

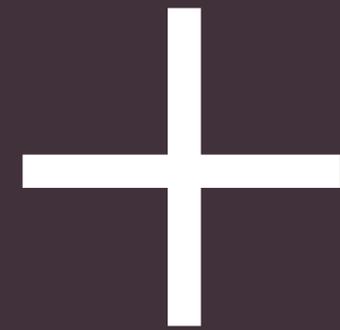


BUILDING A BEACON

Unity College Brand Strategy

TABLE OF CONTENTS

THE JOURNEY	3
EXPLORING FOUNDATIONAL QUESTIONS	5
THE PROCESS SUMMARY	9
STRATEGIC IMPLICATIONS	17
THE UNITY COLLEGE STRATEGY	33



THE JOURNEY

RECAPPING THE JOURNEY

February 2014 – August 2017

Strategic Branding Process
Timeline & Research

October 2014 – November 2015

RFP

Request for Proposal

September 2016 – July 2016

Now What

NOW WHAT: Research & Insights Firm

November 2016 – February 2017

Epic Decade

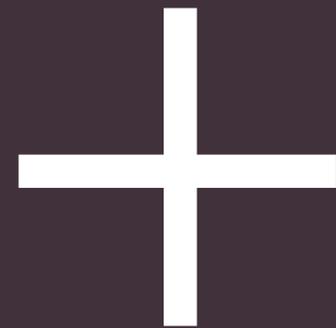
EPIC DECADE: Systems Design
EPIC DECADE: Vision Book

December 2016 – March 2017

STAMATS

STAMATS: Current Program Assessment
STAMATS: Learning Preferences
STAMATS: New Program Opportunity





EXPLORING
FOUNDATIONAL
QUESTIONS

BRAND

- What does it mean to be America's environmental college?
- What is our current positioning in the market today at the local, regional and national level?
- How do we become more "externally facing"?
- What are the perceptions of Unity in the market today of those who are aware and unaware of the brand?
- Who are our aspirational brands in and out of category?
- What does "Unity" mean today and what can it stand for in the future?

CATEGORY

- Who are we competing with today?
- What are the equities and awareness of Unity vs. competitive set?
- How effective is/are our current marketing strategy and assets?
- What are our key differentiators today?
- Which colleges are also focusing on sustainability/environmental education?
- How do we penetrate new markets and access touch points currently out of reach?

CONSUMER

- What colleges are students choosing over Unity and why?
- How do we enhance positive perceptions of Unity amongst alumni, academic organizations, and other stakeholders organizations of influence?
- How do we address the disconnect between our students' interests and our focus on sustainability?
- How do we attract students with higher academic standing?

CULTURE

- What are the ongoing and dynamic shifts within education?
- What is our POV and philosophy around sustainability/approach to education?
- How do we tap into the fact that we're living in "the sustainability era?"
- To what extent do Unity's core values align larger context and expectations of education and post-graduation opportunities?

PRODUCT

- What is our product?
- How does our product change depending on the audience (students vs. market)?
- How should we reorganize our portfolio to address market demands?
- How do we add value to our product/programming so that when our seniors graduate they bring more value into the marketplace?
- Do we have the relevancy to remain America's Environmental College?

ORGANIZATION

- How do we shift from an academic mindset to a strategic, 'business' oriented mindset?
- How do we enhance enrollment and fundraising?
- How do we enhance our academic reputation and thought leadership?
- What benchmarks can we use to measure success?
- How do we align pedagogical + administrative + cultural models?

FOUNDATIONAL QUESTIONS

BRAND

How do we transition from being a regional to a nationally recognized institution?

CONSUMER

How can we attract a more diverse range of students with high potential across all sustainability majors and stem the pull to competitive institutions?

PRODUCT

What products and services do we need to develop as part of our portfolio to gain national relevance?

CATEGORY

How are we positioned relative to our competitive set today—and why are students choosing competitors over Unity?

CULTURE

How can we tap into the dynamic shifts within sustainability science and education?

ORGANIZATION

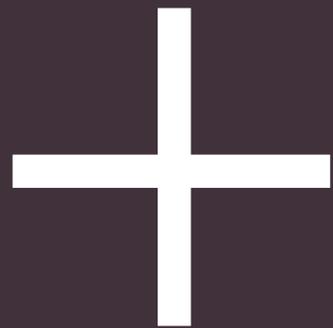
How can we adopt a business-oriented mindset to enhance our reputation, enrollment and fundraising?



THESE QUESTIONS CULMINATED
INTO ONE ESSENTIAL QUESTION:



How can Unity College
redefine higher education to
create the future leaders of
the sustainability century?



STRATEGIC
BRANDING
PROCESS

HIGH LEVEL
SUMMARY

NOW WHAT - KEY INSIGHTS

- 1 Resiliency and grit are characteristics of today's most successful organizations.
- 2 The process of knowledge creation and transfer has shifted from closed and top-down to open and dynamic.
- 3 Our cultural definition of 'student' is evolving to encompass and encourage a marketplace of lifelong learning.
- 4 The value gap between the current model of education and the expectations of students and employers is widening
- 5 An institution's values are reflected in the way it recruits, evaluates and rewards its people.
- 6 Top colleges and universities are diversifying their portfolio of offerings and the customers they serve to grow and create new revenue streams.
- 7 The hard sciences need to be balanced with social sciences in order to be relevant and create transferable skills.
- 8 The sustainability movement lacks the hope and optimism needed to create positive momentum.
- 9 The next generation of learners are purpose-driven and view making an impact as a way of life.
- 10 Physical space is an important and undervalued asset in the experience economy.

