

UNITY COLLEGE 2025

Unity Works – October 2018



Sky Lottery

- Win 2 night, 3 day stay for up to four people at Unity College: Sky Lodge
- Check the list of eligible events and official rules.
- Attend 10 or more qualifying events and swipe your UCard to have one point added to the virtual hat for each event you attend.
- Winner will be announced at May Professional Development

<https://president.unity.edu/sky-lottery/>



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Agenda

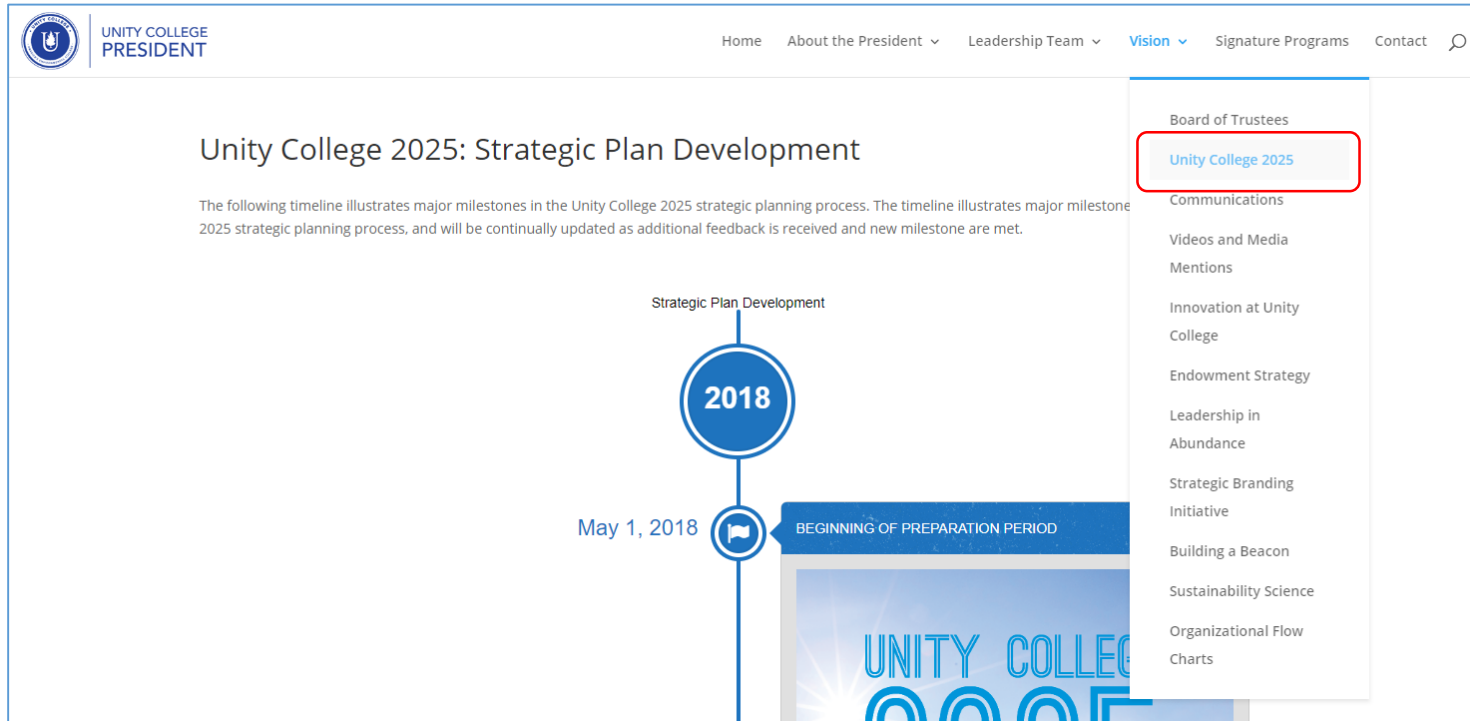
- Strategic Planning
Development Timeline
- Professional Development
Reflection
- Mission Discussion
- Next Steps
- Questions & Feedback



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STRATEGIC PLANNING DEVELOPMENT TIMELINE



The screenshot shows the Unity College President's website. The header includes the Unity College logo and navigation links: Home, About the President, Leadership Team, Vision, Signature Programs, and Contact. The main content area is titled "Unity College 2025: Strategic Plan Development" and includes a sub-header: "The following timeline illustrates major milestones in the Unity College 2025 strategic planning process. The timeline illustrates major milestones in the 2025 strategic planning process, and will be continually updated as additional feedback is received and new milestones are met."

