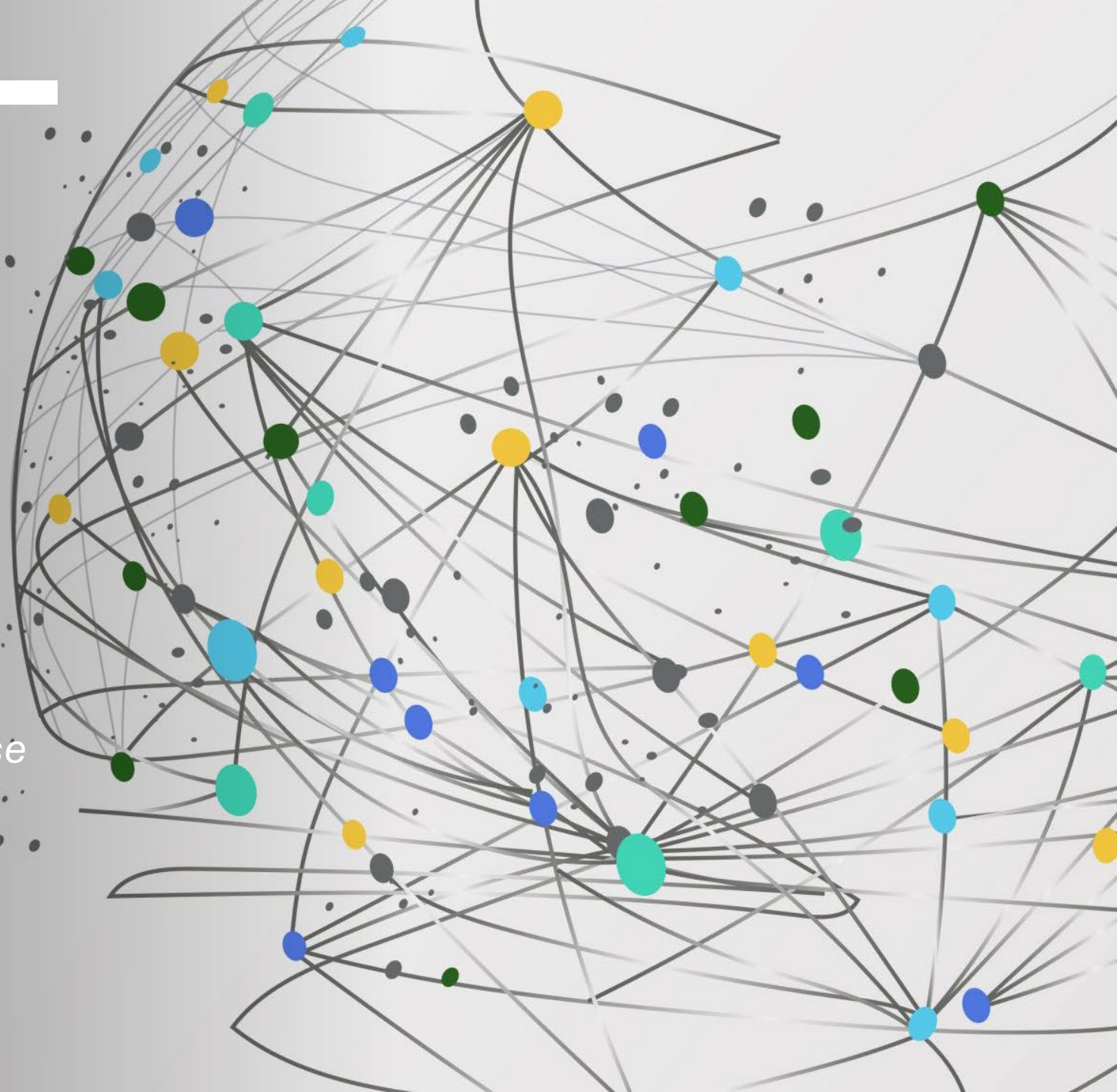

Working Within The Enterprise Model at Unity Environmental University

*Exploring the potential of the Enterprise
