



UNITY
ENVIRONMENTAL
UNIVERSITY

STRATEGIC PLAN

AN AUDIENCE-FIRST
APPROACH TO RESILIENT,
SUSTAINABLE EDUCATION

Strategic Plan Goal Statements

An Audience-First Approach to Resilient, Sustainable Education

The three goals in Unity Environmental University's Strategic Plan outline an interrelated strategy to provide audiences with the products, programs, and services they need.



Goal One Audience

Serve audiences through engagement with Unity Environmental University and its mission to respond to clearly identified needs.

Objective areas include:
Learners | Clients | Consumers
Partners | Foundations
Investors/Donors



Goal Two Enterprise

Establish Unity Environmental University as an Enterprise approach organization that serves as a new exemplar for private higher education.

Objective areas include:
Research & Development | Innovation |
Financial Modeling & Budgeting |
Strategy & Planning | Infrastructure
Policy & Documentation | Personnel
Organizational Leadership &
Management | Evaluation &
Assessment



Goal Three Storytelling

Share the story of Unity Environmental University through powerful storytelling and inspiring thought-leadership.

Objective areas include:
Branding | Storytelling | Marketing |
Internal & External Communication |
Thought-Leadership | Communication
Channels

Creating a Model for Private Higher Education Institutions

As the very value, purpose, and viability of institutions of higher education are being challenged, Unity Environmental University must help struggling colleges and universities evolve as an industry in order to itself flourish and lead as America's Environmental University.

In the mid-2010s Unity thoroughly researched the opposing forces of learner needs, university objectives, and the marketplace through a donor-funded project known as The Deep Dive. What we discovered was that while our mission and our curriculum resonated with our prospective learners, our traditional, two-semester, residential model was presenting an unsurmountable accessibility barrier to a vast majority of potential learners. Modern learners were, and are, looking for affordable, accessible and flexible education that fits into their life and advances their career goals.

As a result of that research, we identified and built the Enterprise Model as our disruptive approach. The Enterprise Model combines the innovation potential of a functional hierarchy and the collaboration between disciplines of a project-based structure. Core Functions such as academic administration, information technology, human resources, financial, physical assets and other services are coordinated and standardized across the University to optimize resources and demonstrate common standards of sustainability leadership.

Functional Areas coordinate resources and integrate key processes that cut across business units and geography, these are known as The Enterprise. This support structure allows our decentralized independent subsidiaries known as Sustainable Education Business Units (SEBUs) to develop programs, services, and/or products that are tailored to audience-specific needs without affecting the entire organization.

As we look to the future, Unity Environmental University is thinking not just about its own viability but that of the collective higher education ecosystem. We know that a new, scalable approach to higher education is necessary for us to remain relevant and it is vital if we are going to flourish as an institution, but it is more than that. We are setting the standard for what a twenty-first century university can be in terms of teaching and learning, fiscal sustainability, place and modality, and service to new audiences.



Mission Achievement. The Unity Environmental University Strategic Plan is designed with mission fulfillment at its very heart. Goals are directly and explicitly tied to fully maintaining the status of America's Environmental University. Service to students and other audiences is prioritized while fulfilling the environmental and educational mission. Everything else is secondary by design.

An Iterative Approach. The Unity Environmental University Strategic Plan uses an iterative approach to strategic plan development and management. The overarching framework is designed for the University to grow over the next several years but avoids establishing particular initiatives as high-level priorities. Instead, annual priorities are established for each SEBU and Functional Area within the University.

Innovation

Innovation at Unity Environmental University is a mission-driven, yet flexible mindset that rewards and supports intentional risk-taking.

Innovation means creating powerful new learning experiences and changing higher education to address the evolving needs of society and the sustainability of the environment.

It also means pursuing the Enterprise Education Model and building programs that meet the needs of our current and future audiences regardless of where they are.

We support innovation by:

- Providing financial backing and resources.
- Celebrating and respecting those pursuing ambitious new ideas.
- Celebrating the endeavor whether it is a success or failure.
- Ensuring all employees are contributors and supporters of innovation.
- Embrace it in the face of perceived or real consequences.
- Regularly examining initiatives and evaluating their future potential.



Potential New Audiences: What is the societal and individual need?



Program: What educational products are needed?



Modality: How and where is it delivered?



