TOP 10 INSIGHTS + SUPPORT
THE INSIGHTS

1. Resiliency and grit are characteristics of today’s most successful organizations.

2. The process of knowledge creation and transfer has shifted from closed and top-down to open and dynamic.

3. Our cultural definition of ‘student’ is evolving to encompass and encourage a marketplace of lifelong learning.

4. The value gap between the current model of education and the expectations of students and employers is widening.

5. An institution’s values are reflected in the way it recruits, evaluates and rewards its people.

6. Top colleges and universities are diversifying their portfolio of offerings and the customers they serve to grow and create new revenue streams.

7. The hard sciences need to be balanced with social sciences in order to be relevant and create transferable skills.

8. The sustainability movement lacks the hope and optimism needed to create positive momentum.

9. The next generation of learners are purpose-driven and view making an impact as a way of life.

10. Physical space is an important and undervalued asset in the experience economy.
Resiliency and grit are characteristics of today's most successful organizations.

The political, social and economic landscapes of today's world are changing faster than ever. With individuals and organizations alike facing unprecedented levels of change, the ability to adapt quickly and persevere through new types of hardships has become invaluable and necessary to attain success. While the sustainability crisis is only one driver behind this new baseline of change, it begets a high-stakes situation where the survival of our species and planet will rely on the resiliency and grit of the people and organizations fighting to protect it.

It is only by adopting the values of persistence and flexibility that Unity will be able to achieve success in today's fast paced environment. While its small size makes the school more capable of embracing such principles, success can only be attained if Unity truly embodies being nimble on all levels, from the way their administration operates to the lessons they instill in their students.
“Threats and stresses to our 21st century world come in all shapes and sizes, just as they have since the beginning of human existence. But what distinguishes today’s threats from those of the past is the escalating rate at which they are occurring, without mind for geography or respect for man-made borders.”

Rebound: Building a More Resilient World, Rockefeller Foundation

9/10 MILLENNIALS SAY THEY WILL NEED TO CONTINUALLY DEVELOP NEW SKILLS TO ADVANCE THEIR CAREERS

SOME PREDICT THAT IN 10 YEARS, 40% OF TODAY’S FORTUNE 500 COMPANIES WILL NO LONGER EXIST

SINCE 2003, A NEW COMPANY HAS REACHED A $1-BILLION VALUATION EVERY THREE MONTHS + THE TIME IT TAKES TO REACH THAT VALUATION HAS SHRUNK CONSIDERABLY

“It’s the hard days that determine who you are. You will be defined not just by what you achieve, but how you survive. You are not born with a fixed amount of resilience. It’s a muscle. You can build it up and then draw on it when you need it. In that process, you figure out who you really are. And you just might become the very best version of yourself.”

- Sheryl Sandberg, Chief Operating Officer of Facebook + Founder of Leanin.org

ONLY 14% OF 1955 FORTUNE 500 COMPANIES STILL EXIST TODAY

Sources:
http://www.forbes.com/sites/2014/06/02/to-keep-their-best-millennials-companies-need-a-social-purpose/
Herman Miller shifts its strategy to meet new needs

How can Unity create a ‘tinkering’ environment?

What would Unity’s version of ‘boot camp’ for students look like?

Three questions to spark business strategies for Unity College:

How can Unity create a ‘tinkering’ environment?

How can Unity reimagine its “customer service” model to remain relevant?

A PLAYGROUND FOR TINKERING

From Minecraft, users learn to ‘make it work’

The ‘sandbox’ online video game Minecraft has become a global phenomenon played by more than 100 million children and adults. What makes Minecraft unique is that it’s not a typical ‘game’—it encourages “kids to get under the hood, break things, fix them...It invites them to tinker.” It’s a creative destination where kids (and adults) are constantly fixing and hacking elements of the game, learning to be resilient, both practically and philosophically.

REPOSITIONING IN AN EVOLVING MARKET

Herman Miller shifts its strategy to meet new needs

While Herman Miller found a niche for itself in the office furniture space in the 60s, the company realized it needed to change its approach or risk collapse due to the volatile economy in the ‘00s, slow growth in the contract furniture industry, and changing demographics and living styles. Rather than close their doors, Herman Miller implemented a shift in strategy. They opted to become a lifestyle brand, overhauling their R&D, customer service, and redefining the role of furniture to stay relevant in a changing landscape.