Model and how we work in it*

Updated: July 22, 2024

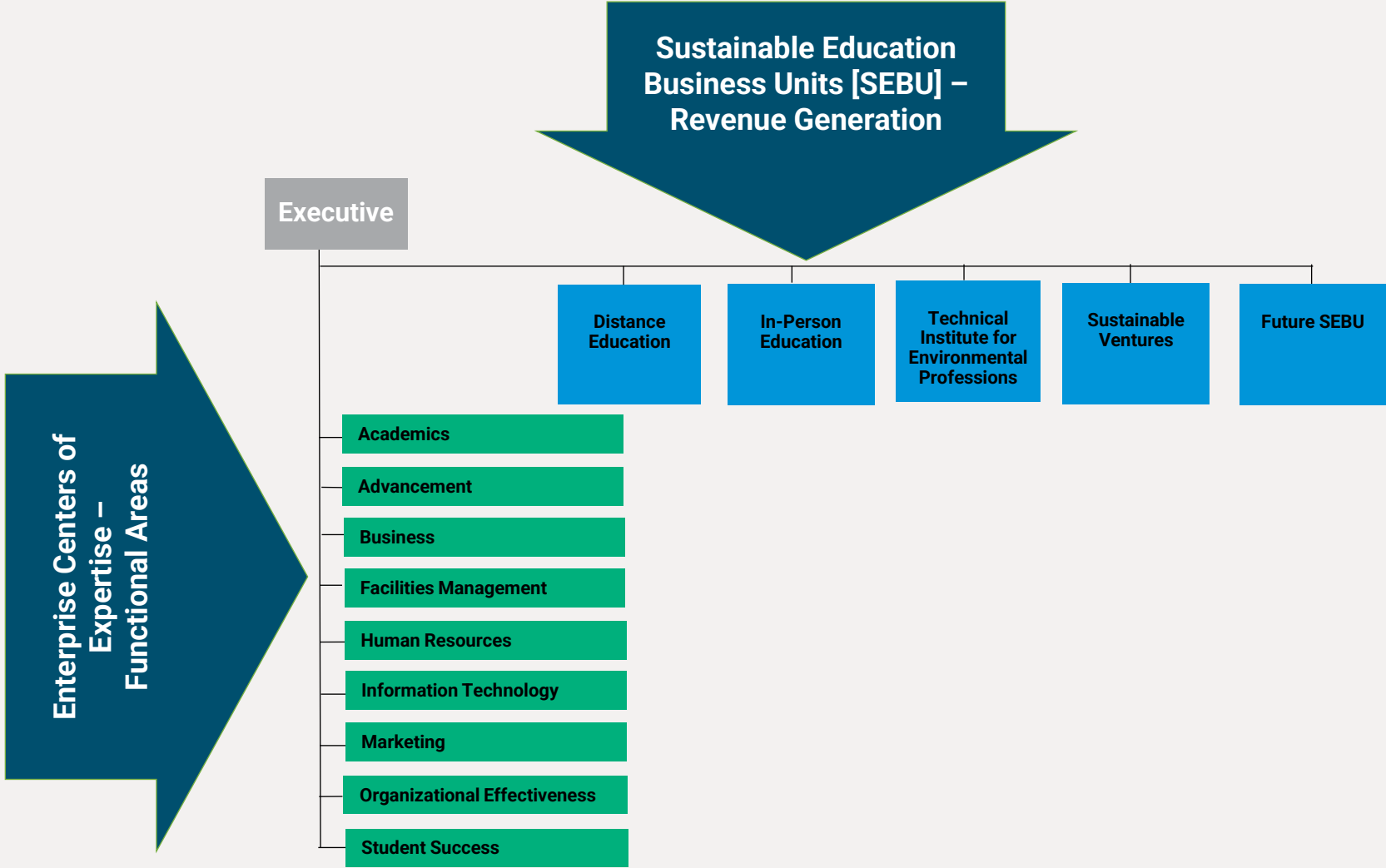


The Unity Environmental University Structure....