GOAL 1: SERVING TODAY'S AUDIENCES

Goal Statement:

Serve audiences through engagement with Unity Environmental University and its mission to respond to clearly identified needs.

The modern learner demands an education that is affordable, flexible, accessible, and relevant to the careers they wish to pursue. To engage with not just these learners, but a wider and more diverse audience, Unity Environmental University's subsidiaries must have the ability to create unique, audience focused programs that provide educational experiences while helping them achieve their goals.



GOAL 2: THE ENTERPRISE MODEL

Goal Statement:

Establish Unity Environmental University as an Enterprise approach organization that serves as a new exemplar for private higher education.

Unity Environmental University is continually building on its Enterprise Model by creating distinct revenue generating subsidiaries known as Sustainable Education Business Units (SEBUs). Each of our subsidiaries serve a unique audience and are supported by a suite centralized Functional Areas including Academics, Advancement, Business, Facilities, Human Resources, Information Technology, Marketing, Organizational Effectiveness and Student Success.

By using this core structure, Unity Environmental University can rapidly respond to the ever-changing landscape of higher education while remaining learner and audience focused.



GOAL 3: SHARING THE STORIES OF UNITY ENVIRONMENTAL UNIVERSITY

Goal Statement:

Share the story of Unity Environmental University through powerful storytelling and inspiring thought-leadership.

Sharing means more than telling. Sharing is an invitation. By sharing the Unity Environmental University story, we can re-define what it means to be a sustainable, audience-first institution of higher education.



The Approach

Iteration in Response to Opportunity

“Universities are not immune to the need for metamorphosis, but change must be sustainable, inclusive, born from within and above all else – relevant to society as a whole.”

Dr. Melik Peter Khoury, President/CEO Unity Environmental University.

As a national leader in environmental education and leader in social mobility, Unity Environmental University is always finding ways to more fully serve the nation and live up to the best of American tradition: the commitment of service to the whole world.

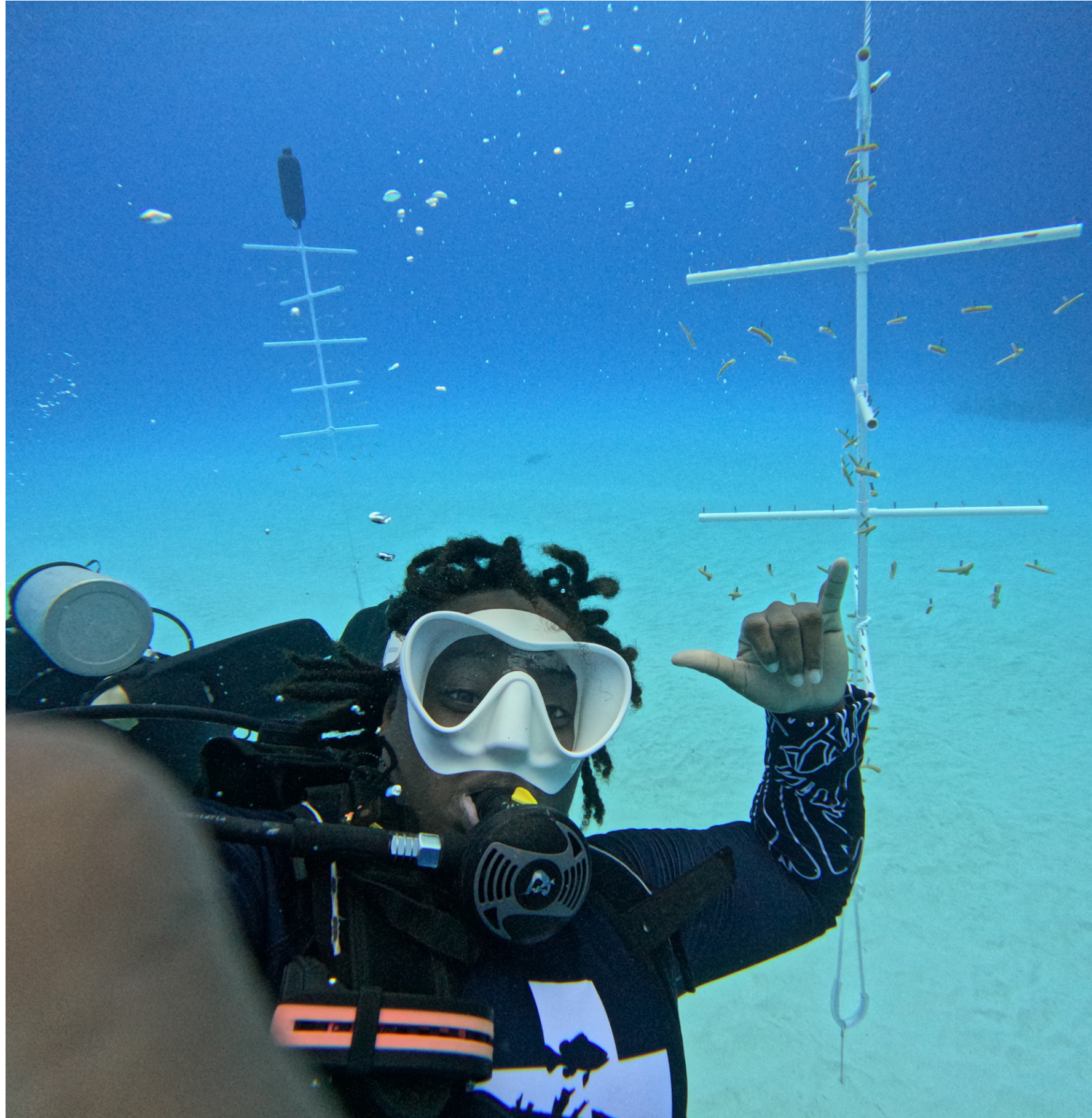
At Unity we understand that being an audience-centric institution goes beyond scheduling around the learners we have, providing service to the learners we have, and offering programs that better fit the learners who already come. To truly be an audience-centric institution we must challenge ourselves to engage with new audiences, explore new opportunities and build new partnerships, making the impossible possible.