The timeline is a vertical line with a blue circle at the top labeled "2018". Below it, a smaller blue circle is labeled "May 1, 2018". To the right of the "May 1, 2018" circle is a blue box with a white flag icon and the text "BEGINNING OF PREPARATION PERIOD". Below this box is a blue box with the text "UNITY COLLEGE 2025".

A dropdown menu is open on the right side of the page, showing a list of links: Board of Trustees, Unity College 2025 (highlighted with a red border), Communications, Videos and Media Mentions, Innovation at Unity College, Endowment Strategy, Leadership in Abundance, Strategic Branding Initiative, Building a Beacon, Sustainability Science, Organizational Flow Charts.

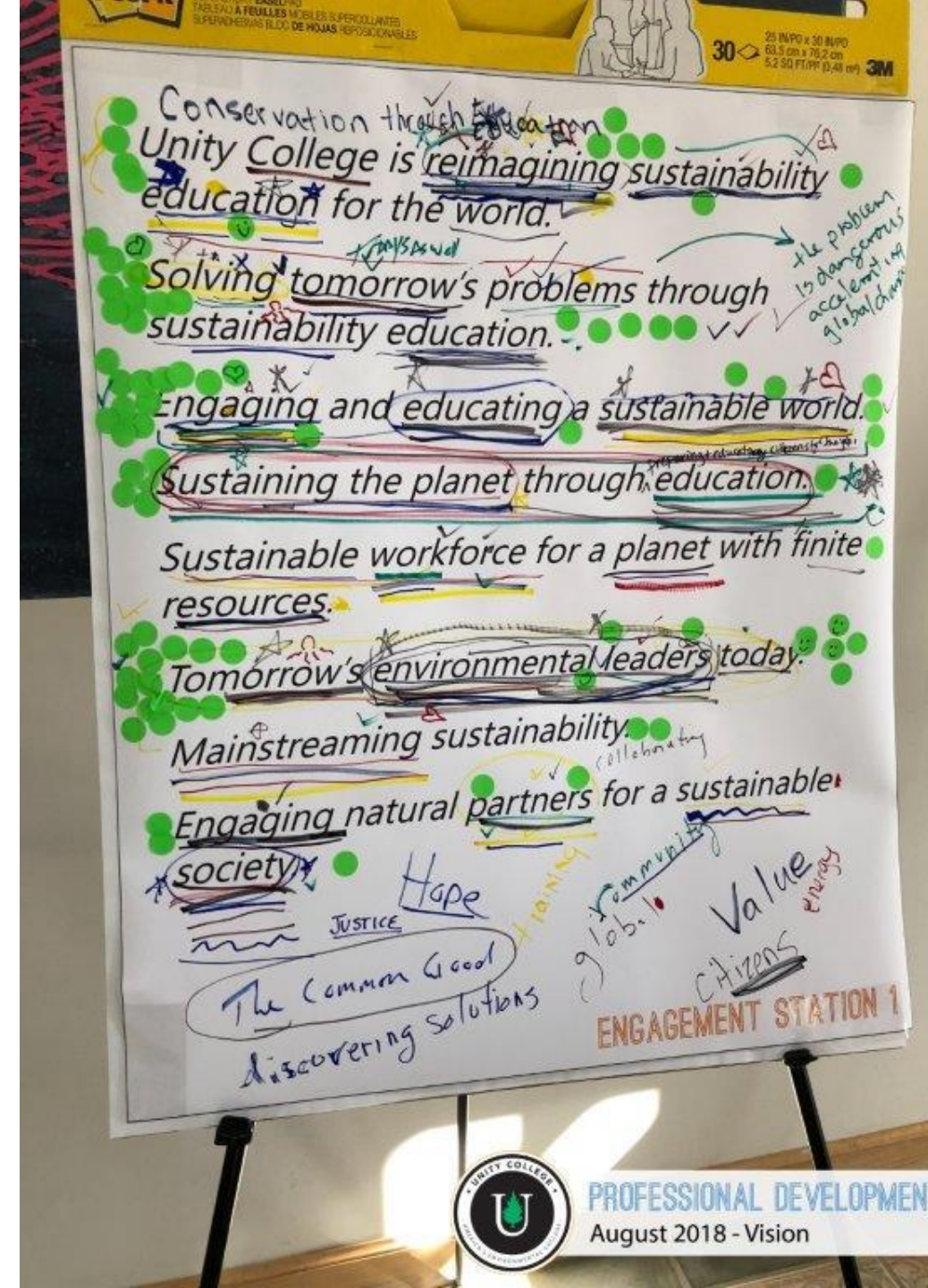
<https://president.unity.edu/vision/strategic-plan-development/>