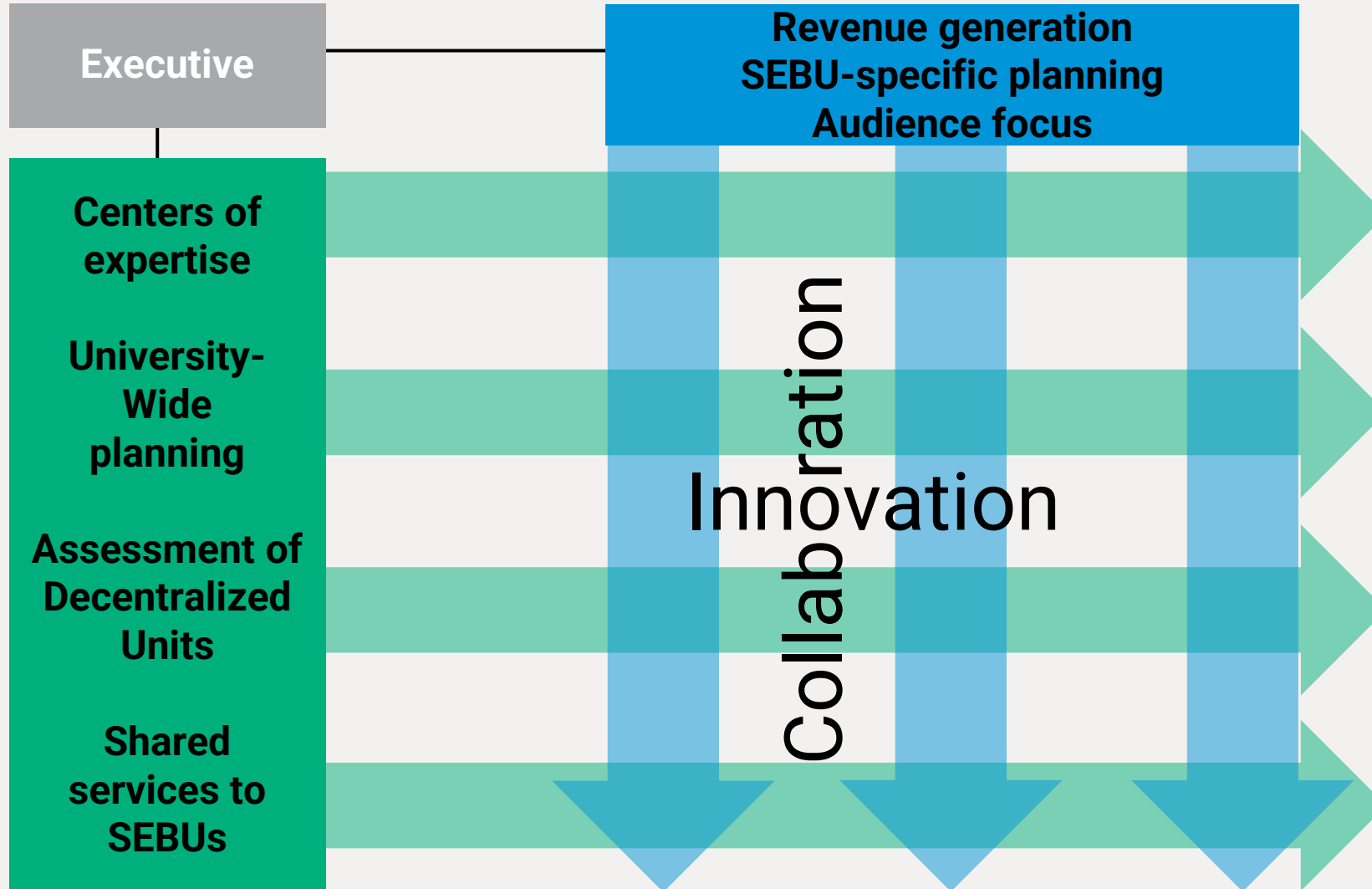
Enterprise Model

Structure



Common Outcome

In service to mission and audience



Function vs. SEBU

What is a Functional Area (Function)?

- Functional Areas may be considered **centers of expertise**, providing **University-Wide policy, guidance, and coordination**.
- **Functional Areas support the Unity Environmental University Enterprise** as well as **Sustainable Education Business Units [SEBUs]**
- Functions are managed/controlled by heads of the Functional Areas in the Enterprise
- **Directly responsible for centralized Units**

Vs. a Sustainable Education Business Unit (SEBU)

- SEBUs are **discrete organizational entities** within Unity Environmental University
- They are **revenue generating**, and **serve a specific audience** through differentiated programs and/or experiences
- SEBUs are managed/controlled by the heads of the SEBU
- **Directly responsible for decentralized Units**

The formal definition of Functions and Units at Unity Environmental University:

FUNCTION is the task, process, or 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.