BOOTCAMP FOR RESILIENCE

West Point designs experiences that create resilient leaders

When they arrive at West Point, first year cadets immediately begin a grueling six and half week basic training course, which has earned the nickname “Beast Barracks.” This rite of passage is the most physically and emotionally-demanding experience in a cadet’s 4 years at West Point and is designed to help civilians transition into soldiers and develop the self-discipline required to “do their duty, regardless of their circumstances.” This program, while nontraditional, has become a staple and hallmark of the West Point culture.

HOW WE KNOW: ANALOGS + CASES

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Three questions to spark business strategies for Unity College:

What would Unity’s version of ‘boot camp’ for students look like?

How can Unity create a ‘tinkering’ environment?

How can Unity reimagine its “customer service” model to remain relevant?
**Nimble size:** Unity’s small size sets the foundation for the school to be a ‘sailboat’—ideally able to adapt and pivot in an evolving market.

**Success is changing:** While organizations must express resiliency and grit to be successful, success itself has changed to encompass a triple bottom line.

**Students seek purpose:** Students must learn resiliency in order to not only seek out, but pursue, their desired goals and purpose.

**Impact can’t wait:** Viewing the college experience itself as a vehicle to create change, students must adapt quickly to address timely situations.

**Indispensable rigor:** The severity of the climate change and its related challenges requires a serious and disciplined approach, willing and able to adapt and persevere.

**Doers:** The sustainability movement needs leaders and members who will actually get things done. Getting tangible results often entails resiliency and adaptation.

**Sustainability Experts:** The need to arm students of all majors at all institutions with the proper understanding of sustainability challenges is becoming a universal truth, necessitating new standards for graduates to include not just the proper knowledge on issues, but also a resilient attitude.
The process of knowledge creation and transfer has shifted from closed and top-down to open and dynamic.

Higher education has been slow to relinquish its stringent labels and boundaries in favor of the new cultural norms around democratization. The conventional model of education—rooted in hierarchy and lecture-based teaching—is archaic. By practicing a one-sided teaching model and operating under the assumptions that knowledge is only transferred top-down, institutions of higher education are restricting the creation of valuable new knowledge. A shift towards an open and dynamic model that fosters two-way communication and knowledge transfer encourages all parties involved to learn with one another and increases the collective pool of knowledge.

By redefining the roles of both teachers and students, Unity can shift the education paradigm in higher ed, fostering innovation, knowledge creation and curiosity amongst the new and existing classes of sustainability leaders.
### UNDERGRADUATE STUDENTS IN CLASSES WITH TRADITIONAL STAND-AND-DELIVER LECTURES ARE 1.5X MORE LIKELY TO FAIL THAN STUDENTS IN CLASSES THAT USE ACTIVE LEARNING METHODS

### OF MILLENNIALS ARE CURRENTLY BENEFITING FROM HAVING SOMEBODY TO TURN TO FOR ADVICE, OR WHO HELPS DEVELOP THEIR LEADERSHIP SKILLS

### OF STUDENTS CITED THE ABILITY TO EXCHANGE INSTANT FEEDBACK WITH PROFESSORS AS SOMETHING THAT WOULD IMPROVE LEARNING

### 55% OF STUDENTS SAID DIGITAL LEARNING THAT PERSONALIZES THEIR EDUCATION EXPERIENCE WOULD BE USEFUL

### SINCE THE FIRST BLOCKBUSTER MOOCS DEBUTED IN 2011, THE CUMULATIVE NUMBER OF COURSES STARTED OR SCHEDULED HAS REACHED NEARLY 4,000

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**Now What / Unity Key Insights with Support / 8**

**Sources:**

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"Democratic education is where people listen to one another and where children are the source of learning for teachers. What I have experienced in my decades of teaching is that there is a way to help children learn and at the same time listen to them. Teachers do not feel diminished, and they construct with the children and respect them, which is something important to learn."