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AUGUST 2018 PROFESSIONAL DEVELOPMENT

- Goals
- Engagement Stations Results
 - Vision
 - Strategy Screen
 - Values
 - Audiences
 - Q&A with Melik
- Decision-making Paradigm



GOAL ONE

Establish Unity College as an **ENTERPRISE APPROACH** organization that serves as a new exemplar for private higher education.

GOAL TWO

Serve **AUDIENCES** through engagement with Unity College and its mission in response to clearly identified needs.

GOAL THREE

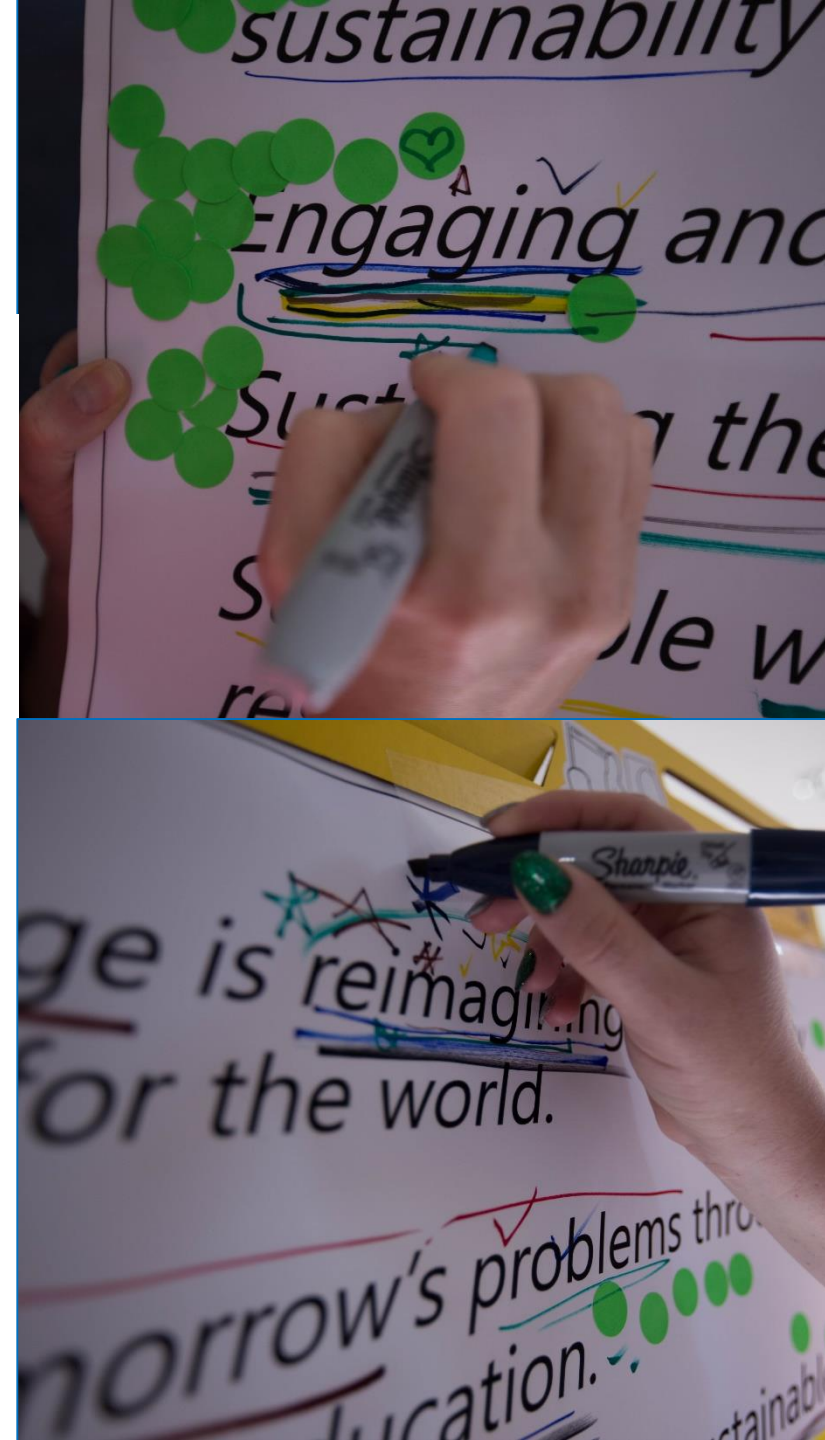
Share the story of Unity College through powerful **STORYTELLING** and inspiring thought-leadership.