Centralized vs. Decentralized Units

Centralized Units



- Coordinated and standardized across Unity Environmental University; Represent the institutional perspective
- Overseen by the Head of the Functional Area
- Budgets are managed by the Enterprise
- Employees report to the Head of the Functional Area and may be dedicated to a SEBU

Decentralized Units



- Serve SEBUs through differentiation according to SEBU needs
- Overseen by the Head of the SEBU with Functional Area oversight of **assessment, compliance, policy**
- Budgets are managed by the SEBU
- Employees report to the Head of the SEBU

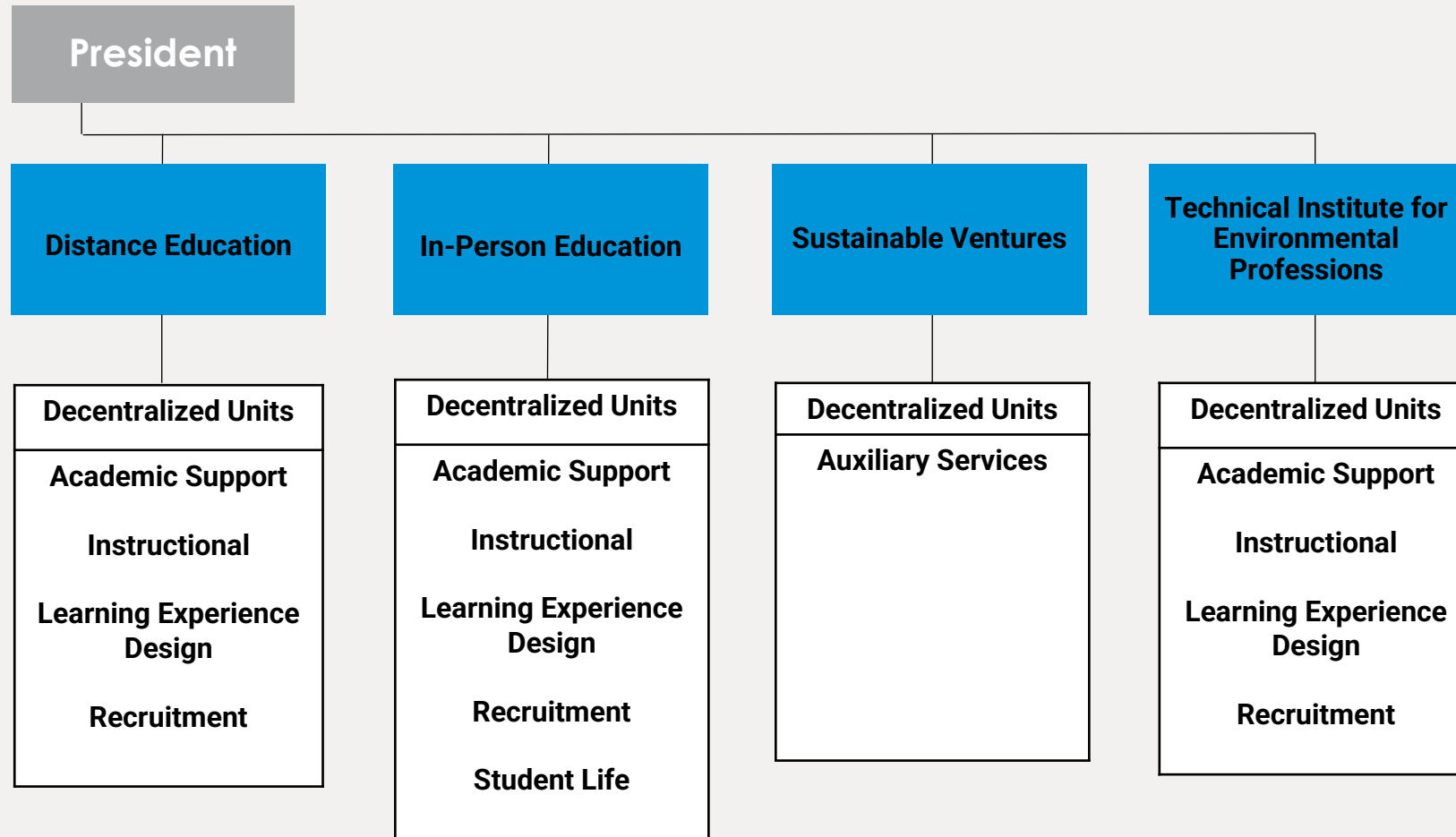
Unity Environmental University Units

Executive

Heads of
Functional
Areas

Academics	Academics Admin	C
Academics	Instructional	D
Academics	Learning Experience Design	D
Academics	Library and Information Resources	C
Academics	Sustainability	C
Advancement	Advancement Admin	C
Advancement	Auxiliary Services	D
Advancement	Career Services	C
Advancement	Development	C
Business	Business Admin	C
Executive	Executive Admin	C
Executive	Research & Development	C
Facilities Management	Custodial	C
Facilities Management	Facilities Management Admin	C
Facilities Management	Maintenance	C
Human Resources	Diversity and Inclusion	C
Human Resources	Human Resources Admin	C
Information Technology	Information Technology Admin	C
Marketing	Marketing Admin	C
Marketing	Media Relations	C
Marketing	Recruitment	D
Organizational Effectiveness	Bursar	C
Organizational Effectiveness	Financial Aid	C
Organizational Effectiveness	Institutional Effectiveness	C
Organizational Effectiveness	Integrated Enrollment Services	C
