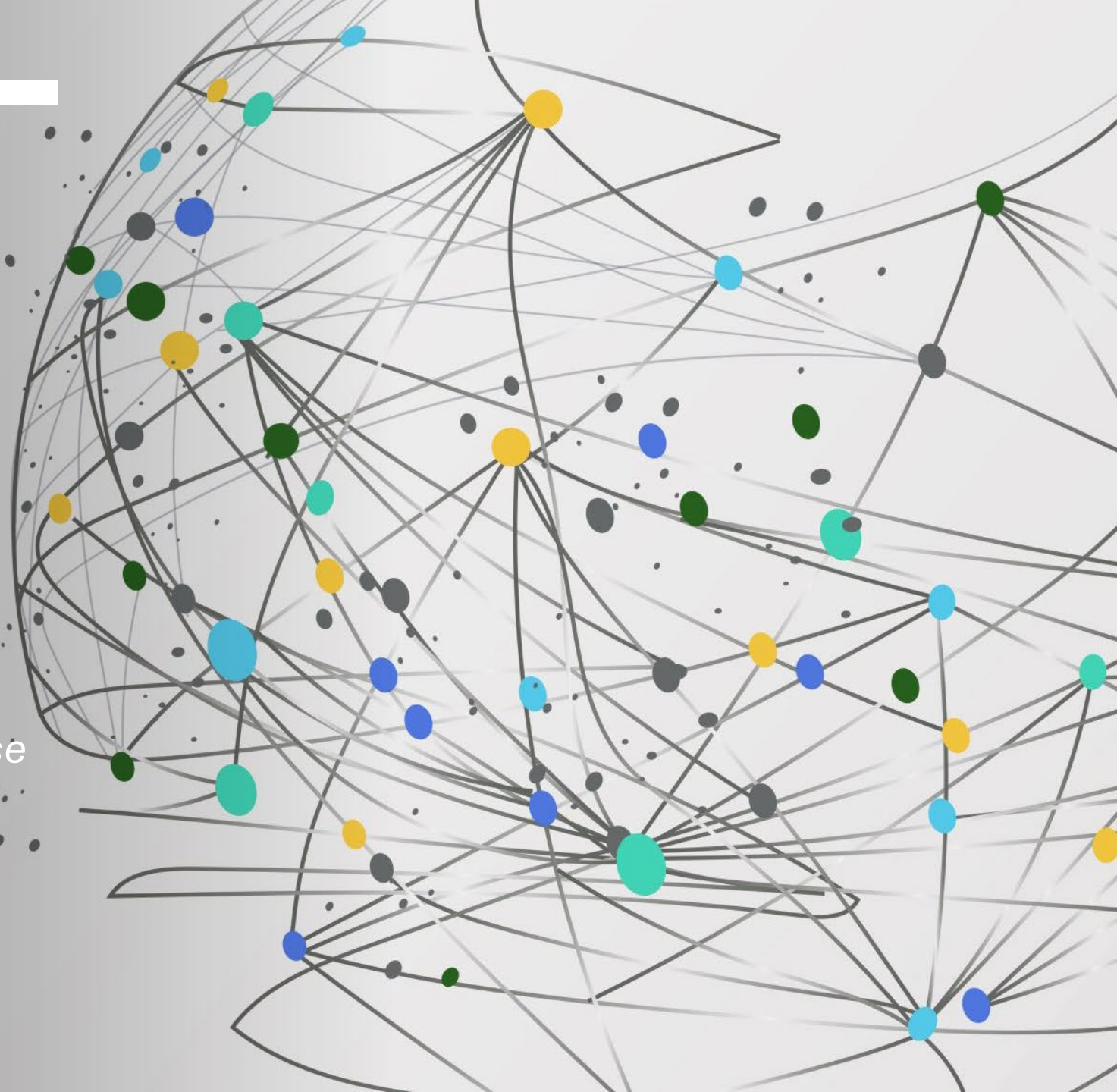


---

# Working Within The Enterprise Model at Unity Environmental University

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