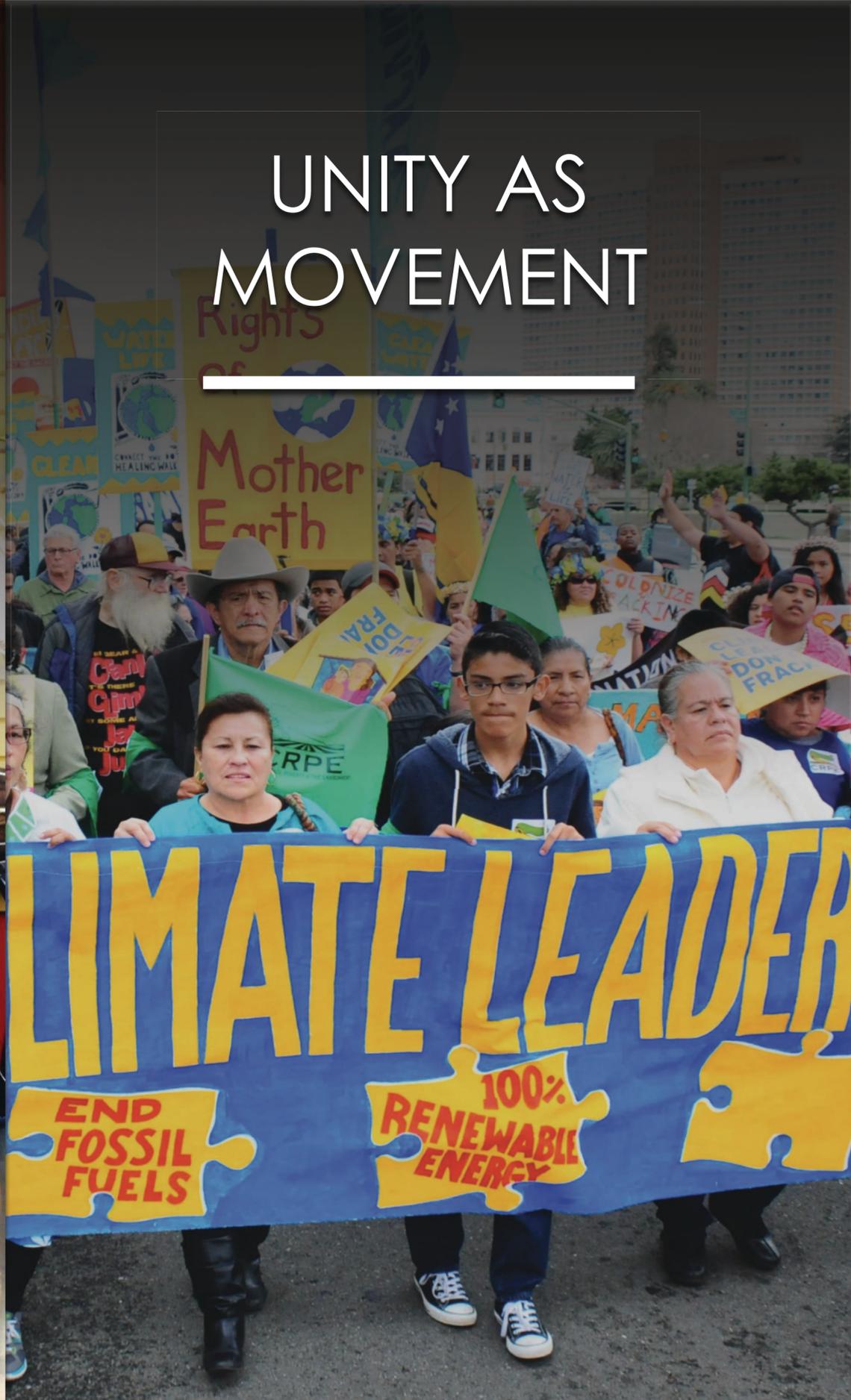
EPIC DECADE FRAMING THE VISION



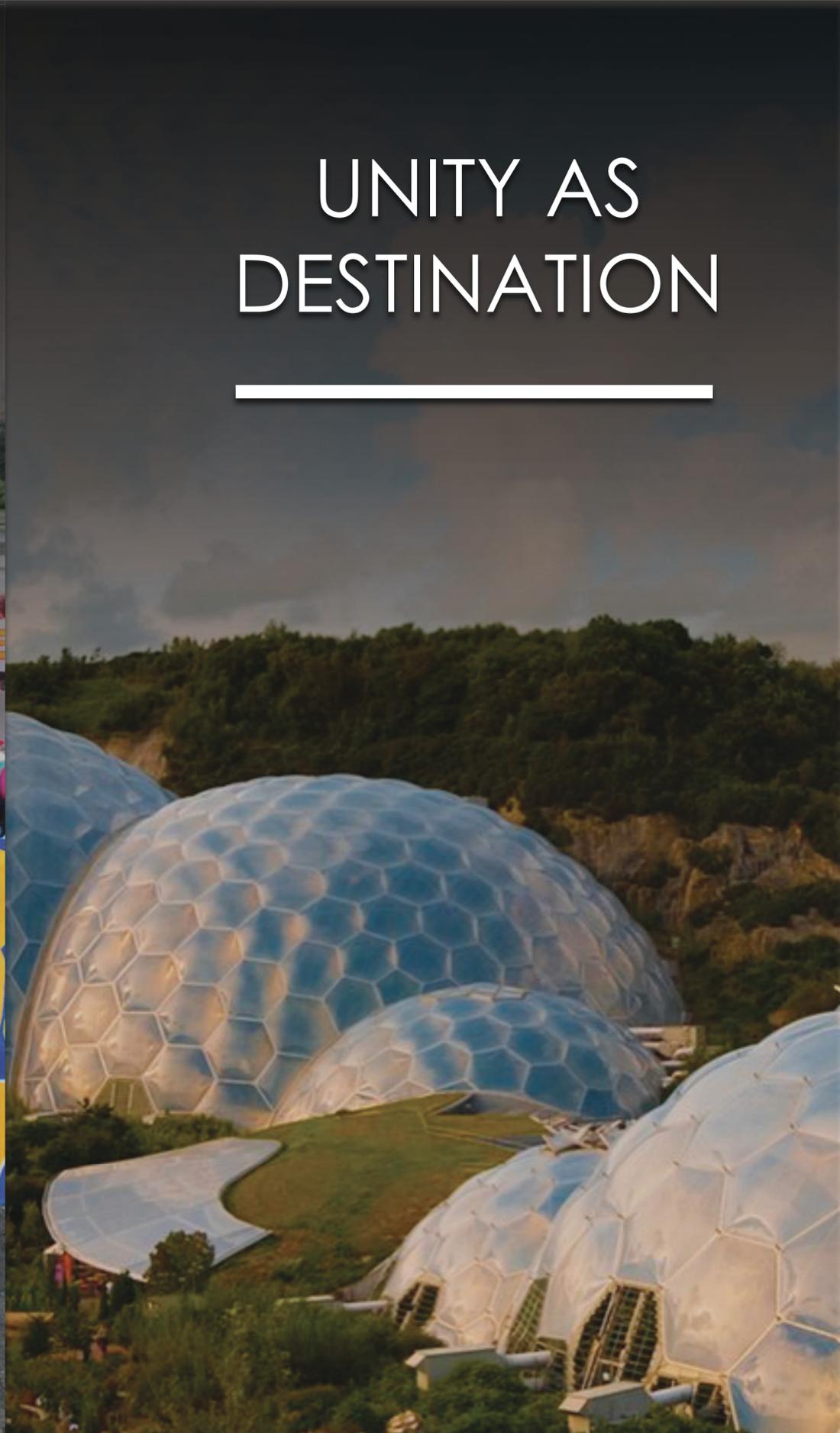
UNITY AS INVENTION



UNITY AS MOVEMENT



UNITY AS DESTINATION



UNITY AS INVENTION

Invention means no boundaries. By committing to the creation of new knowledge, we'll be moving beyond the model of teaching existing knowledge. We will own failure as a process of iteration. We will become an institution invested in real world issues. An innovation incubator. An invention lab. The MIT Media Lab of Sustainability.



UNITY AS MOVEMENT

Unity is a place that gets things done with purpose. With an aligned position and approach to sustainability issues, we'll get the level of commitment needed to mobilize communities. We become the doers, distributors, and sharers. The 360.org of Higher Education.



UNITY AS DESTINATION

The campus becomes an ecosystem of micro-business run by students and guided by faculty in partnership with the community. It will function as a teaching village for immersive learning. Place matters here, but can easily be extended beyond campus. Modeled after The Eden Project, an educational charity in Cornwall, England.



STAMATS

Assessment & Opportunities

The Strategic Branding Initiative also generated a variety of statistical reports from Stamats to quantify the insights

Project Components Include
Current Program Assessment
New Program Assessment
Learning Preferences Survey

stamats
MARKET RESEARCH

presented by
Eric Sickler
Vice President for Client Services

Ron Mahurin
VP for Strategy and Planning

Grant DeRoo
Research Consultant

Unity College
Current Program Demand Assessment

April 2017
Stamats, Inc.
Cedar Rapids, IA
800.553.8878

stamats
MARKET RESEARCH

presented by
Eric Sickler
Vice President for Client Services

Ron Mahurin, PhD
Vice President for Strategy & Planning

Christopher (Chris) Feit, PhD
Assistant Research Director

Unity College
Learning Preferences Survey:
Prospective Students

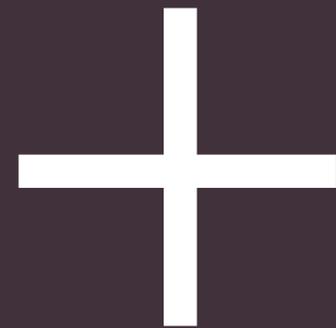
3.23.2017
Stamats, Inc.
Cedar Rapids, IA
800.553.8878

Unity College
New Program Opportunity Assessment

presented by
Eric Sickler
Vice President for Client Services

Ron Mahurin, PhD
Vice President for Strategy & Planning

3.23.2017
Stamats, Inc.
Cedar Rapids, IA
800.553.8878



STRATEGIC
BRANDING
IMPLICATIONS

STRATEGIC IMPLICATION

COLLISION OF OPPOSING FORCES

COLLEGE FORCES

portfolio diversification

new revenue streams

relevance

rigidity/inflexibility

pace of change

The Strategic Branding Initiative must address the objectives of the college, the student population, as well as the marketplace, forces that are often at odds with the goals of higher education.