Organizational Effectiveness	Organizational Effectiveness Admin	C
Organizational Effectiveness	Process Improvement	D
Organizational Effectiveness	Registrar	C
Student Success	Academic Support	D
Student Success	Athletics	D
Student Success	Public Safety	C
Student Success	Student Life	D
Student Success	Student Success Admin	C

SEBU Units Summary



Each SEBU requires a different constellation of decentralized Units so they can meet the unique needs of the audiences they serve and not all SEBUs are required to have all decentralized Units within their SEBU.

The Audiences We Serve...

Distance Education SEBU:

- 100% Asynchronous Online
- Audience: Place-bound learners
- Product: Baccalaureate and Master's degrees

In-Person Education SEBU:

- In-person with some online options
- Unity Environmental University properties
- Primarily commuter-based program with limited housing options
- Audience: students seeking flexible, career-oriented education with some college and no degree
- Product: Baccalaureate degrees

The Technical Institute for Environmental Professions SEBU:

- Synchronous Online and In-person
- New Gloucester, Maine
- Audience: non-traditional, adult students seeking associate degrees
- Product: Associate degrees

Sustainable Ventures SEBU:

- Sky Lodge: 150-acre campus in Moose River, Maine focused on influencing new audiences through the creation of a year-round destination for those who travel with purpose
- McKay Farm & Research Station: One acre field and five greenhouses in Thorndike, Maine aimed at establishing the next generation of agriculture
- Product: Retail goods and services

