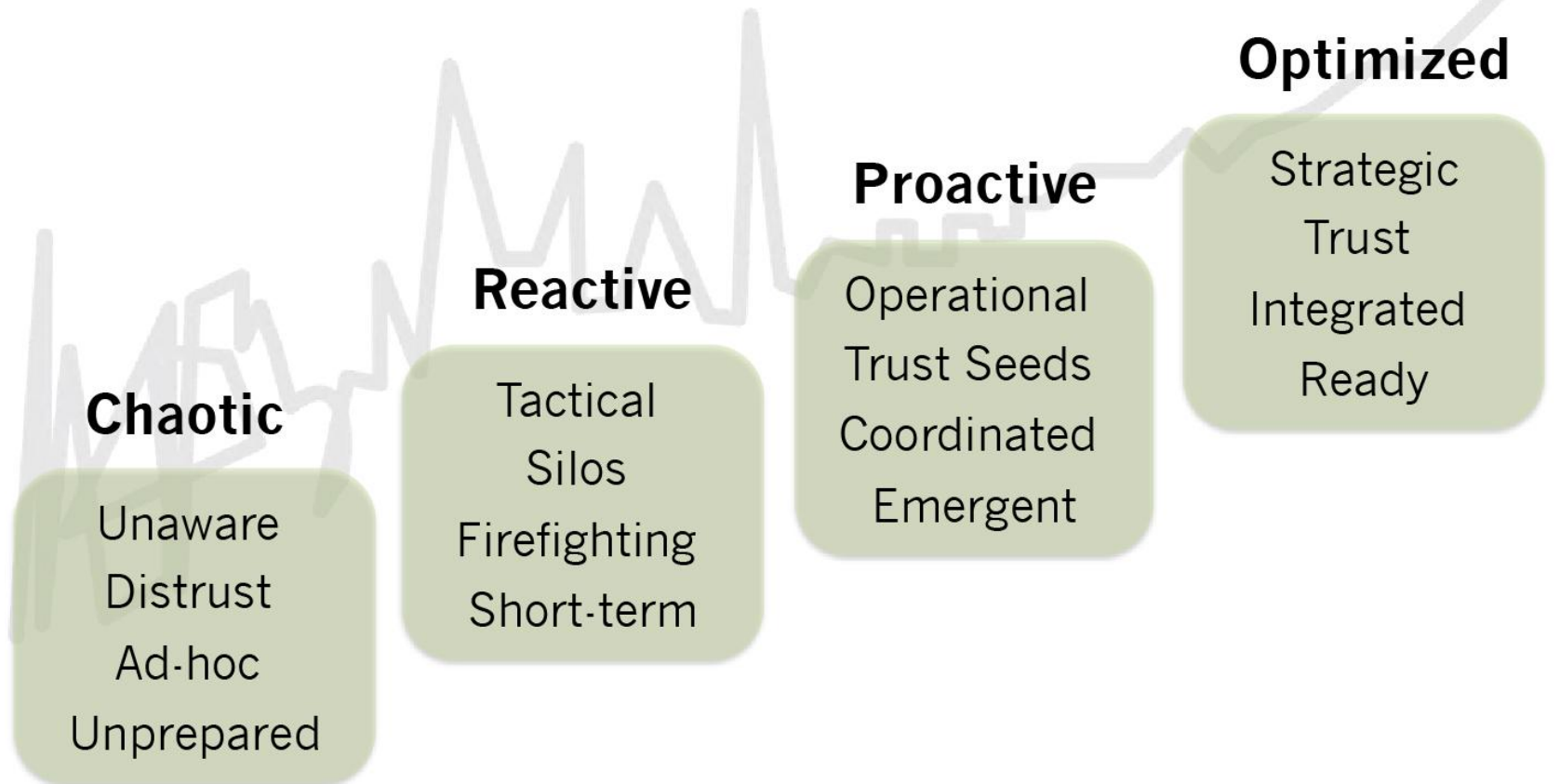




# Plotting

How mature is integrated planning at your institution?

# Integrated planning maturity model



# Exploring

New dimensions and implications for practice

## For Discussion

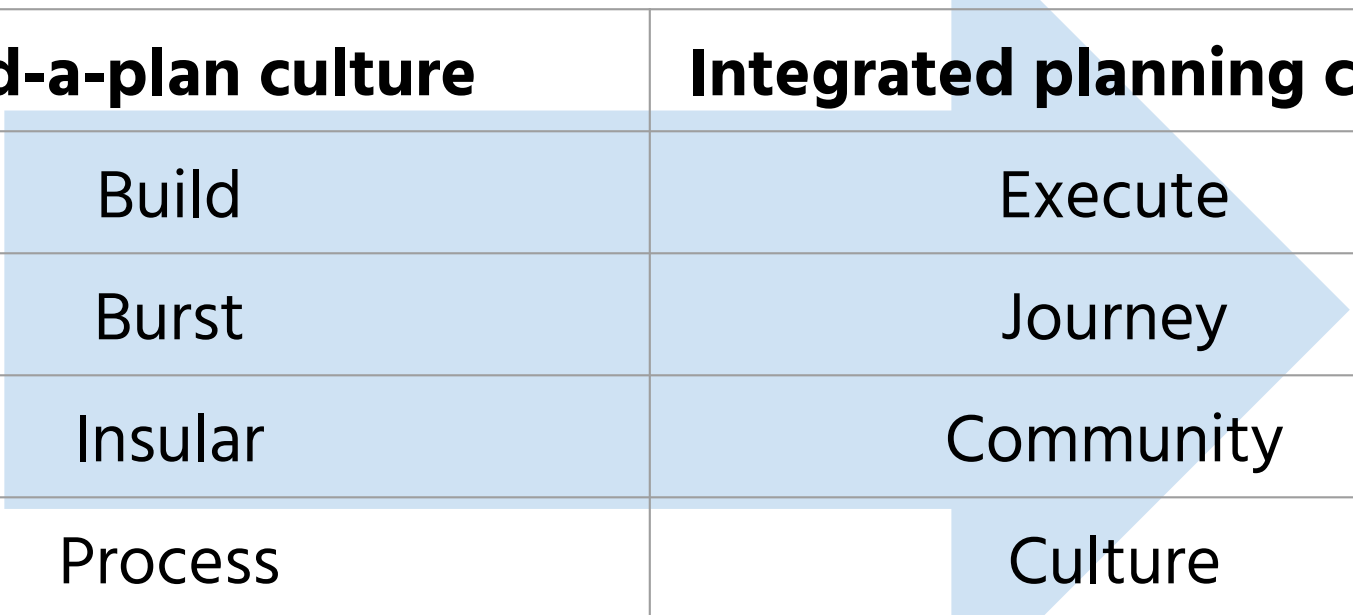
- Integrated planning is highly variable depending on local conditions. Given that there's is no one-size fits all framework for diverse institutional types:
  - What concepts might be common, essential, and/or transferable?
- How do we shift emphasis from 'building plans' to the 'building an integrated planning culture'?
  - What would be required and who would need to be involved?

# Synthesis

Tying it together & reflections

## Leading change • shifting our focus

<b>Build-a-plan culture</b>	<b>Integrated planning culture</b>
Build	Execute
Burst	Journey
Insular	Community
Process	Culture



## Things you can do.

- Balance creativity and discipline via distributed leadership
- Connect choices to underlying values
- Develop planners across the institution
- Identify and celebrate the expert-generalist
- Bridge pragmatism and ambition for sound implementation

# Thank you!

Conversation • Observations • Reflections