STUDENT FORCES

value gap

cost v. ROI v debt burden

pace of innovation

changing demographics

perennial learning

retraining

grad school

preparedness

workforce

MARKET FORCES

COLLEGE FORCE – DIVERSIFICATION

A confluence of factors, such as the economic recession, declining public support, new competitors and falling enrollment, has forced the higher education landscape to **RE-EVALUATE TRADITIONAL SOURCES OF REVENUE**

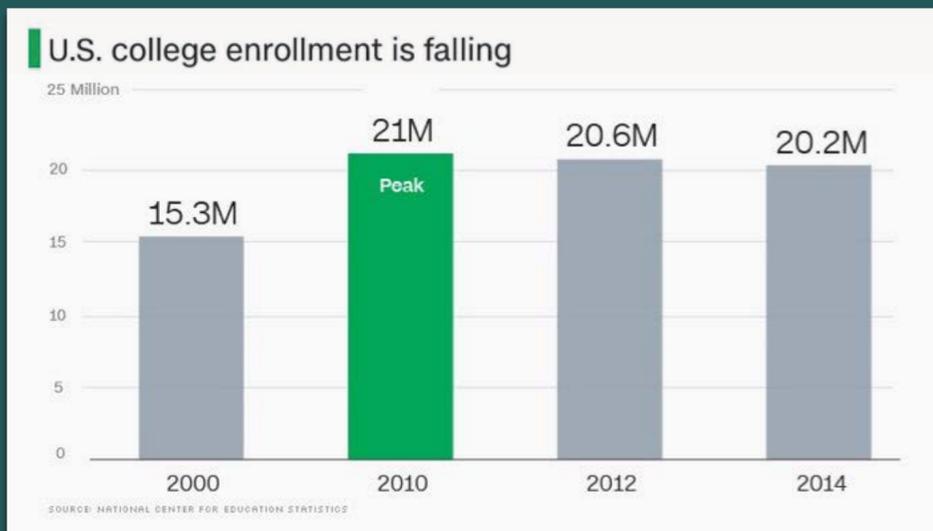
Schools are staying afloat by diversifying their portfolio of offerings to tap into **NEW SOURCES OF REVENUE:**

- +Launching instructional initiatives targeting a **NEW MARKET** of learners
- +Monetizing **R&D INITIATIVES**
- +Developing **FLEXIBLE PRICING STRUCTURES**
- +**DECENTRALIZING BUDGETING** systems
- +Incentivizing **REVENUE-GENERATING** activities from **FACULTY**
- +**PARTNERING** with third parties (franchising, licensing, sponsorship, etc.)
- +Creating initiatives in **AUXILIARY ENTERPRISES**, facilities, and real estate
- +Bringing in **DONATIONS** from alumni, private individuals, foundations, and charitable organizations



COLLEGE FORCE – DIVERSIFICATION - PROOF POINTS

ENROLLMENT
PEAKED IN
2010 AND HAS
BEEN FALLING
SINCE



“Fifteen years from now more than half of the universities [in America] will be in bankruptcy.”

- Clayton Christiansen, Harvard Business School Professor

TUITION HAS
CLIMBED AS
PUBLIC
SUPPORT
DECLINES



\$2.5M

ANNUAL REVENUE
LAWRENCE UNIVERSITY
EARNS THROUGH
AUXILIARY ACTIVITIES

← WIDENING VALUE GAP - STUDENT FORCE

The rising cost of tuition has ignited a heated debate over whether the benefits of a **COLLEGE DEGREE** **JUSTIFY THE PRICE**

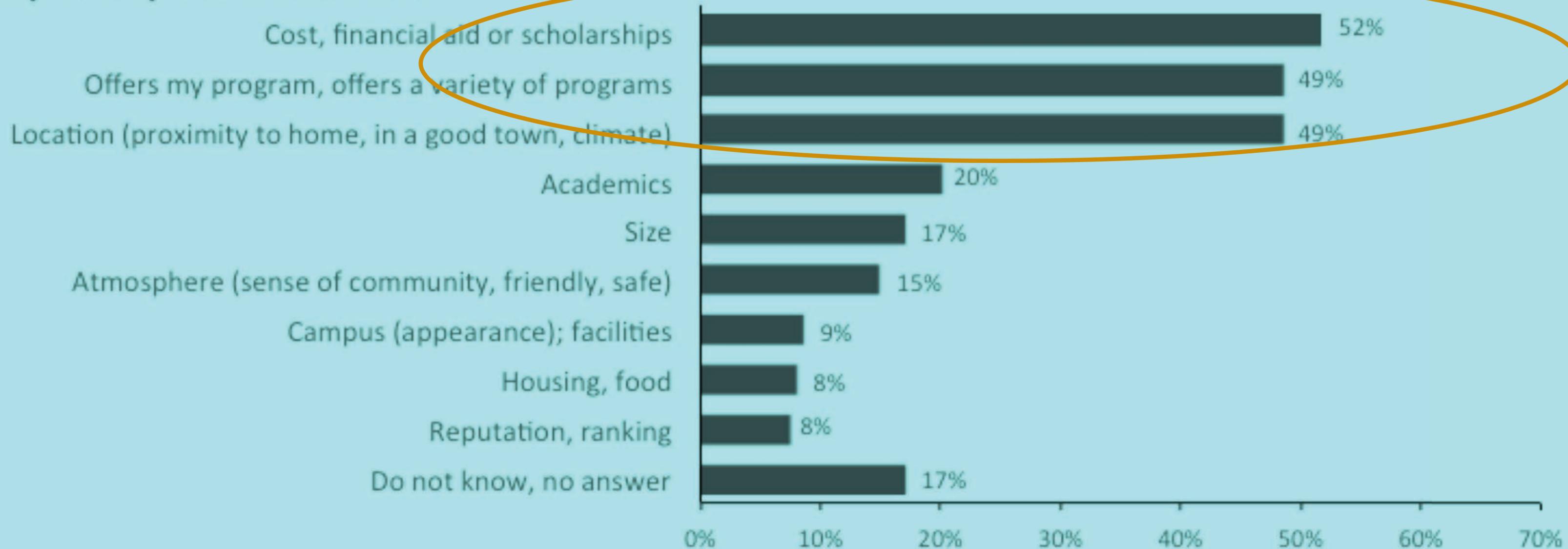
Traditional higher ed is criticized for **CREATING A 'FACTORY MODEL'** where students are rewarded for amassing credits, rather than being evaluated on their ability to demonstrate competencies

If Unity College wants to be a disruptive force in the higher education market, it must create and communicate a **NEW VALUE EQUATION** that redefines success and resonates with students, parents and employers



PROOF POINTS - WIDENING VALUE GAP - STUDENT FORCE

Q8: What are the three most important factors you consider when evaluating your college options? Unaided. Multiple responses permitted. Base=344. 1,002 total mentions. Top responses presented below.



PROOF POINTS - WIDENING VALUE GAP - STUDENT FORCE

11%

OF BUSINESS LEADERS

VS.

96%

OF CHIEF ACADEMIC OFFICERS

VS.