- Lella Gandini, U.S. Liaison for the Dissemination of the Reggio Emilia Approach

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Professor Christine Ortiz of MIT hopes to redefine higher ed

In its 7th installment, the Global Entrepreneurship Summit aims to showcase inspiring entrepreneurs and investors from around the world creating new opportunities for investment, partnership and collaboration.

The Summit connects American entrepreneurs and investors with international counterparts to form lasting relationships that can address some of the most intractable global challenges.

The summit includes a wide range of workshops, panels, ignite talks, pitch competitions, mentoring, and networking sessions aimed to give participants tailored opportunities to gain skill and relationships that will help their ventures grow.

Three questions to spark business strategies for Unity College:

How can Unity leverage online lectures (a knowledge data-base) to redefine the classroom experience?

How can Unity personalize education to motivate the dynamic creation of knowledge?

How can Unity provide and/or connect its students with the environment and tools needed to create new knowledge?
### Root Strengths

**Culture of openness:** Unity's emphasis on openness and acceptance positions them to create a new education paradigm reflective of these values.

**Alternative value set:** As a safe haven for those who see the world differently from the mainstream, Unity has the opportunity to not only practice alternative models internally, but become an (inter)national example of new education.

### Human Truths

**Success is changing:** As students’ metrics of success change, the methods in which they achieve it must as well.

**Leadership requires expanded perspectives:** Engaging and provoking teaching methods are needed in order to produce leaders capable of new knowledge creation.

### Category Shifts

**The value of partners:** Shifting conventional student-teacher dynamics towards a partnership experience can advance knowledge creation by both parties.

**External engagements:** Creating a more open teaching and learning relationship fosters innovation through ‘outside oxygen.’

**Interdisciplinary learning:** As boundaries between disciplines are breaking down, boundaries between teaching and learning roles must follow suit.

**The role of convening:** While bringing multiple parties to the table is key to creating change, it works best in an open environment.

### Market Needs

**Collaborators:** Sustainability challenges will require team-based collaboration, where conventional hierarchies may deter innovation and solutions.

**Truth seekers:** It will be increasingly important for people to question the status quo and refuse to take information at face value, necessitating the need for open channels of communication.

**Influencers:** In order to drive large-scale change, the sustainability movement needs leaders who are not only knowledgable of the sustainability sciences, but able to effectively communicate their knowledge to others.
Our cultural definition of ‘student’ is evolving to encompass and encourage a marketplace of lifelong learning.

The traditional model of education assumes that the majority of an individuals’ learning occurs between the ages of 18 and 22 years old. In reality, we are constantly learning throughout our lives and there is growing demand for opportunities to engage with formal and informal learning opportunities among people of all ages and backgrounds. An entire market has emerged to provide individuals with intellectual and personal enrichment and help professionals learn new skills that will advance or allow them to change their careers.

By rethinking our definition of student, Unity can broaden its audience base and tap into new sources of revenue, while expanding the impact and reach of our mission to ‘evangelize’ underserved populations.
The market and nonmarket value of growing the U.S. talent supply has been quantified at around $7 trillion.

The rise in enrollment of students 25 and older is projected to be nearly 2X that of younger students through 2020.

40% of all college students are older than 25.

73% of adults consider themselves lifelong learners.

63% of working adults are ‘professional learners’—they have taken a course in the past 12 months to improve their job skills.

Sources:
http://www.pewinternet.org/2016/03/22/lifelong-learning-and-technology/
http://www.huffingtonpost.com/dr-ricardo-azziz/a-looming-challenge-higher-education_b_4855108.html

“We get a degree after 4 years, but learning is a lifelong process. One of the outcomes of higher education ought to be a lifelong commitment to learning and curiosity.”
- Anonymous, Special Assistant to the President of Oberlin College on Sustainability and the Environment
Skillshare is the gold standard in enriched learning programs. Skillshare’s mission is to provide access to high-quality learning. They believe that everyone is creative, and that giving people tools to harness their creative power has the potential to change lives for the better. Not creativity defined as an artist but creativity defined as a mindset, as a mental toolkit, as a set of building blocks, as a way of solving problems, and as a means to live a more interesting life. By teaching the skills needed in tomorrow’s world, Skillshare empowers creators to pursue the work they love today.

