How We Work at Unity College

Exploring the potential of the Enterprise Model
Enterprise Model Structure Review

President

Enterprise Centers of Expertise – Shared Services

Chief Learning Officer
Chief Human Resources Officer
Chief Advancement Officer
Chief Sustainability Officer

Vice President of Distance Education
Vice President of Hybrid Learning
Dean of Technical Institute for Environmental Professions
Dean for the School of Environmental Business and Sustainable Ventures

Sustainable Education Business Units [SEBU] – Revenue Generation
Function vs Unit Review

Working Within the Enterprise Model

**FUNCTION** is a task, process, or an area of responsibility that may include coordination of multiple units with regard to the project or issue under consideration. Function describes generally what is needed to meet an initiative outcomes.

**UNIT** is the department, office, school, or even in some cases, individual role responsible for meeting an initiative outcome. Units may be considered sub functions.

How does Function differ from Unit?

- Functions are not directly revenue-generating; Units may be.
- Units are either Centralized or Decentralized.
- Each Function oversees a number of Units.
- Each SEBU requires a support of a constellation of Units.
Units Review
*Working Within the Enterprise Model*

**Centralized Units**
- Shared services, integrated College-wide
- Functional Area purview
- Budgets roll up to Enterprise, may be dedicated to a SEBU
- Employees report to Enterprise, may be dedicated to a SEBU

**Decentralized Units**
- Differentiated services, unique needs of each SEBU
- SEBU purview over implementation / Functional Area oversight of assessment, compliance, policy
- Budgets roll up to SEBU
- Employees report to SEBU
People and resources may be grouped in two ways simultaneously: by Function and by project.

Functional Areas have a service mindset toward sharing resources and integrating key processes that cut across business units and geography, e.g., IT.

Project teams (SEBUs) have a service mindset toward developing programs, services, and/or products that are in sync with what specific audiences need.

Each SEBU has access to service providers across all Functional Areas to ensure the initiative will be successful.
Benefits of the Enterprise Model

*Working Within the Enterprise Model*

- Combines the innovation potential of a functional hierarchy and the collaboration between disciplines of a project-based structure
- Allows quick transfer of people to new projects
- Overcomes problem of departmental orientation, or silos
- Provides ability to tailor audience-specific programs, services and/or products without affecting entire organization
- Allows us to leverage all our considerable and diverse skills across areas and assemble great teams to implement projects
Challenges of the Enterprise Model

Working Within the Enterprise Model

- Increased complexity
- Need for increased level of consistency and standardization
- Counterintuitive to historical higher education decision-making
- Need for increased clarity in role, scope, and authority (RSA)
Common Outcome

Revenue generation
SEBU-specific planning
Audience focus

Centers of expertise
College-Wide planning
Assessment of Decentralized Units
Shared services to SEBUs

In service to mission and audience

Collaboration
Innovation
Structure

President

SEBU
Decentralized Units

Academics Student Success
Centralized Units

Human Resources Diversity & Inclusion
Decentralized Units
Centralized Units

Advancement
Decentralized Units
Centralized Units

Business Facilities Mgmt Information Technology Sustainability
Centralized Units

SEBU
Decentralized Units

SEBU
Decentralized Units

SEBU
Decentralized Units

Centralized Units
Employee Designations

- President
  - Academics
    - Student Success
      - Decentralized Units
        - Centralized Units
      - Centralized Units
    - Centralized Units
  - Decentralized Units
    - Centralized Units
  - Human Resources
    - Diversity & Inclusion
      - Decentralized Units
        - Centralized Units
      - Centralized Units
  - Decentralized Units
    - Centralized Units
  - Advancement
    - Decentralized Units
      - Centralized Units
    - Centralized Units
  - Business Facilities Mgmt
    - Information Technology
      - Decentralized Units
        - Centralized Units
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    - Centralized Units
  - Enterprise
Employee Designations

- President
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    - Centralized Units
- Advancement
- Business Facilities Mgmt
  - Information Technology
  - Sustainability
    - Decentralized Units
    - Centralized Units