35%

OF STUDENTS

FEEL COLLEGE GRADUATES ARE PREPARED TO ENTER THE WORKFORCE

87%

OF BUSINESS LEADERS BELIEVE MOST COLLEGE GRADUATES LACK THE MOST IMPORTANT SKILLS NEEDED TO SUCCEED

AMERICANS OWE \$1.3 TRILLION IN STUDENT DEBT SPREAD OUT OVER 44 MILLION BORROWERS OVER \$37K PER 2016 GRADUATE

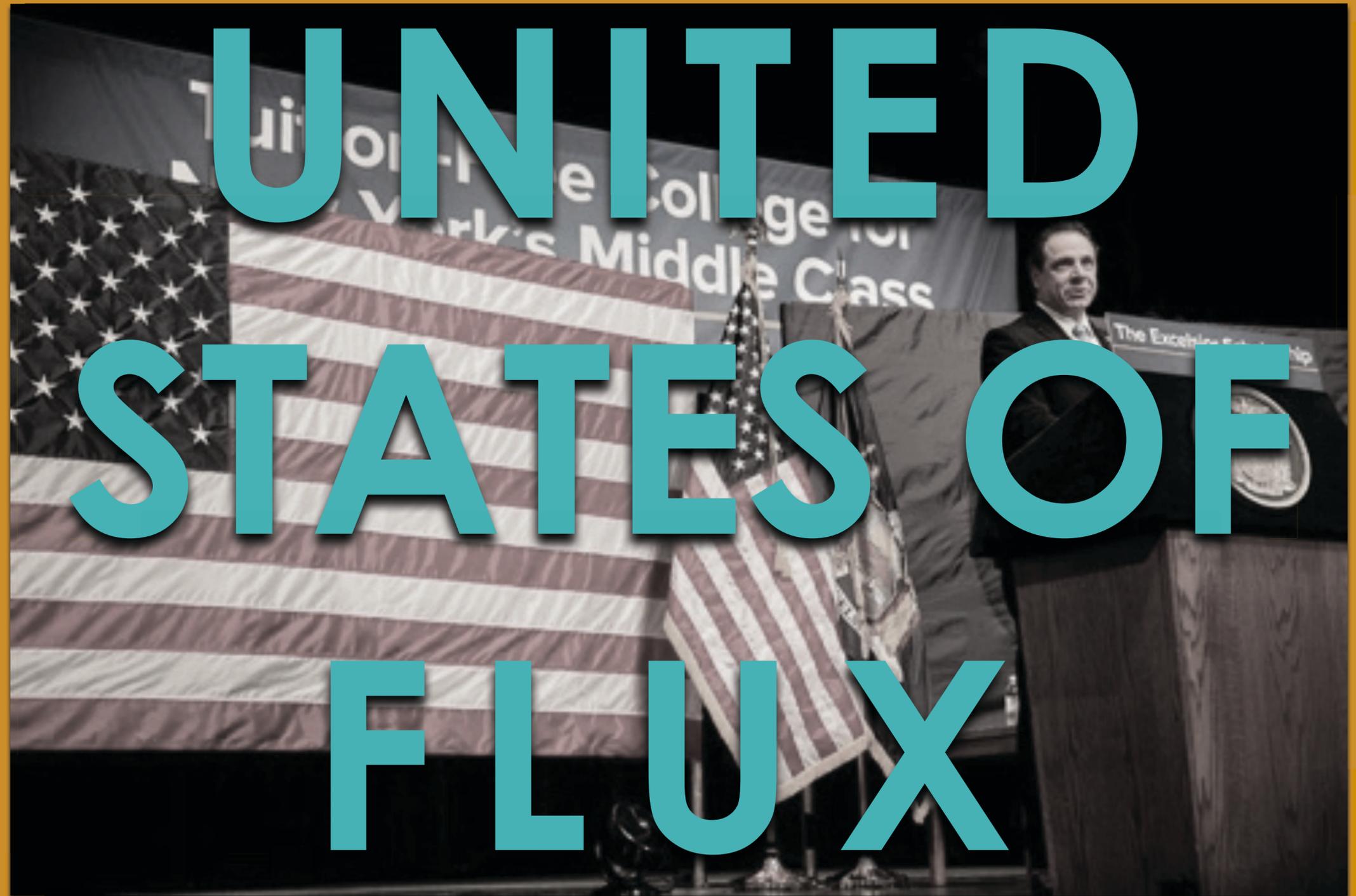
600

POSTSECONDARY INSTITUTIONS ARE EXPLORING COMPETENCY-BASED MODELS, ACTIVELY CREATING ONE, OR HAVE ONE IN PLACE

PROOF POINTS - WIDENING VALUE GAP - STUDENT FORCE

Andrew Cuomo signed into legislation **THE EXCELSIOR SCHOLARSHIP**, expected to lower the cost of a four-year State University of New York college, now about \$83k for tuition, room and board by \$26,000 for a family making \$100,000 a year.

Meanwhile, the Governor of New Mexico, Susana Martinez, has **VETOED \$745 MILLION** in higher education funding from the state's budget.

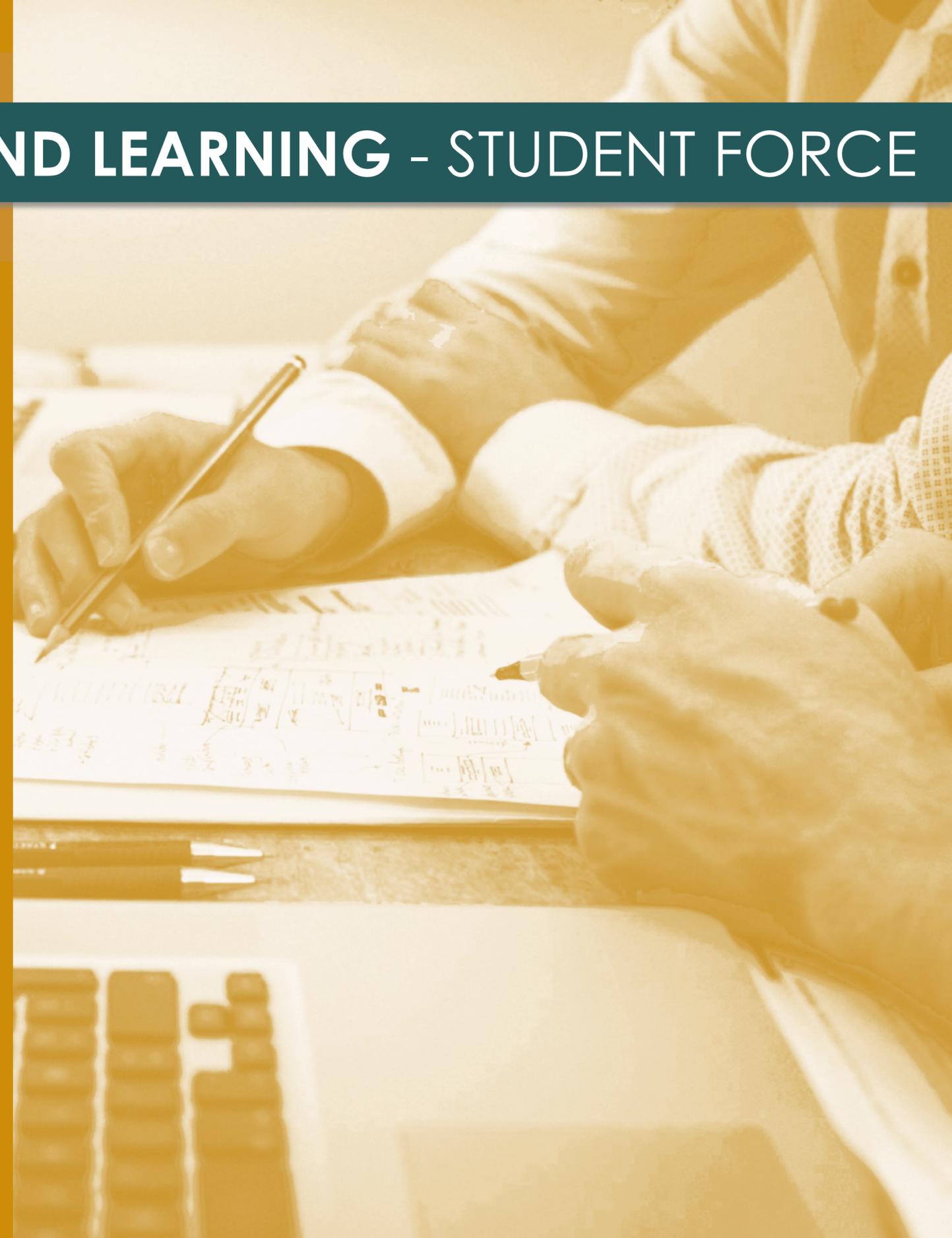


DYNAMIC TEACHING AND LEARNING - STUDENT FORCE

Higher education has **BEEN SLOW TO RELINQUISH ITS STRINGENT LABELS AND BOUNDARIES** in favor of the new cultural norms around democratization