Chef Chloe Coscarelli’s new restaurant, by Chloe, is a fast-casual spot on Bleecker Street that is quickly becoming a neighborhood favorite, already expanding from 1 to 6 stores. With veganized comfort food classics like macaroni and cheese and chocolate chip cookies, we’re impressed to see such drool-worthy vegan cuisine being made accessible to the masses. From their selection of cold-pressed juices to well-crafted burgers and hearty salads, the restaurant has gained admiration from even the most die-hard carnivores.

A rise in job capacity in the agriculture industry is not being met with enough skilled people ready to fill the expected surge in high-paying, productive careers. Farm Ops, an initiative from the Cornell Small Farms Program, is betting that military veterans are the answer. **They’re the first program of its kind in the country to give returning veterans the opportunity to learn agriculture** via their G.I. Bill benefits. “At stake is 1.7 million acres of New York farmland that has resources in abundance — the water and fertile soil to be the breadbasket of the Northeast and the country — but lacks the human capacity to optimize our advantages.” — Anu Rangarajan, Director of the Cornell Small Farm Program

**Moving Beyond the Traditional Classroom**
Skillshare is the gold standard in enriched learning programs.

**Opening the Door to New Student Populations**
Cornell’s ‘Farm Ops’ program turns veterans into a revenue stream.

**Growing Your Audience Boundaries**
by CHLOE redefines a niche food group for mass appeal

**Three questions to spark business strategies for Unity College:**

- **What is Unity’s version of “enriched programming”?**
- **What new student populations should Unity College connect with?**
- **How can Unity College redefine its category to grow its audience?**
### How We Know: Phase 1 Learnings

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<tr>
<th>Root Strengths</th>
<th>Human Truths</th>
<th>Category Shifts</th>
<th>Market Needs</th>
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<td><strong>Student-first mentality:</strong> Unity’s emphasis on supporting students positions the school to welcome “non-traditional” audiences.</td>
<td><strong>Students seek purpose:</strong> As people seek a purpose to rally their lives and careers behind, the need for self-discovery, education-based exploration, and enrichment will grow.</td>
<td><strong>The advantage of specialization:</strong> In today’s competitive market, professionals are looking for ways to differentiate and highlight their expertise. Unity can capitalize on the ‘micro credit’ trend by offering certificates and digital badges.</td>
<td><strong>Truth seekers:</strong> It will be increasingly important for people of all ages to learn to question the status quo and refuse to take information at face value.</td>
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<td><strong>Commitment to sustainability:</strong> To truly deliver on its mission, Unity should bring much needed diversity to the sustainability field via the students it educates.</td>
<td><strong>Colleges can shape morality:</strong> While ‘the college years’ are a formative period for many, there’s an opportunity for higher ed institutions to play this role at other stages in peoples’ lives.</td>
<td></td>
<td><strong>Sustainability experts:</strong> As the market for sustainability-related skills grows, there’s a huge need to educate and train the current generation of professionals, in addition to young people just entering the workforce.</td>
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The value gap between the current model of education and the expectations of students and employers is widening.

The rising cost of tuition has ignited a heated discussion over whether the benefits of a college degree justify the price. At the heart of this debate is a question around the value of a college education and how it should be measured. Traditional higher ed is criticized for creating a ‘factory model’ where students are rewarded for amassing credits, when in fact, they should be evaluated on their ability to demonstrate competencies. It’s competencies, not credits, that will help them succeed in their careers and effectively position their capabilities to potential employers.

If Unity wants to be a disruptive force in the higher education market, it must create and communicate a new value equation that redefines success and resonates with students, parents and employers.
HOW WE KNOW: THE DATA BEHIND IT

11% OF BUSINESS LEADERS VS. 96% OF CHIEF ACADEMIC OFFICERS VS. 35% OF STUDENTS

FEEL COLLEGE GRADUATES ARE PREPARED TO ENTER THE WORKFORCE

“Credit hours prove that students can sit in a class long enough, then pass a test and then probably flush their knowledge away. We should advance students not by the time they spend in classes or by the credit that they amass, but by the skills they’re able to demonstrate.”
- Conor Williams, Senior Researcher in New America’s Education Policy Program