*Updated: February 28, 2025*

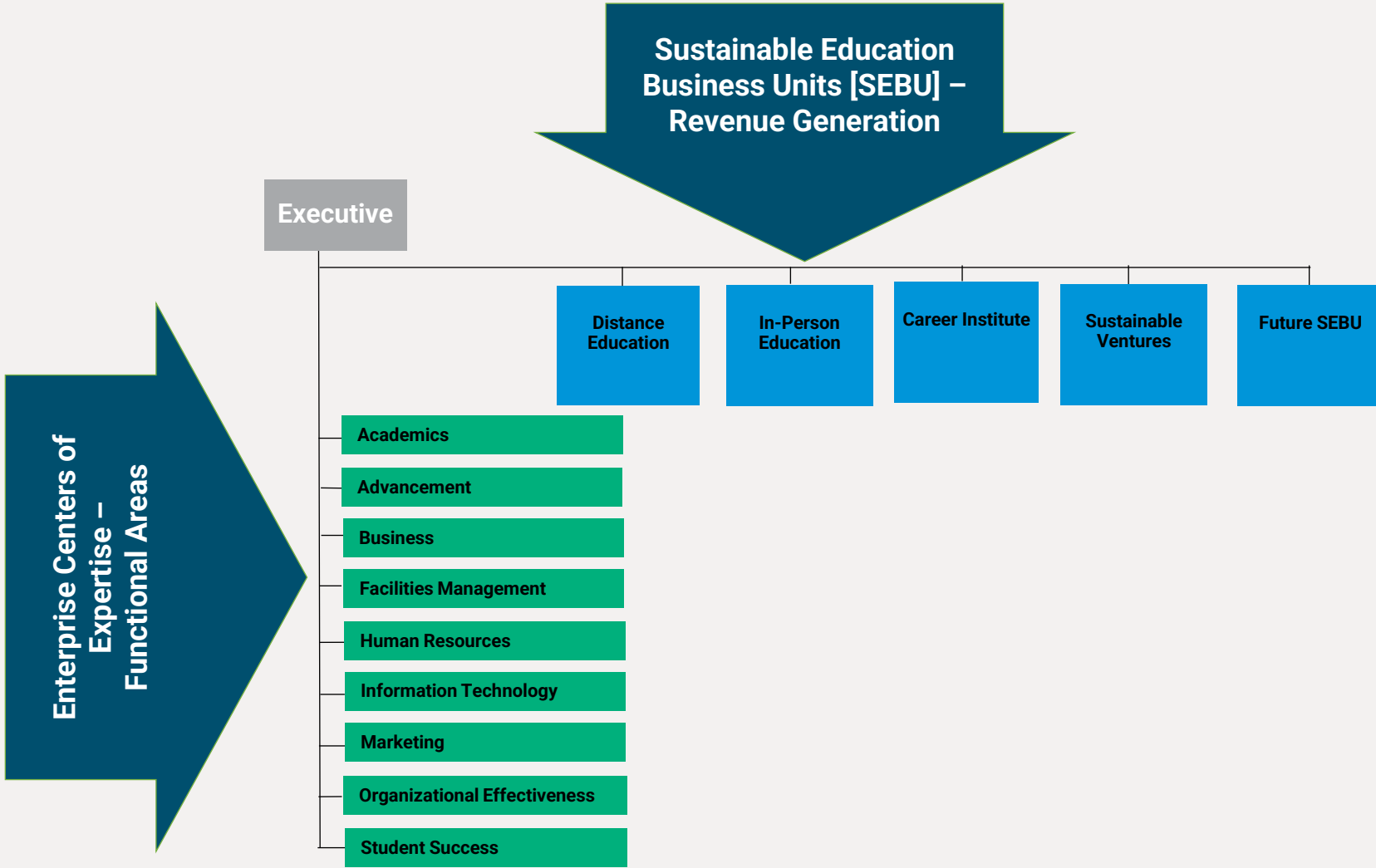


---

# The Unity Environmental University Structure....

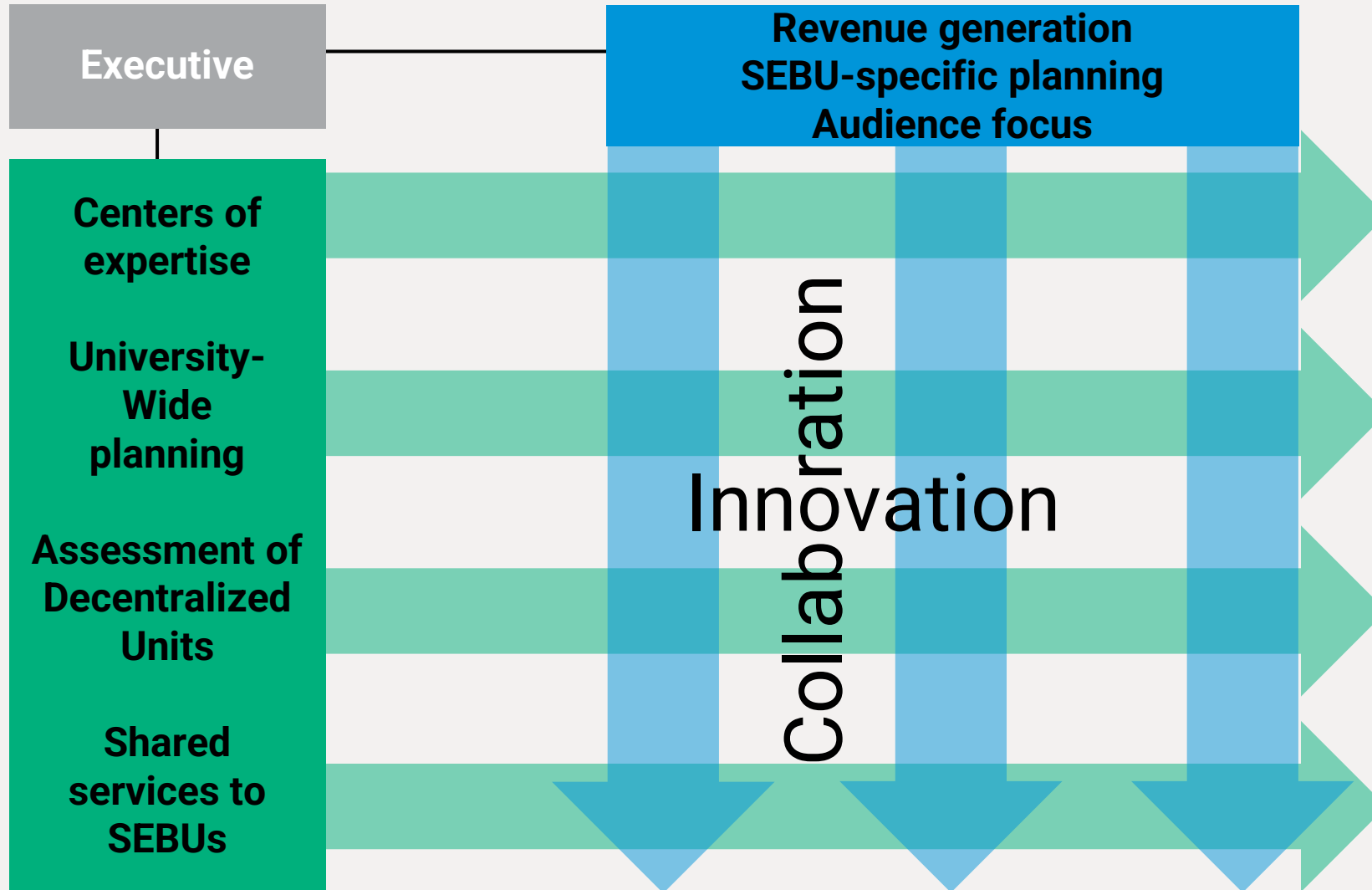


# Enterprise Model Structure



# 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 de-centralized 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