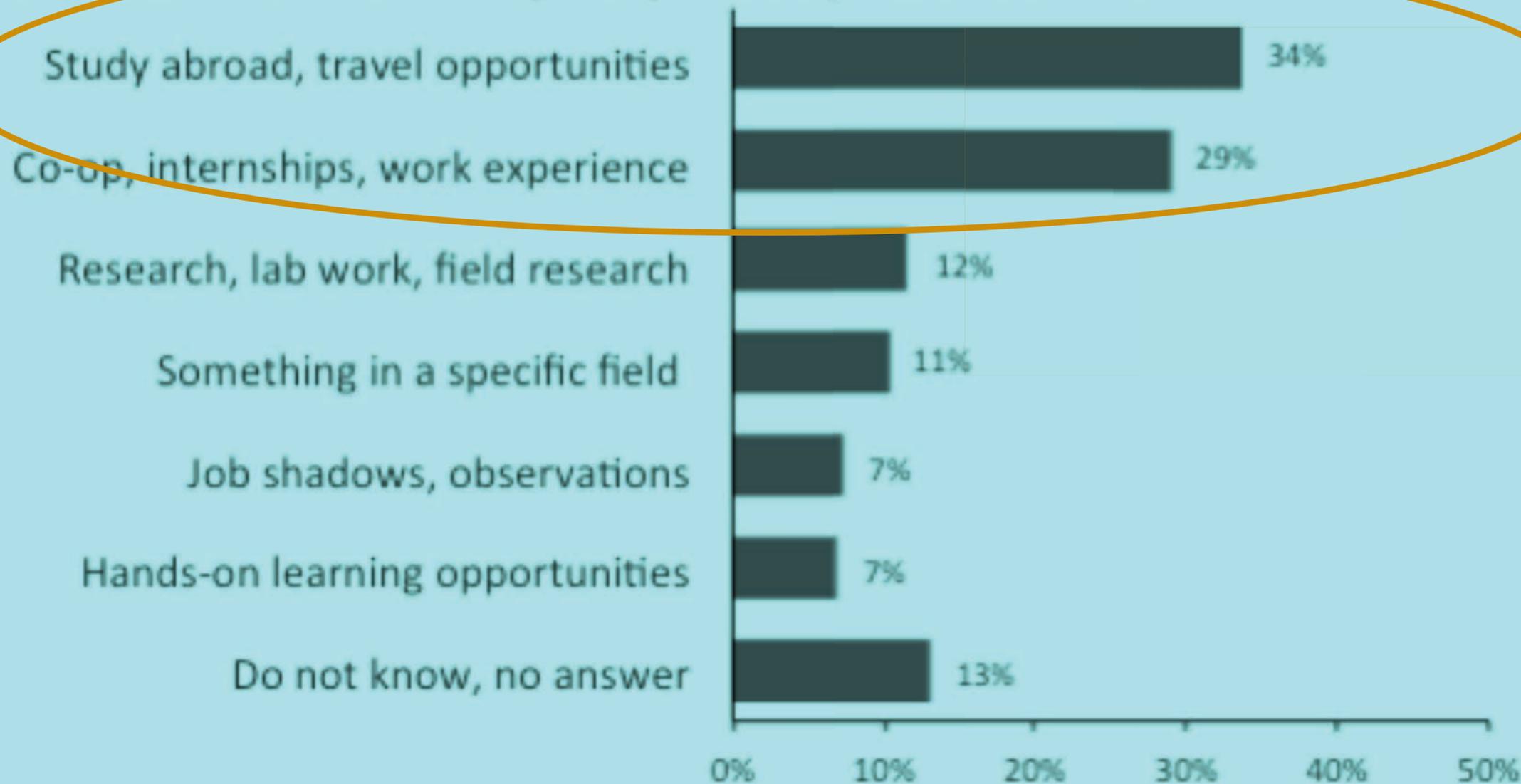
The conventional model of education—rooted in hierarchy and lecture-based teaching—is a **ONE-SIDED TEACHING MODEL** and operating under the assumptions that knowledge is only transferred top-down

A shift towards an **OPEN AND DYNAMIC MODEL** that fosters two-way communication and knowledge transfer encourages all parties involved to learn with a collective pool of knowledge



PROOF POINTS - DYNAMIC TEACHING AND LEARNING - STUDENT FORCE

Q9a: You previously indicated an interest in an out-of-classroom learning experience. What types of experiences are you interested in pursuing? What things have you heard other colleges and universities do that you find interesting? Unaided. Multiple responses permitted. Base=282. 358 total mentions. Top responses presented below.



← PERENNIAL LEARNING - STUDENT FORCE

The traditional model of education assumes that the majority of an individual's learning occurs between the ages of 18 and 22 years old. **IN REALITY, WE ARE CONSTANTLY LEARNING THROUGHOUT OUR LIVES** and there is growing demand for opportunities to engage with formal and informal learning opportunities among people of all ages and backgrounds.

An entire market has emerged to provide individuals with **INTELLECTUAL AND PERSONAL ENRICHMENT AND HELP PROFESSIONALS LEARN NEW SKILLS** that will advance or allow them to change their careers.



PROOF POINTS - DYNAMIC TEACHING AND LEARNING - STUDENT FORCE

“We get a degree after 4 years, but learning is a lifelong process. One of the outcomes of higher education ought to be a lifelong commitment to learning and curiosity.”

- Anonymous, Special Assistant to the President of Oberlin College on Sustainability and the Environment

73%

OF ADULTS
CONSIDER
THEMSELVES
LIFELONG
LEARNERS

THE RISE IN ENROLLMENT OF
STUDENTS 25 AND OLDER IS
PROJECTED TO BE NEARLY
2X THAT OF YOUNGER
STUDENTS THROUGH
2020.

63%

OF WORKING ADULTS ARE
'PROFESSIONAL LEARNERS' —
THEY HAVE TAKEN A COURSE
IN THE PAST 12 MONTHS TO
IMPROVE THEIR JOB SKILLS

40%

OF ALL
COLLEGE
STUDENTS
ARE OLDER
THAN 25

THE MARKET AND NONMARKET VALUE OF
GROWING THE U.S. TALENT SUPPLY HAS
BEEN QUANTIFIED AT AROUND

\$7 TRILLION

Sources:

<http://www.pewinternet.org/2016/03/22/lifelong-learning-and-technology/>
<http://er.educause.edu/articles/2016/5/credentials-reform-how-technology-and-the-changing-needs-of-the-workforce-will-create-the-higher-ed>
http://www.huffingtonpost.com/dr-ricardo-azziz/a-looming-challenge-higher-education_b_4855108.html



BUILDING A BEACON

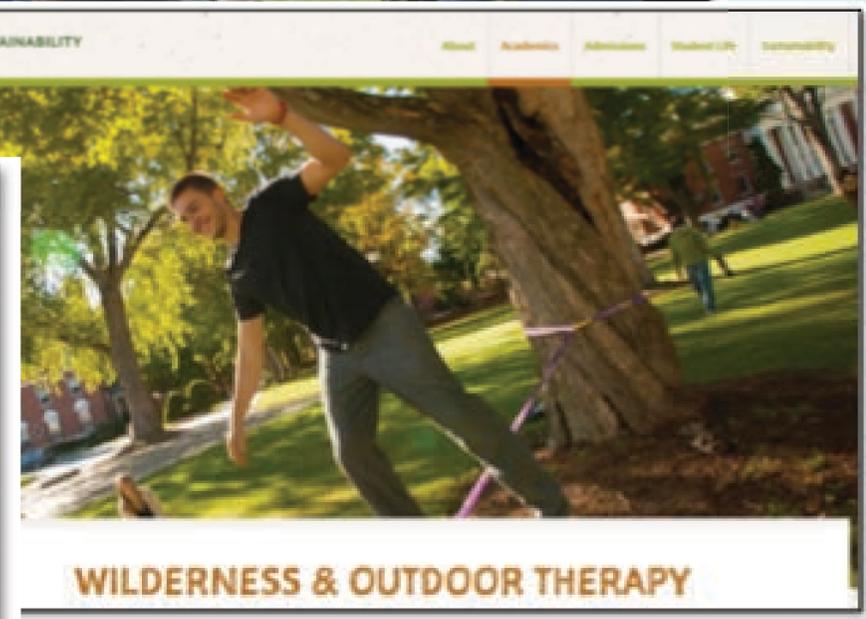
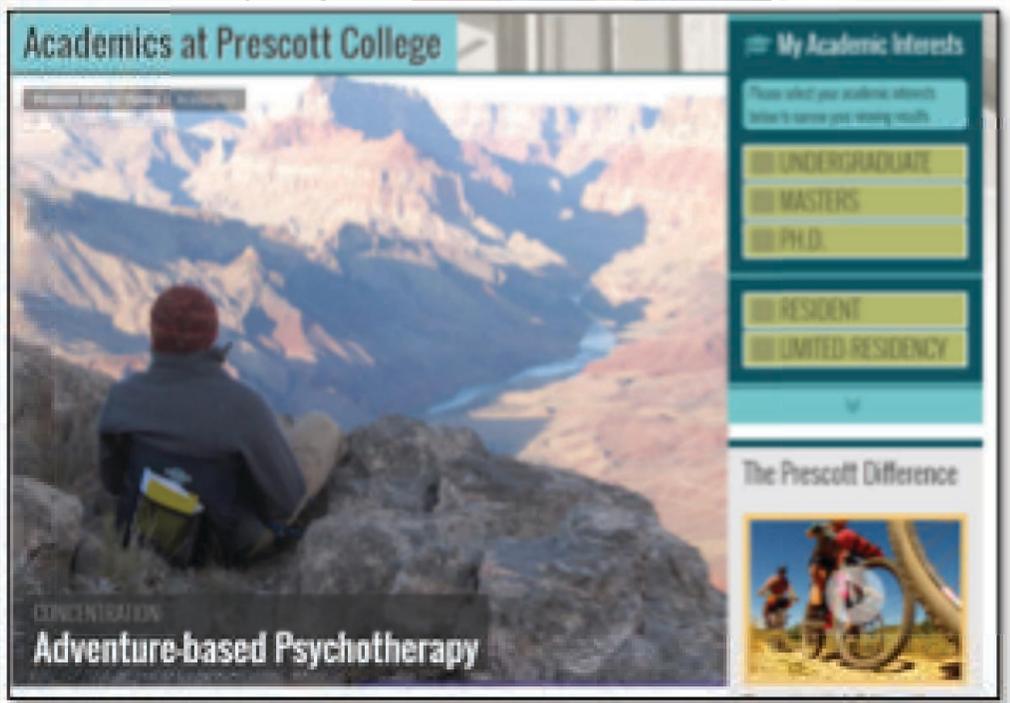
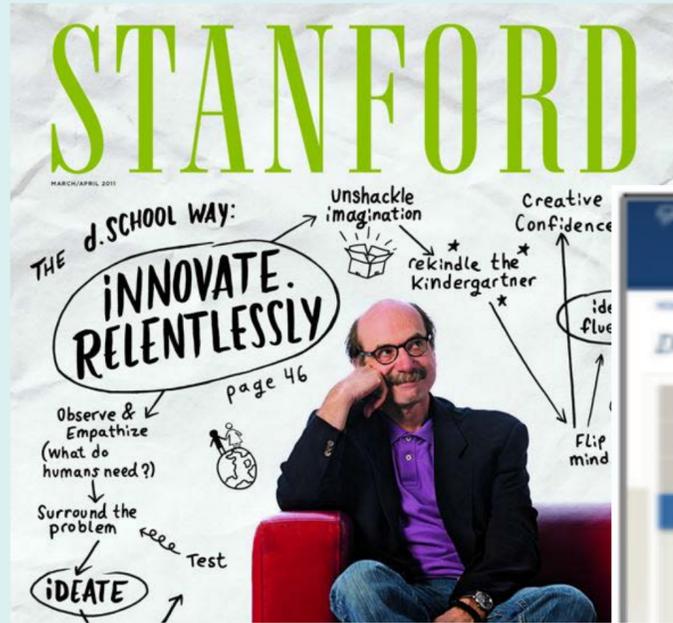
How do we transition from being a regional to a nationally recognized institution?