87% OF BUSINESS LEADERS BELIEVE MOST COLLEGE GRADUATES LACK THE MOST IMPORTANT SKILLS NEEDED TO SUCCEED

WHERE THE RANK OF A COLLEGE RANKS IN TERMS OF IMPORTANCE TO TODAY’S COLLEGE-BOUND STUDENTS; MAJORS, COST, SAFETY AND CAREER WERE THE MOST IMPORTANT FACTORS

#20 NUMBER OF POSTSECONDARY INSTITUTIONS WHO ARE EXPLORING COMPETENCY-BASED MODELS, ACTIVELY CREATING ONE, OR HAVE ONE IN PLACE

600

Sources:
https://www.luminafoundation.org/files/resources/changing-the-debate-on-qa.pdf,
http://er.educause.edu/articles/2015/8/data-technology-and-the-great-unbundling-of-higher-education,
http://www.northeastern.edu/innovationsurvey/pdfs/Pipeline_toplines.pdf
https://www.luminafoundation.org/files/resources/expanding-cbe-for-all.pdf
“Mike Fishbein, a marketing expert, has discussed the application of the full-stack model [employed by disruptors like Uber] to higher education. Fishbein believes that the top of the higher education stack is a job. According to Fishbein, ‘a full stack education company might not look like a school at all. It could look like an employer, a lender, a school, and/or a recruiter all rolled into one.’”

Teachur is a start-up that is using the competency model to offer a $1000 Bachelor’s degree by allowing students to choose how they learn and asking them to only pay for the formal evaluation of their competencies. Teachur gives students access to the objectives they must meet in order to obtain a degree and then students only pay when they are ready for their assessment.

The growing popularity of the bootcamp sector (training programs that help professionals transition into tech careers) is largely due to an outcomes-based value proposition. By focusing on training students for highly specific and in-demand skills and cultivating deep relationships with tech companies, bootcamp programs, such as Galvanize, have achieved near-perfect placement rates for graduates.

Focus on Outcomes
A certification school designed to offer powerful ROI

Finding Innovative Ways to Lower Costs
Paying to prove the ability to earn a degree, rather than paying to earn a degree.

A Full-Stack Model
Controlling all elements of the experience to disrupt an industry

Three questions to spark business strategies for Unity College:

How can Unity offer guaranteed career placement?

How can Unity rethink which elements of the college experience students should pay for?

How could Unity become a ‘full stack’ college?
### Experiential Learning:
Unity should continue to push its emphasis on hands-on learning to provide students with real-world skills.

### Fiscal Integrity:
As Unity shifts to a positive ROI mindset, it should continue to strive toward creating a “product” that is worth the investment.

### Root Strengths
- **Experiential learning:** Unity should continue to push its emphasis on hands-on learning to provide students with real-world skills.
- **Fiscal integrity:** As Unity shifts to a positive ROI mindset, it should continue to strive toward creating a “product” that is worth the investment.

### Human Truths
- **Success is changing:** The value proposition offered by college must evolve as conventional definitions of success shift to usher in new values and priorities.
- **Breakthrough moments drive change:** As higher education shifts from an intellectual to transactional relationship with students, there’s an opportunity to highlight and potentially quantify the intangible value of experiences such as breakthrough moments.
- **Real-world momentum:** Beyond creating competency, experiential learning creates a stronger sense of possibility and optimism that change can happen.

### Category Shifts
- **Questioning the ROI:** Unity cannot reinvent higher education without addressing the question of ROI that the entire Higher Ed landscape is struggling to answer.
- **Rethinking finances:** Unity could be a truly disruptive force by finding innovative ways to make college affordable.
- **External engagements:** The discussion around value highlights an important customer of Higher Ed: employers. By partnering closely with corporations, Unity can create a compelling value proposition.

### Market Needs
- **Doers:** By focusing on competency, Unity can create graduates with the tangible skills value by employers and the ability to effect change.
- **Ninjas:** By shifting the anti-establishment sentiment at Unity to a recognition of the power of corporations for good, Unity can develop graduates with the power to change organizations from the inside-out.
An institution’s values are reflected in the way it recruits, evaluates and rewards its people.