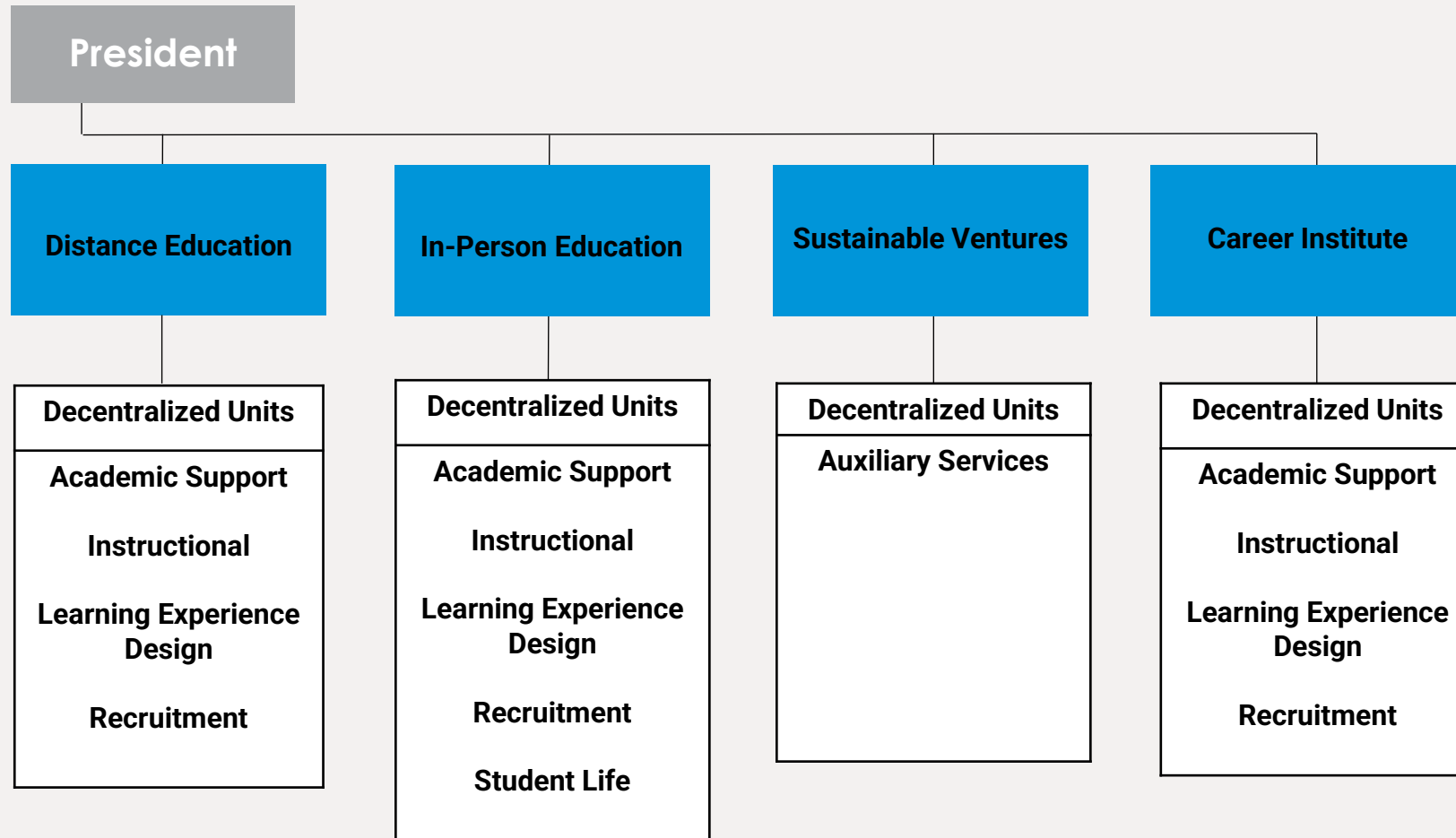
# Unity Environmental University Units

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              | 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

## **Career Institute:**

- Primarily online
- 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
- McKay Farm & Research Station: Thorndike, Maine
- Unity Environmental University Store: In-person in New Gloucester, Maine and online 24/7
- 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