Benefits of 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



Increased complexity



Need for increased level of consistency and standardization

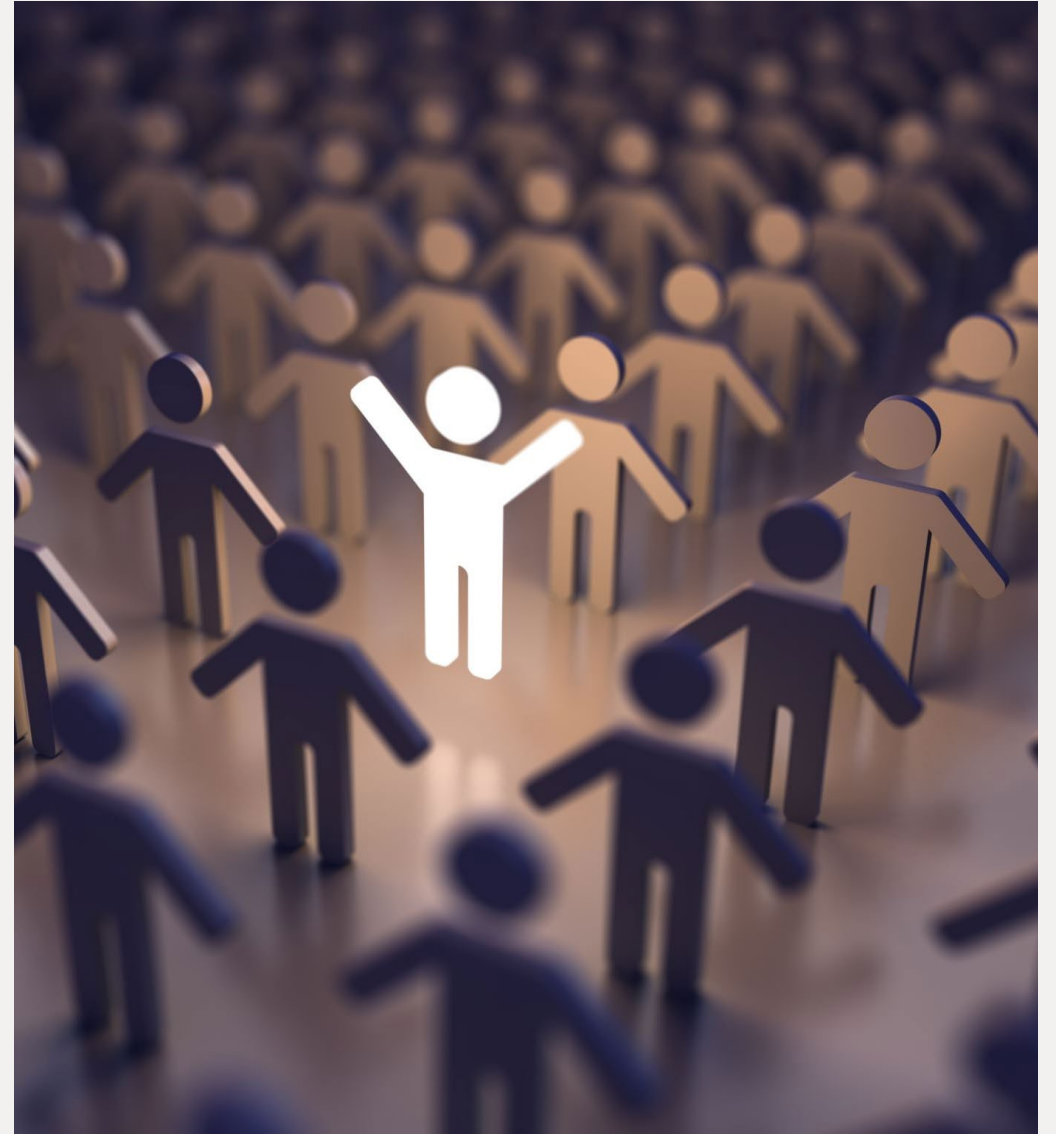


Counterintuitive to historical higher education decision-making



Need for increased clarity in role, scope, and authority (RSA)

Working at Unity Environmental University....



Unity Environmental University's Leadership Principles ...

Leadership in Abundance

**THINK OUTSIDE
AND INSIDE THE
BOX**

**BE DELIBERATE
AND DECISIVE**

THINK BIG
Imagine possibilities that
are distinct, financially
viable, and mission-driven

**CHECK IN EARLY
AND OFTEN**

**COMMUNICATE
MORE RATHER
THAN LESS**

**INCLUSIVITY IS
THE RULE**

TRANSPARENCY

TRUST
Trust each other to do the
work assigned

**BE
TRUSTWORTHY**

**FOCUS WITH
FLEXIBILITY**

**SHARE
FAILURES AND
SUCCESSSES**

**HAVE A SHORT
MEMORY AND A
LONG MEMORY**

What it Means to Work Within Leadership in Abundance...