ENGAGEMENT STATION 1: VISION

- The top three favored vision themes were:
 - "Engaging and educating a sustainable world"
 - "Tomorrow's environmental leaders today"
 - "Sustaining the planet through education"

Next step: Vision Survey



ENGAGEMENT STATION 2: STRATEGY SCREEN CRITERIA

Unity College will undertake new initiatives that...

- ☐ Provide access to a new audience with the potential for significant growth over time, or provide for significant expansion of a current audience.
- ☐ Align with the Unity College mission.
- ☐ Have a realistic financial model that A) accounts for startup funding from existing assets, B) will break even within a time period commensurate with investment, and C) that promises significant return on investment.
- ☐ Support the current partnership priorities **as assessed by the President and Senior Staff. Partnership priorities could include types of partnerships or particular partners A) to pursue, B) to avoid, or C) to protect.**

Next step: BOT Strategy Committee Review

What is a Strategy Screen?

A Strategy Screen is a set of criteria that senior staff and the President use to choose whether or not a new initiative is consistent with college identity, strategic direction, and available funding.



ENGAGEMENT STATION 3: VALUES

- Popular phrases:
 - To educate you, as a student, to start where you are, respond to your needs, and play to your strengths.
 - To lead the community of knowledge creators through research, creativity, and scholarship.
 - To transform higher education into a nimble industry, responsive to your needs.
 - To grow with you, as a learner, to develop resilient, committed, and grounded communities.
- Popular words included:
 - Resilient
 - Diverse
 - Inclusive



ENGAGEMENT STATION 3: VALUES

- Unity College will fulfill its environmental and sustainability mission by engaging its audiences through these core values:
 - Respect & Integrity
 - Social Responsibility & Community
 - Resiliency & Cultural Competency
 - Innovation & Accountability