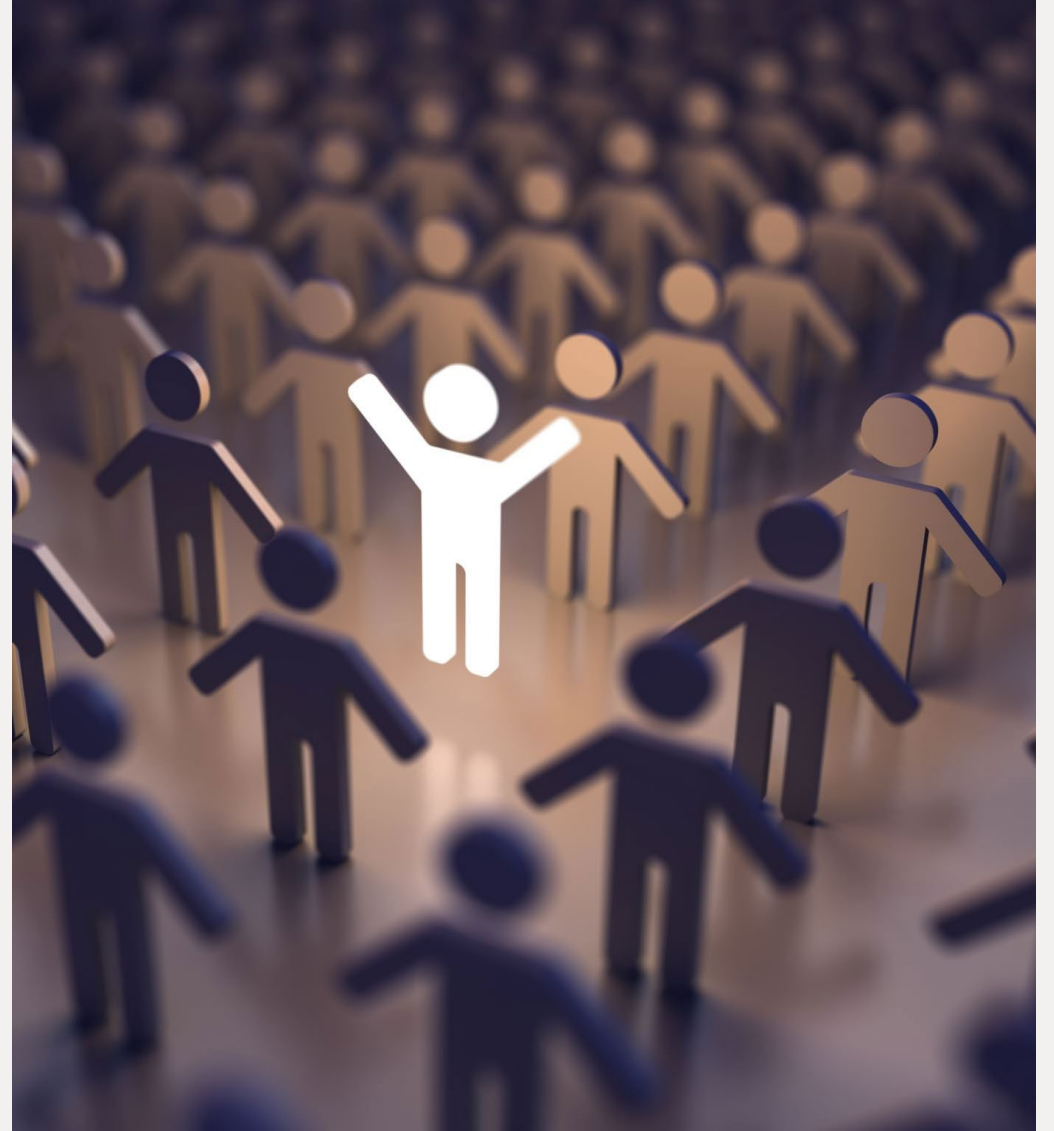
Counterintuitive to historical higher  
education decision-making