SEBU
Employee Designations

Enterprise dedicated to SEBU
### Employee Guide

*Working Within the Enterprise Model*

<table>
<thead>
<tr>
<th>Enterprise</th>
<th>SEBU</th>
<th>Enterprise dedicated to SEBU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unity College Handbook</td>
<td>SEBU Employee Handbook(s)</td>
<td>SEBU Employee Handbook(s)</td>
</tr>
<tr>
<td>Enterprise Handbook</td>
<td>SEBU Faculty Handbook(s)</td>
<td></td>
</tr>
<tr>
<td>Enterprise Holidays</td>
<td>SEBU Holidays</td>
<td>SEBU Holidays</td>
</tr>
<tr>
<td>Evaluated by Functional Area supervisor</td>
<td>Evaluated by SEBU supervisor</td>
<td>Evaluated by Functional Area supervisor with input from SEBU</td>
</tr>
</tbody>
</table>
Two Operating Systems Review

Working Within the Enterprise Model
Projects
Projects

Project team members take direction from project manager to accomplish project goals.
## Task Groups
Formerly known as Committees

<table>
<thead>
<tr>
<th>Standing CollegeWide</th>
<th>Standing SEBU</th>
<th>Ad Hoc</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address multifunction centralized matters, e.g., Data Governance</td>
<td>Address decentralized matters specific to SEBU, e.g., Curriculum &amp; Assessment</td>
<td>CollegeWide or SEBU</td>
</tr>
<tr>
<td>Ensure consistent application of policy and process</td>
<td>Chaired by the Head of the SEBU or designee</td>
<td>Address clearly defined challenge</td>
</tr>
<tr>
<td>Chaired by President, Chief Officer, or designee</td>
<td></td>
<td>Stated termination date</td>
</tr>
</tbody>
</table>
Senior Staff and Task Groups

- Every Function and Unit are represented at the Senior Staff.
- Task Groups address goals that require focused expertise of multiple constituencies.
- All Task Groups must be endorsed by Senior Staff.

broad representation from functional areas and SEBUS
## Policies

*Working within the Enterprise Model*

<table>
<thead>
<tr>
<th>Unity College Policy</th>
<th>SEBU Policy</th>
<th>No Policy?</th>
</tr>
</thead>
<tbody>
<tr>
<td>◦ College Wide lens</td>
<td>◦ Specific to SEBU needs</td>
<td>In absence of policy, head of Functional Area or SEBU is authorized to make a decision</td>
</tr>
<tr>
<td>◦ Typically address purview of Centralized Units</td>
<td>◦ Commonly address Decentralized Units within SEBU</td>
<td></td>
</tr>
<tr>
<td>◦ Supersed SEBU policies</td>
<td>◦ Comply with College wide policy</td>
<td></td>
</tr>
</tbody>
</table>
1. Head of Functional Area or Senior Staff determines need and notifies Chief Learning Officer

2. Gather input from Enterprise stakeholders

3. Submit for review to all SEBU policy review bodies and Chief Learning Officer

4. Submit for approval by Senior Staff and President
1. Head of SEBU or Senior Staff determines need and notifies Chief Learning Officer
2. Gather input from stakeholders
3. Submit for review to SEBU policy review body and Chief Learning Officer
4. Submit for approval by Senior Staff and President
Role, Scope, and Authority (RSA)

Working within the Enterprise Model
Budget Framework

Working within the Enterprise Model

- Unity College annual revenues must exceed Unity College annual operating expenses
- SEBU budget items (revenues and expenses) that primarily support a specific SEBU are budgeted under that SEBU
  - Including “Enterprise dedicated to…” items
  - Any new SEBU has 3-5 years to break even
- Enterprise budget items that support multiple SEBU’s are considered centralized
  - The budget framework ensures that the Enterprise budget falls between 20-30% of Unity College’s annual operating budget
- See Enterprise Model Budget Guide in Policy Tech
How to Work in Abundance...2.0

*Working within the Enterprise Model*

- As our organization becomes more complex and interconnected, we need to collaborate across functional areas.
- Working this way requires strong communication across functional groups and project teams, a culture of collaboration, and flexibility.
- Balancing time and attention between multi-locational teams calls for new skill sets.
- **How we work together is what makes a complex structure work – not the structure itself.**
How to Work in Abundance…2.0

Working within the Enterprise Model

◉ THINK OUTSIDE AND INSIDE THE BOX
◉ BE DELIBERATE AND DECISIVE
◉ THINK BIG
◉ CHECK IN EARLY AND OFTEN

◉ COMMUNICATE MORE RATHER THAN LESS
◉ INCLUSIVITY IS THE RULE
◉ TRANSPARENCY
◉ TRUST

◉ BE TRUSTWORTHY
◉ FOCUS WITH FLEXIBILITY
◉ SHARE FAILURES AND SUCCESSES
◉ HAVE A SHORT MEMORY AND A LONG MEMORY