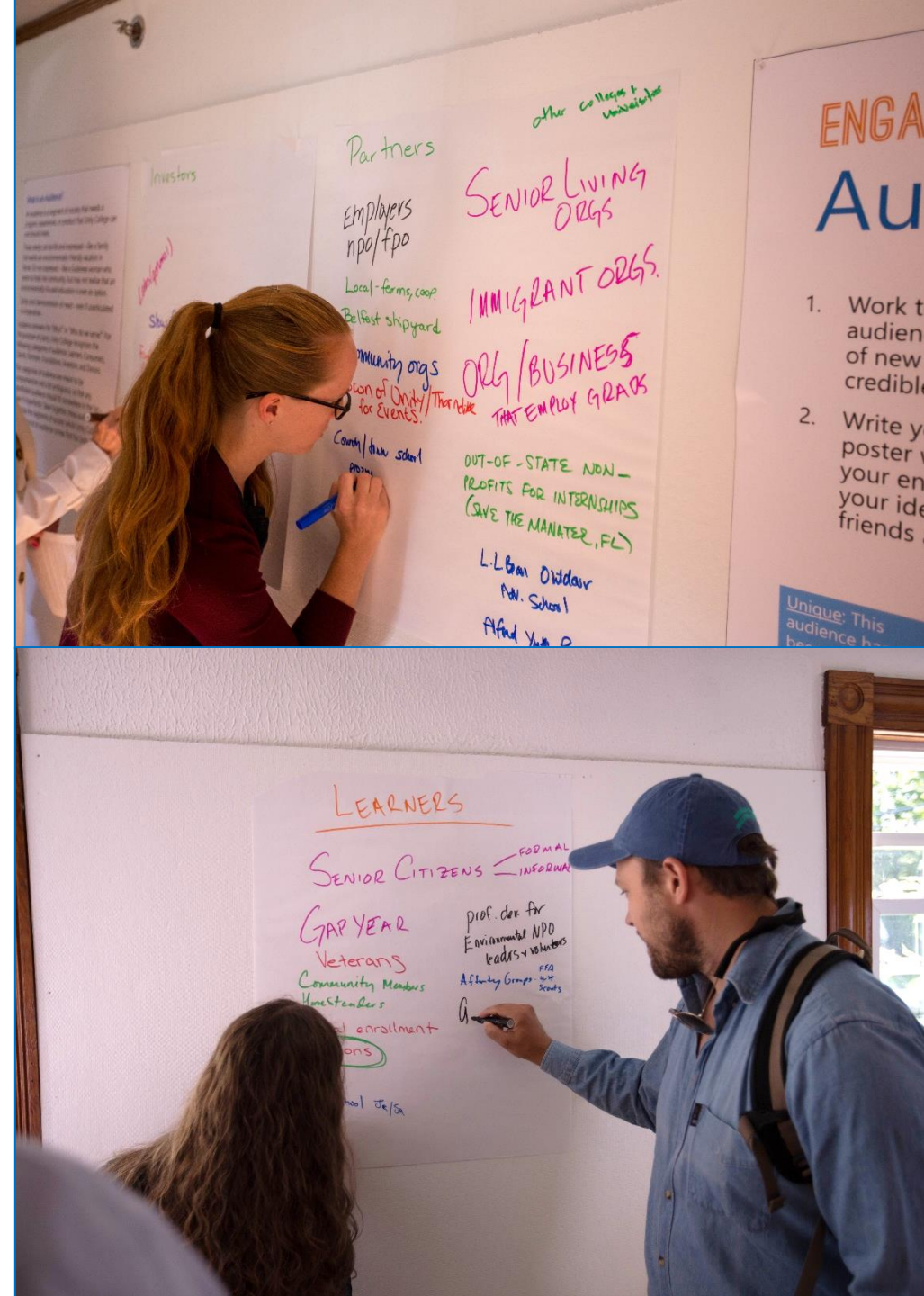
Language for each will be developed after we collect feedback.

Next step: Values Survey



ENGAGEMENT STATION 4: AUDIENCES

- Results:
 - Overwhelmingly positive number of ideas generated
 - Common themes include nonprofit organizations whose missions align with ours, large foundations, organizations/companies seeking professional certification, and audiences that are not environmentally-savvy
 - Gap exists between identified audiences and strategic initiatives to support those audiences – *how do we identify the right audiences?*
- **Next step: Develop Implementation Plan**
Proposal guidelines for:
 - Institutional Market Research
 - Audience Need and Program Preference
 - Appropriate Modality
 - Competitive Landscape



ENGAGEMENT STATION 5: Q&A WITH MELIK

- Common discussion themes:
 - How is the strategic planning process being communicated?
 - Why audience-first?
 - Why is revenue a factor?
 - How do current offerings, not in the strategic plan, get funding?