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  
SUCCESSES***

***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



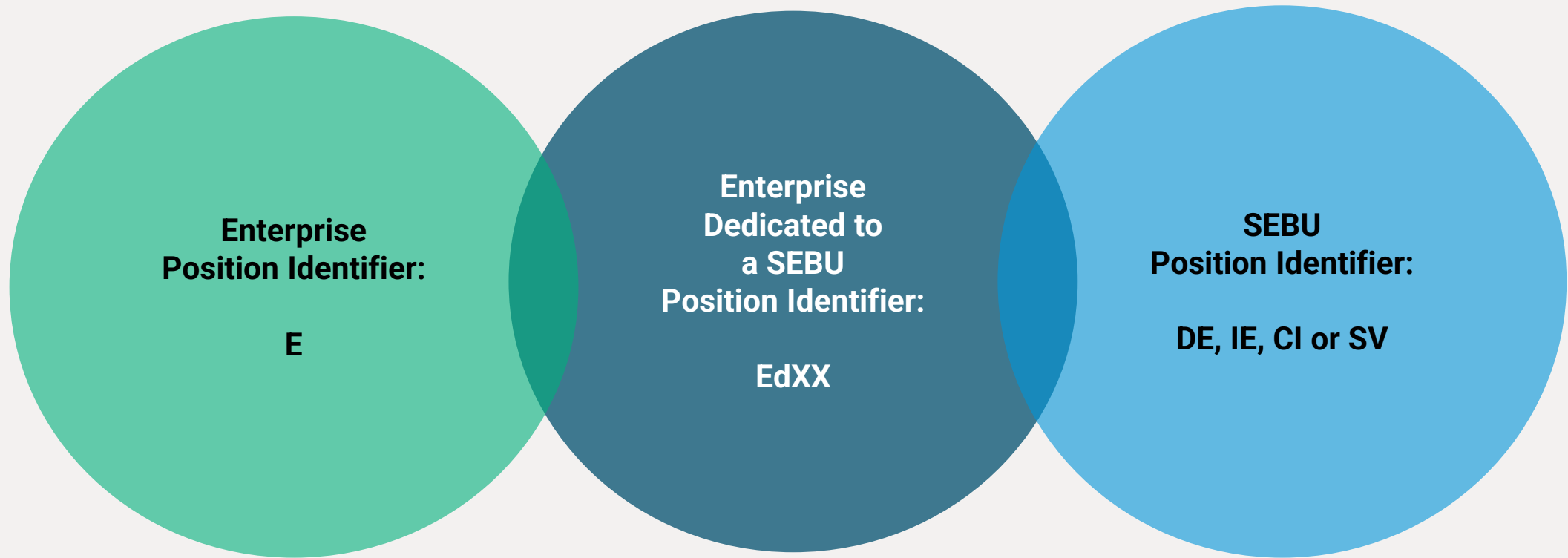


# Employees & The Enterprise Model Employee Guide

| Enterprise                              | SEBU  | Enterprise dedicated to SEBU                                 |
|---|---|--|
| Unity Environmental University Handbook |   |  |
| Enterprise Handbook                     | SEBU Employee Handbook(s)<br>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