**Collaborate across
Functional Areas**



**Communicate across
Functional Areas,
SEBUs and project
teams, a culture of
collaboration, and
flexibility**



**How we work
together is what
makes a complex
structure work – not
the structure itself**

<https://unity.edu/about/leadership/office-of-the-president/leadership-in-abundance/>

The Enterprise Role, Scope, and Authority (RSA) Guide

Heads of Functional Areas

Centralized Units

Functional Area Planning

Operational Efficiency

Heads of Functional Areas in Consultation with Heads of SEBUs

Budget

Professional Development

Staff Dedicated to SEBU

Heads of SEBUs

Decentralized Units

SEBU Events

SEBU Strategies

Employees & The Enterprise Model Employee Guide

Enterprise	SEBU	Enterprise dedicated to SEBU
Unity Environmental University Handbook		
Enterprise Handbook	SEBU Employee Handbook(s) SEBU Faculty Handbook(s)	SEBU Employee Handbook(s)
Enterprise Holidays	SEBU Holidays	SEBU Holidays
Evaluated by Functional Area supervisor	Evaluated by SEBU supervisor	Evaluated by Functional Area supervisor with input from SEBU

Employee Designations

**Enterprise
Position Identifier:**

E

**Enterprise
Dedicated to
a SEBU
Position Identifier:**

EdXX

**SEBU
Position Identifier:**

DE, IE, TIEP or SV

Unity Environmental University's Budget Model....



Enterprise Model Budget Guide & Budget Philosophy

- The Unity Environmental University Budget mirrors the Enterprise Model
- It is built on five Budget Tiers:
 - Tier 0 – Revenue (includes SEBU and Development revenue)
 - Tier 1 – SEBU exclusive expenses
 - Tier 2 – SEBU expenses shared with Enterprise (at least 70% of cost is exclusive to a SEBU)
 - Tier 3 – Enterprise exclusive expenses
 - Tier 4 – Strategic Investments; CapEx and Balance Sheet items
- The Unity Environmental University Budget requires that revenue assumptions from the SEBUs and Development are in-place prior to expense budgets being created
- Each SEBU has its own Profit/Loss Statement
- Senior Staff makes recommendations on budget priorities and advises on the Unity Environmental University Budget

Projects and Policy at Unity Environmental University....



Projects, Project Teams and Task Groups



Employees from all Units – centralized and decentralized collaborate on projects and Task Groups. Team members take direction from the project manager or Chair of the Task Group to accomplish the project goals.