Strategic Plan Development

2018

July 13, 2018

Adoption Of Internal Communication Plan

Senior Staff adopts Internal Communication Plan for Unity College 2025
Click here to download: [Unity 2025 Strategic Plan Internal Communication Plan](#)

Unity 2025 Strategic Plan Internal Communication Plan Proposal
V.2 - Submitted to Senior Staff—July 11, 2018; Amended by Friendly Amendment and Adopted, July 16; Prepared by C&S Zavadsky

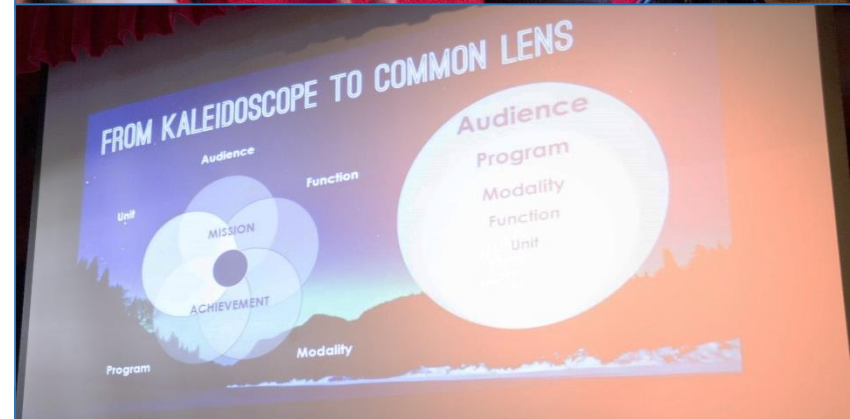
DRAFT MOTION: Senior Staff endorses the Unity 2025 Strategic Plan Internal Communication Plan proposal including the attached Internal Communication Schedule as an outline of possible meeting, media product, and some communication interventions.

BACKGROUND: Key to the success of Building a Beacon was its transparent and inclusive development and communication plan. College-wide feedback sessions, careful documentation of progress and process, and a precise and clearly communicated calendar of strategic plan process provided a strong foundation for ongoing success. As Unity College prepares for a new strategic planning process, a clear and thorough internal communication schedule is necessary. The following internal communication plan should be distinguished from any strategic plan development plan itself. This plan pertains only to communication opportunities and interventions.