---

# 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**

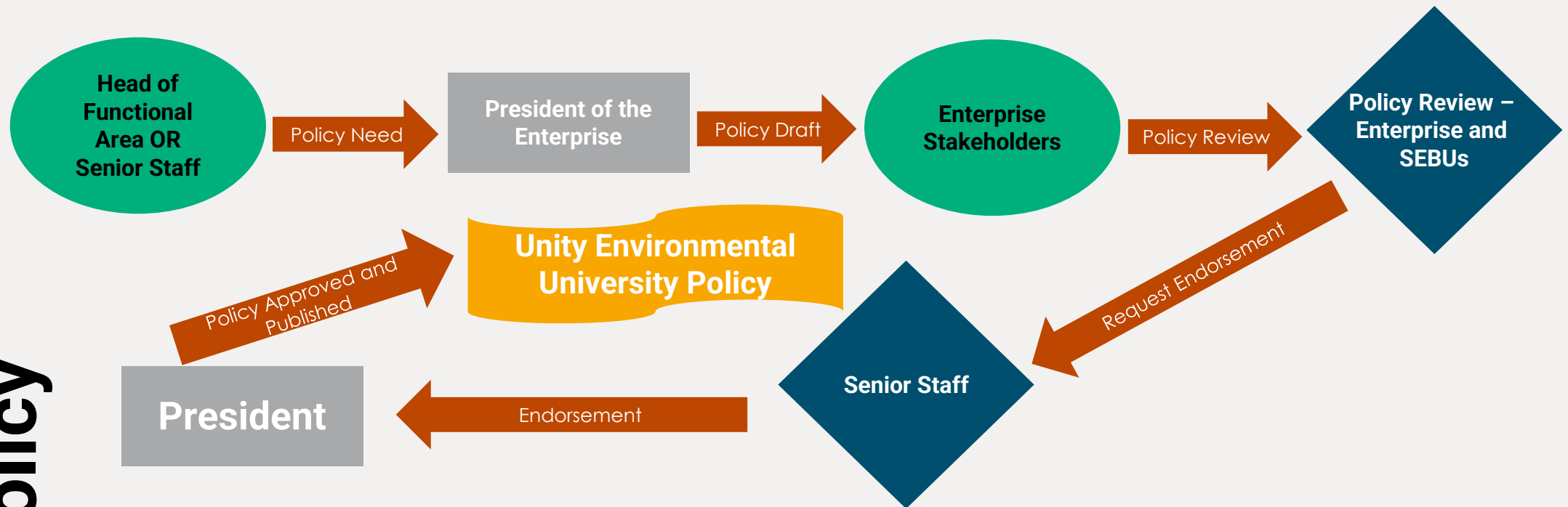
Address clearly defined challenge

Stated termination date



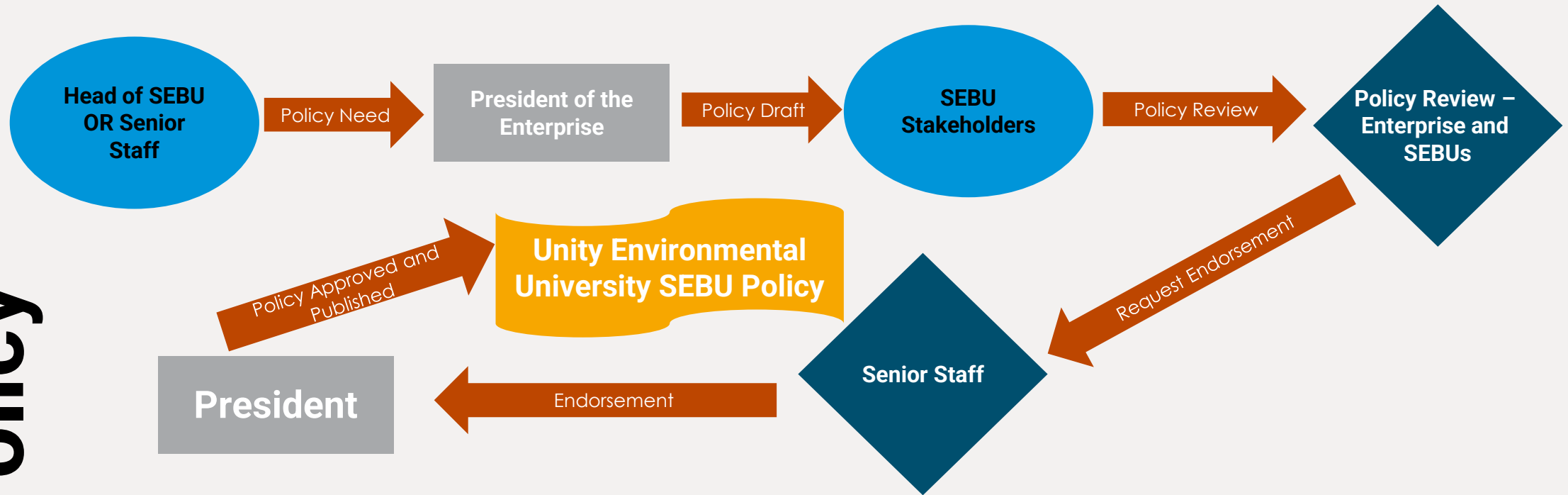
# Lifecycle of a Unity Environmental University Policy

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?

*Maren McGillicuddy, Special Assistant  
to the President*

[mmcgillicuddy@unity.edu](mailto:mmcgillicuddy@unity.edu)