UNITY COLLEGE'S "UNIQUE" ATTRIBUTES CLAIMED BY NICHE COMPETITORS

	COLLEGE OF THE ATLANTIC	EVERGREEN STATE COLLEGE	GREEN MOUNTAIN COLLEGE	HAMPSHIRE COLLEGE	PAUL SMITH'S COLLEGE	PRESCOTT COLLEGE	WARREN WILSON COLLEGE
CUSTOMIZABLE CURRICULUM	✓	✓		✓		✓	
REQUIRED CAPSTONE PROJECT	✓			✓		✓	
INTERDISCIPLINARY EMPHASIS	✓	✓	✓	✓			
STRONG STUDENT-PROFESSOR RELATIONSHIPS	✓	✓	✓	✓			✓
EXPERIMENTAL	✓	✓		✓		✓	✓
SENSE OF COMMUNITY	✓		✓	✓			✓
EXPERIENTIAL LEARNING	✓	✓	✓	✓	✓	✓	✓
SUSTAINABLE PRACTICES	✓	✓	✓	✓	✓	✓	✓
SUSTAINABILITY COURSES	✓	✓	✓	✓	✓	✓	✓
NATURAL SETTING	✓	✓	✓	✓	✓	✓	✓

* NOW WHAT – COMPETITIVE EVALUATION

UNITY COLLEGE'S CURRICULUM AND MESSAGING ALSO AT RISK



HIGH NATIONAL PROGRAM GROWTH



Unity College programming is on-trend, with current and potential programs with high demand and rapid rates of growth.

CURRENT PROGRAMS

Sustainable Agriculture

Adventure Programs

Wildlife & Fisheries Management

Captive Wildlife Care

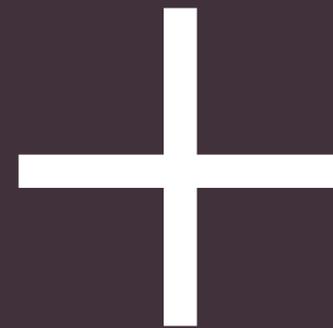
Wildlife Biology

NEW PROGRAMS

Sustainable Business Enterprise

Biology





THE UNITY
COLLEGE
STRATEGY

THE UNITY COLLEGE STRATEGY



FOUNDATIONAL QUESTIONS

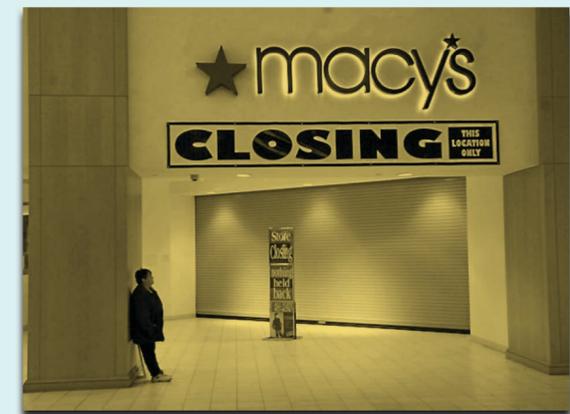


STRATEGIC ANSWERS

BRAND	How do we transition from being a regional to a nationally recognized institution?	Unity will be differentiated through an enterprise wide model, providing students the unique ability to participate in revenue generating initiatives that enhance their education, build their resume and offset their college costs
CONSUMER	How can we attract a more diverse range of students with high potential across all sustainability majors and stem the pull to competitive institutions?	Our focus on high growth/high demand majors, such as sustainability agriculture, adventure therapy, wildlife biology, etc. coupled with hands-on, resume worthy experiences will set us apart from the competitive set
PRODUCT	What products and services do we need to develop as part of our portfolio to gain national relevance?	Our high growth majors will be further dimensionalized with revenue generating initiatives, such as sustainable farming enterprises, farm to table restaurants and other micro business opportunities that will demand national attention
CATEGORY	How are we positioned relative to our competitive set today—and why are students choosing competitors over Unity?	Unity lacks significant differentiation, even among its regional competitive set. Building an enterprise-wide strategy that offers affordable and flexible solutions for a wide range of student types will create that differentiation
CULTURE	How can we tap into the dynamic shifts within sustainability science and education?	Unity is on-trend with a high growth sustainability science curriculum but must create and nurture a climate of flexibility that keeps up with the pace of change and ever-evolving market dynamics
ORGANIZATION	How can we adopt a business-oriented mindset to enhance our reputation, enrollment and fundraising?	Strategic Enterprises provide a business-orientation to building our brand, diversifying revenue alternatives, fueling development and providing a variety of hands-on learning/credit opportunities for students



Board of Trustees Presentation
Marketing in an Era of Disruption
March 15, 2013



DISRUPTING HIGHER

EDUCATION

The philosophy of “if we build it they will come,” will not be enough to satisfy the market correction that is coming

Unity College must focus, in all of its strategic initiatives, ways to provide more affordable alternatives for students who are increasingly disadvantaged by the cost and debt load of higher education

Unity College will differentiate itself by its vocal opposition to this current state of affairs, providing course alternatives, a presence in community colleges, expanded online participation and other solutions providing ways to become part of the Unity College experience