Unity Environmental University must represent not just America, but the world.

“The future of higher education lies in embracing innovative partnerships that enable scale, independence and excellence. By breaking free from the constraints of the traditional endowment model and forging new collaborations with external partners, we can create a more inclusive, accessible and relevant education system that benefits students, employers and society. Together we can build a brighter future for higher education – one built to last.”

Dr. Melik Peter Khoury, President/CEO Unity Environmental University





Responsive by Design

The planning-doing cycle created in the Unity Environmental University Strategic Plan is more efficient and responsive to the larger industry, environment, and market context by its design. Prioritization and decision-making are facilitated through the use of several guidelines and tools.

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One of the failures of traditional strategic planning in the current environment is that plans project several years out, yet trends emerge, opportunities arise, and disruption occurs in real time. Unity Environmental University's Strategic Plan is designed as a framework that will allow for change, and not just in minor adjustments to new initiatives.

Tools for Planning and Implementation

Clarity of purpose, institutional integrity, and strategic action occur more naturally when organizational strategy comes before other considerations.

To that end, Unity Environmental University's Strategic Plan uses several planning, decision-making, and prioritization tools. These tools are designed to help facilitate singularity of purpose, efficiency of action, and ease of decision making.



1 Proposal Phase

Understanding Opportunities

The first step in the process, the Proposal Phase, requires a high level outline of the opportunities presented by a potential initiative. Proposals identify key elements of the opportunity, allowing senior leaders to quickly screen ideas for strategy alignment.

Current State

A very brief background of the current situation and factors that might help or hinder our efforts and enable us to set realistic goals.

Desired Future State

A brief overview of the initiative and its value to the University, what audience would be served and how. This section includes preliminary goals and measurable outcomes.

Internal Resources Needed

A list of internal and external (new and reallocated) resources necessary, including human, physical, fiscal, and technological for the initiative.

Known Risk Factors

A brief outline of risk factors for the initiative, including scale of the opportunity, potential partners, and legal considerations.

Action Items & Key Performance Indicators

A list of major actions that must be done to support the project goals listed with specific key performance indicators.

Tools for Planning and Implementation

2

The Strategy Screen Finding institutional fit

A responsive and iterative approach to strategic planning requires prior agreement on principles by which any new idea may be efficiently assessed.

A Strategy Screen is a set of criteria the University uses to choose whether or not a particular initiative is consistent with Unity Environmental University's identity and strategic direction.