Task Groups



Standing University-Wide

Address multi-function centralized matters, e.g., Data Governance

Ensure consistent application of policy and process

Chaired by President, Chief Officer, or designee



Standing SEBU

Address decentralized matters specific to SEBU, e.g., Curriculum & Assessment

Chaired by the Head of the SEBU or designee



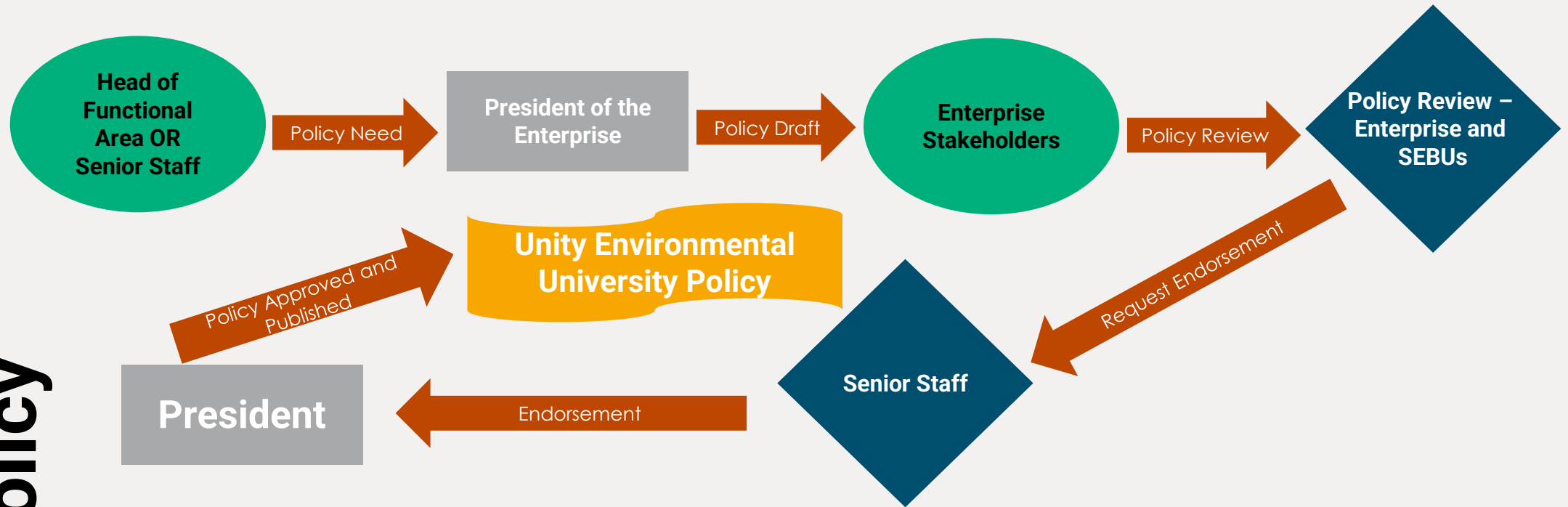
Ad Hoc University-Wide or SEBU

Address clearly defined challenge

Stated termination date

Lifecycle of a Unity Environmental University Policy

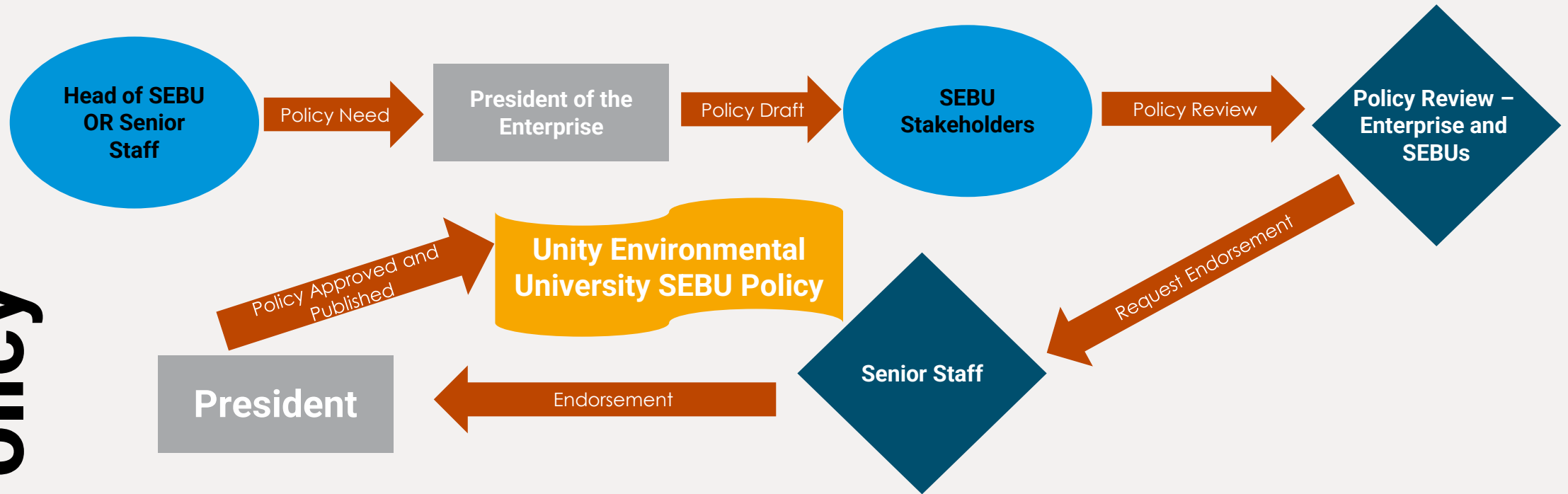
1. Head of Functional Area or Senior Staff determines need and notifies President of the Enterprise (PoE) / Chief Academic Officer
2. Gather input from Enterprise stakeholders
3. Submit for review to all Enterprise/SEBU policy review bodies and PoE
4. Submit for endorsement by Senior Staff
5. Upon endorsement by Senior Staff the President approves and the policy is published in Policy Tech



Lifecycle of a SEBU

Policy

1. Head of SEBU or Senior Staff determines need and notifies President of the Enterprise(PoE) / Chief Academic Officer
2. Gather input from SEBU stakeholders
3. Submit for review to all SEBU policy review bodies and PoE
4. Submit for endorsement by Senior Staff
5. Upon endorsement by Senior Staff the President approves and the policy is published in Policy Tech



Questions?

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to the President*

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