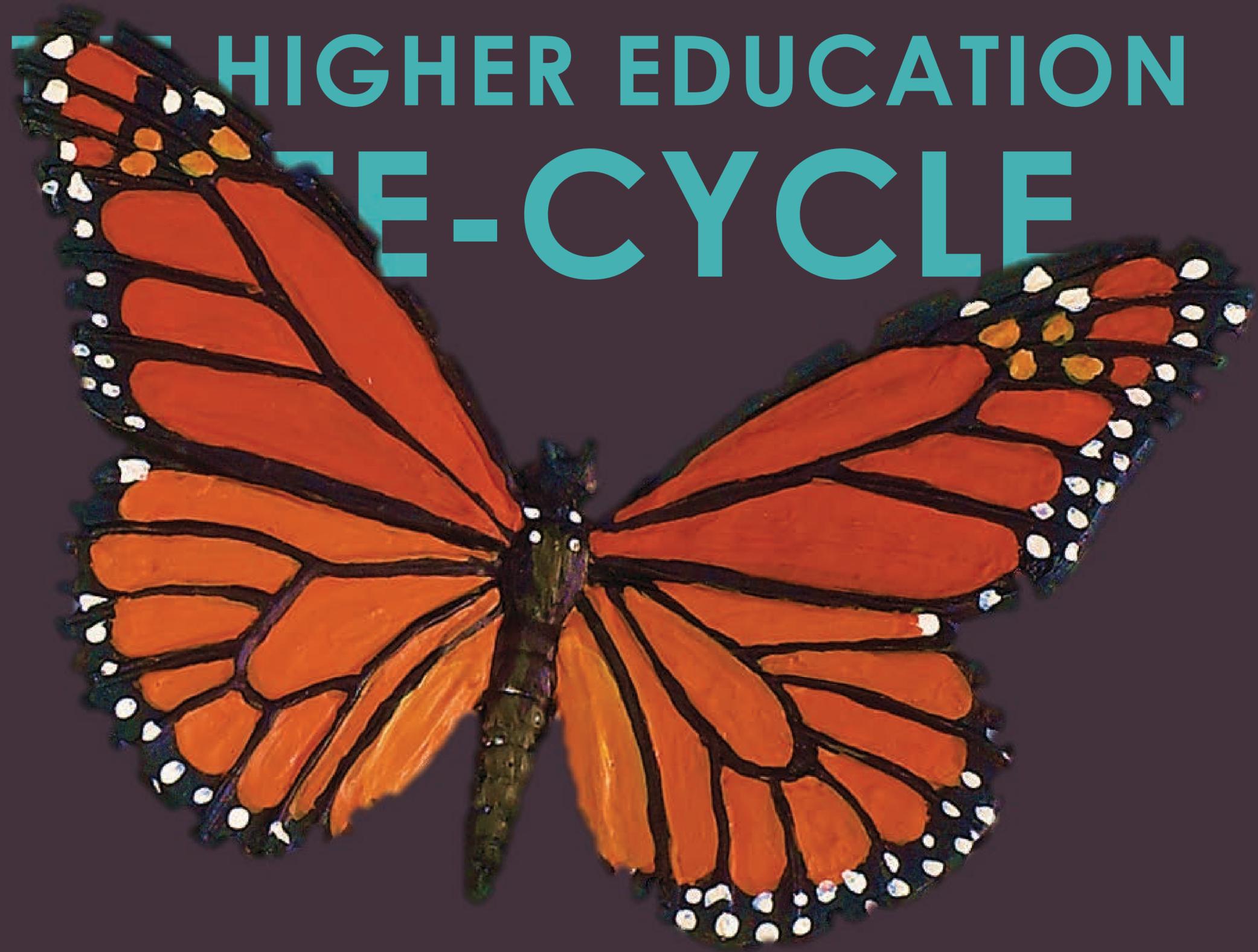


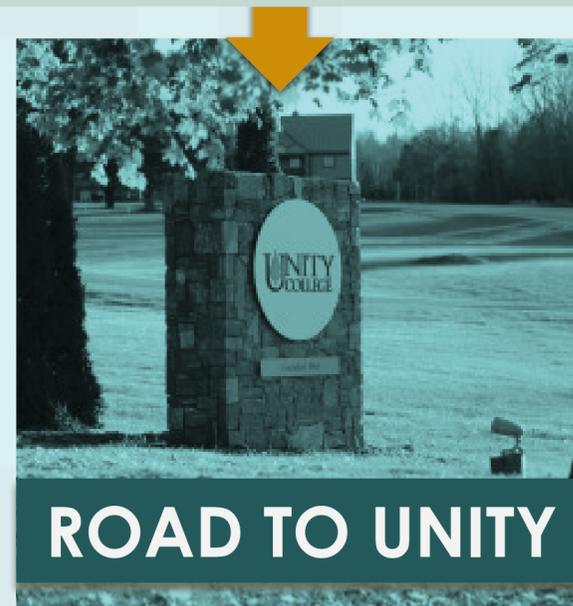
Student
Debt

THE HIGHER EDUCATION LIFE-CYCLE



HIGHER EDUCATION LIFE-CYCLE





STRATEGY FRAMEWORKS

FRAMEWORK #1 THE ENTERPRISE MODEL



Unity College will develop an **enterprise wide model with revenue generating** arms, offering the opportunity for students to learn beyond traditional coursework as they play active roles in managing businesses and NGO's

The Enterprise Model will also address head on the biggest pain point within higher education; **affordable, accessible and value-oriented education**, by providing credits towards degree through enterprise-oriented initiatives

Unity College will focus its energy in new revenue streams with **revenue generating Business Units**, to not only secure its own financial sustainability but alternative and affordable tuition solutions for its students

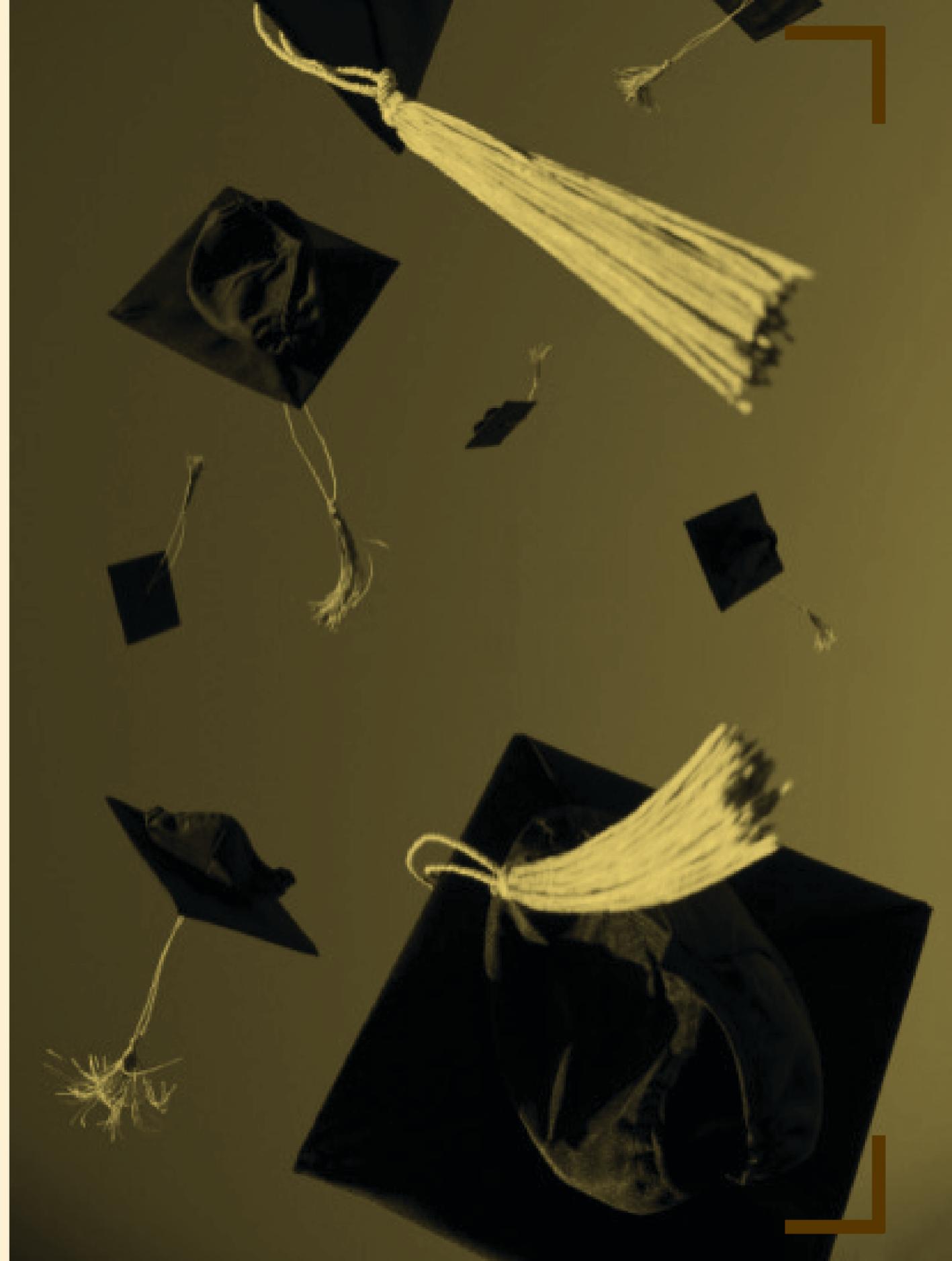


FRAMEWORK #2 NEW CURRICULAR CURRENCY



Unity College will take the lead in shifting the current paradigm of **Credits as Currency**. By rethinking coursework to include work experience, partnerships, internships, field work, and involvement in Unity College enterprise solutions, students will “get off the conveyor belt of credit accumulation” and **acquire real knowledge and resume-worthy experience**