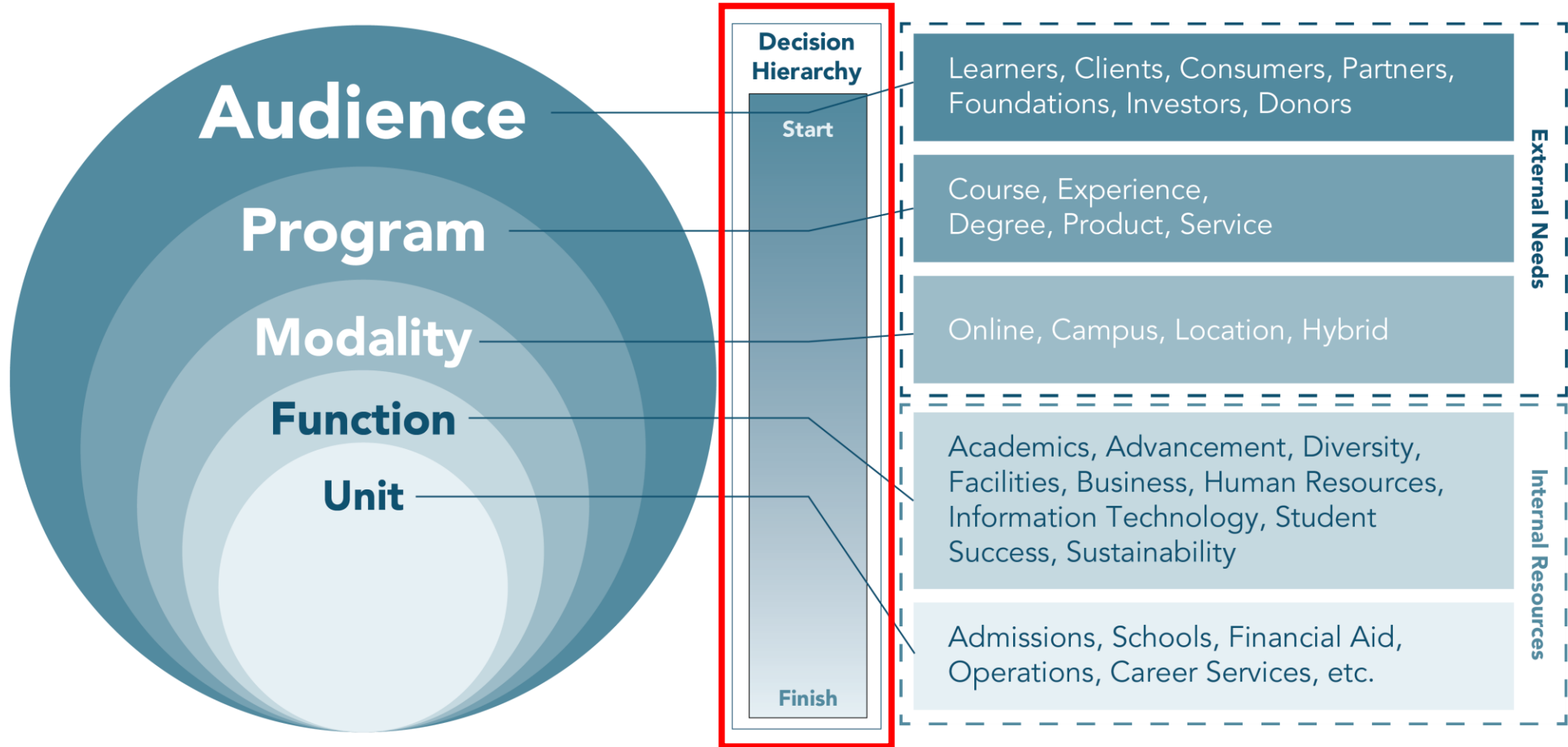
COMMUNICATION PLAN: In order to provide clear and ongoing communication regarding progress toward a new strategic plan, Unity College will:

1. Adopt and maintain an internal communication schedule. Dates and schedule are approximations and subject to change.
2. Create and maintain an online platform for the process and products associated with the strategic planning process that can be maintained throughout the strategic plan development and implementation repository for ongoing progress, process, and product documentation, publication, and archiving.
3. Create precise and ongoing documentation of the strategic plan development process through summaries, reports, video, and other records of process and results.

RESPONSIBILITIES: It is the responsibility of the Unity College President to work with the Board of Trustees to develop and establish any strategic plan for Unity College. The president may solicit Senior Staff for feedback and provide opportunities for Senior Staff to endorse any element of the strategic planning process. The president will assign management responsibilities for all elements of the internal communication schedule, online platform, and documentation of the strategic plan development process.



DECISION-MAKING PARADIGM



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."

Does our current mission, as written, still appropriately reflect the future of Unity College as America's Environmental College?

Next step: Mission Survey



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Next Steps:

- Collect feedback through survey on Mission, Vision, and Values by Friday at Noon. (see email)
- New versions (v4) of *Unity College 2025: Strategic Plan* and *Unity College 2025: Tools for Planning and Implementation* will be distributed
- Next meeting:
 - Collect feedback on draft initiatives for Goals 1-3
 - Collect feedback on Draft Initiative Implementation Plan



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