Initiative Checklist

- Audience:** Does it serve a new audience or expand a current audience?
- Distinct:** Does it avoid internal conflict for the same audience?
- Financial Viability:** Is the institution in a financial position to undertake and sustain it?
- Mission:** Does it advance the mission of Unity Environmental University?
- Values:** Does it align with Unity Environmental University's core values?

3

The Decision-Making Paradigm Choosing between options

The decision-making paradigm is designed as an articulation of University priorities to be applied during the decision-making process.

When a choice must be made between competing alternatives, deference is given to elements of greater priority. Unity Environmental University prioritizes service to audience over all else. Programs and products are designed to meet needed outcomes.

Unity Environmental University is modality agnostic, meaning we will engage any approach to that meets the mission, serves the audience, and helps provide for the long-term sustainability of the institution.

AUDIENCE

What is the societal and individual need?

PROGRAM

What educational products are needed?

MODALITY

How and where is it delivered?

FUNCTION

What is needed to accomplish this?

UNIT

Where does this work reside?

4 Project Implementation Plan The idea into action

Action Plan

A detailed action plan is developed in consultation with implicated work units and individual positions. Details include requirements for achieving the goals, assigned roles, synergies and constraints, and timing. Action items must be time bound, measurable, assigned to individuals, and related to goals.

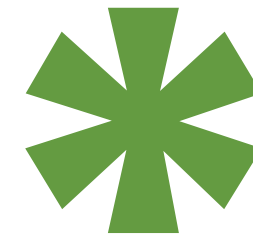
Document Development

Proposed additions or adjustments to all university documentation related to the project, including but not limited to policies, standard operating procedures, and job descriptions.

Internal and External Communication Plan

A communication plan includes all relevant audiences internal and external, purpose of communications, media opportunities, clearly identified messages, draft language, and timeline.

Implement, Monitor, and Report



Example International Education

Proposal

An internationally focused initiative is needed at Unity Environmental University – one that taps new markets and grows brand name recognition. Unity Environmental University should launch a new Sustainable Educational Business Unit (SEBU) charged with developing international centers for education leadership and research, increasing international enrollment in current programs, launching English as a second language (ESL) programs, and strengthening opportunities such as study abroad and international internships. By fostering a more international institution, this SEBU will attract and graduate generations of responsible citizens, environmental stewards, and visionary leaders from around the world. Simply put, this sustainable enterprise project prepares Unity for success globally.

Strategy Screen

Senior leaders apply the criteria of the Strategy Screen and determine that concept aligns with the University's mission and strategic direction.

Decision Paradigm

Having received two other proposals, the leadership team applies the decision-making paradigm to choose between competing alternatives. The international SEBU is "green-lit" for development because it reaches more new audiences and will more quickly diversify institutional revenue streams.

Project Implementation

A phase one implementation plan is launched with action areas including new policies for overseas travel; new paradigms for academic calendars, assessment, evaluation, and pedagogy; allocation of resources and staffing capacities; personnel handbooks; and budget development. Lead employees monitor measures of success including number of international students, number of overseas internships, matriculation of ESL students into Unity Environmental University degree programs; and status of partnership agreements for international immersive courses for faculty and students.



Vision

A multifaceted organization recognized as the thought leader in global ecological, economic, and societal solutions.

Mission

We are dedicated to delivering quality education and experiences that produce outstanding environmentally competent professionals and inspire individuals from all walks of life to steward sustainable ecosystems.

Core Values

In pursuing Unity Environmental University's vision and mission, we are committed to following these eight core values:

Respect establishes trust. We honor the intrinsic value of self, others, and the world we share. Integrity aligns our actions and values. We act with purposeful reflection to uphold our vision and mission.

Social Responsibility calls us to act. We prepare leaders to address civic engagement in light of environmental concerns.

Community has no boundaries. We connect through inclusive engagement locally and globally.

Resiliency demonstrates flexibility. We develop the capacity of people, systems, and environments to anticipate and respond to change.

Cultural Competency recognizes differences as strength. We explore and value the strengths, talents, and perspectives of others in order to foster strong relationships.

Innovation keeps us relevant. We have the courage to question our assumptions, embrace creativity, and take calculated risks.

Accountability starts with us. Our actions demonstrate ownership of our work and responsibility for measurable outcomes.







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