Unity College will diversify from a 4-year tuition model to become **more relevant to the ever-widening demographic base** of students. This will include summer programs, certifications, 2-week intensives, destination courses, corporate and NGO partnerships, as well as affiliations with other colleges and universities



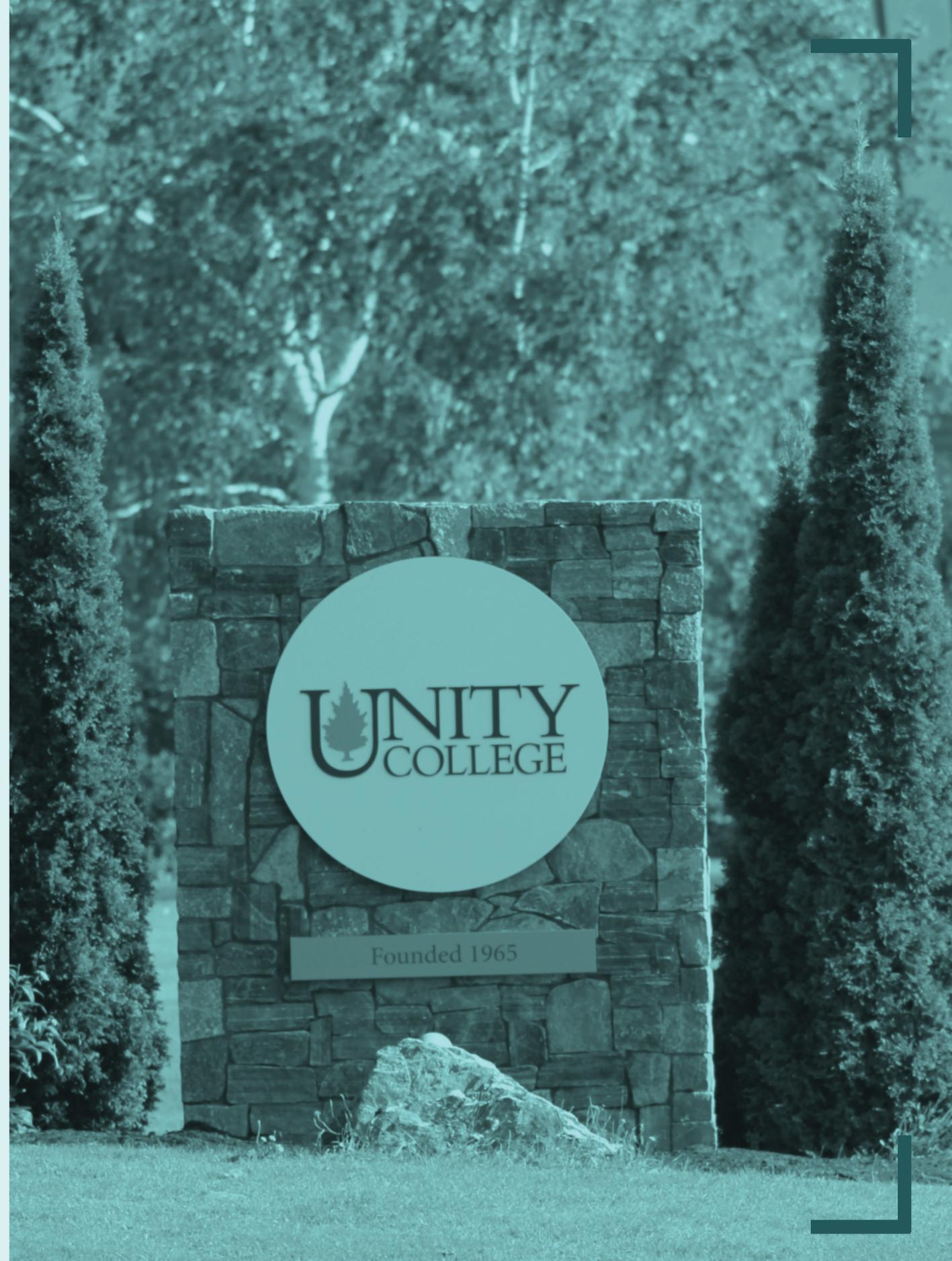
FRAMEWORK #3 THE ROAD TO UNITY



Unity College will expand its perspective and brand footprint from a small, rural campus by **diversifying its reach**

With Maine as home base; marine biology, sustainable fisheries, farm to table enterprises and sustainable agriculture **collectives will be created to diversify revenue** and offer value to a broader student population eager to refresh and retool their skills

While Unity College in Maine will remain home base, a host of **other locations will be actively targeted**, including partnerships with community colleges and other institutions, making Unity more inclusive, accessible and available





UNITY COLLEGE IS ENTERPRISE EDUCATION



**ENTERPRISE
MODEL**



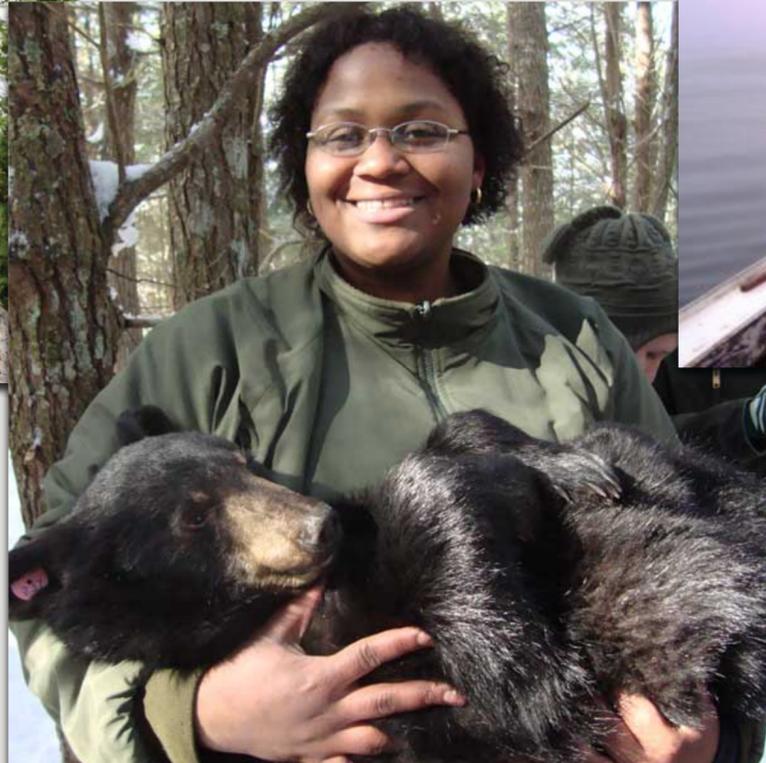
**NEW
CURRENCY**



**ROAD TO
UNITY**



UNITY COLLEGE IS ENTERPRISE EDUCATION



ENTERPRISE EDUCATION IS THE REAL LIFE, REVENUE GENERATING
MANIFESTATION OF OUR CURRICULUM



UNITY COLLEGE IS ENTERPRISE EDUCATION



**Farm to Table
Enterprises**



**Sustainable
Agriculture**



**Sustainable
Aquaculture**



**Wilderness
Therapy**

potential categories

SEEMLESSLY, AND BORDERLESSLY.
ONLINE AND OFFLINE. ONSITE AND OFFSITE.

ENTERPRISE EDUCATION IS IN OUR MISSION



“Through the framework of sustainability science, Unity College provides a liberal arts education that emphasizes the environment and natural resources. Through experiential and collaborative learning, our graduates emerge as responsible citizens, environmental stewards, and visionary leaders.”

ADDRESSING THE COLLISION OF OPPOSING FORCES

COLLEGE FORCES

portfolio diversification

new revenue streams

relevance

rigidity/inflexibility

pace of change

STUDENT FORCES

value gap

cost v. ROI v debt burden

pace of innovation

changing demographics

perennial learning



Our unique and disruptive strategy addresses all forces; those of the college, the student and the marketplace.



THE UNITY COLLEGE STRATEGY: *ENTERPRISE EDUCATION*