We cannot rethink the value equation of college without addressing the critical inputs that affect the outcome: students and faculty. Successful organizations design their hiring and performance evaluation processes to align with the mission and values that are central to that organization’s business strategy. The current admission process rewards students with good scores and grades, but fails to recognize those with the greatest potential (and desire) to make a positive impact. At the same time, the academic track incentivizes faculty who focus on research versus teaching.

As Unity reimagines its business model, it should design differentiated processes and metrics for recruiting, evaluating and rewarding students and faculty that ultimately deliver on its mission to create sustainability leaders.
“The president in particular must exhibit the courage of leadership to champion the vision of an admissions process that more closely accords with an institution’s educational mission and values.”
—The USC Center for Enrollment Research, Policy, and Practice + The Education Conservancy

“Ours is a society that tends to reward the achievement of the individual, not the good of the community.”
—The Education Conservancy

“Grades are currently the #1 most important criteria in determining an admissions decision.”

“The college admissions process is powerfully positioned to send different messages that help young people become more generous and humane in ways that benefit not only society, but the students themselves. Yet high school students often perceive colleges as simply valuing their achievements, not their responsibility for others and their communities.”
—Making Caring Common, a Project of the Harvard Graduate School of Education

“Of newly-minted Ph.Ds will find tenure-track jobs after graduation.”

“Of faculty are non-tenure track faculty at U.S. colleges + universities.”

“Increase in the percentage of deans who cite research as a major factor in faculty evaluation from 2000 to 2010.”

“‘The awarding of tenure on the grounds of whether or not you have met standards within the field of research, especially at smaller colleges where teaching is really at a premium, I think that kind of merit structure is set up wrong.’”
—Conor Williams, Senior Researcher in New America’s Education Policy Program

Sources:
http://www.nxtbook.com/ygsreprints/NACAC/2014SoCA_nxtbk/#/32
https://www.aacu.org/liberaleducation/2014/winter/kezar
https://www.asup.org/article/changing-practices-faculty-evaluation/NWV2m5MfM5qQ
http://www.newyorker.com/books/pashau-rohman/fixing-the-ph-d
University of Chicago is known as an ‘alternative school’ with academic rigor that rivals the Ivy League. So how does U Chicago find the quirky intellectuals who define the school’s reputation? A hallmark of the admission process is a provocative and unconventional essay question developed by current students. In the words of the admissions team: “We think of [the essay] as an opportunity for students to tell us about themselves, their tastes, and their ambitions.”

MIT is piloting an admissions process for their master’s degree in supply-chain management whereby students take the first semester of courses online for free through edX. Their grades are then used as the basis for admission into the full master’s program, completed on campus. In this way, MIT has democratized the admissions process, significantly reduced the cost, and figured out a way to more accurately assess a student’s potential before granting admission.

TripleByte set out to create a more effective recruiting process for highly competitive silicon valley jobs that eliminates bias against minorities and those without the “right” educational backgrounds. They identified the seven specific attributes that companies are most interested in when hiring engineers and, using a skills-based evaluation test, they match employers with the candidates who performed highest on the attributes that are most important to that organization.

Three questions to spark business strategies for Unity College:

How can Unity attract the right kind of students through the application process? How can Unity create and leverage metrics that effectively evaluates students’ potential? How can Unity rethink the way it hires and incentivizes faculty?
### Root Strengths

**Student-first mentality:** Unity’s focus on student success should be built into the hiring criteria for new faculty.

**Alternative value set:** Unity can infuse the unique ethos and culture of the school into the admission process to communicate how Unity is different and attract students who would be a good fit for the school.

### Human Truths

**Success is changing:** Unity can appeal to students’ purpose-driven definitions of success in the design of the application and the criteria it uses to evaluate potential students.

### Category Shifts

**Questioning the ROI:** Key inputs that affect a college’s ROI—students and faculty—are often overlooked as part of what needs to change in this value equation. By changing the way students and faculty are recruited, evaluated and rewarded, Unity can be a disruptor in the category.

### Market Needs

**Sustainability experts:** Evaluating students on their ability to demonstrate a core set of sustainability-related skills could be an effective way to communicate their potential to employers.

**Compassionate intellectuals:** By focusing admissions on students who demonstrate a genuine desire to contribute to the sustainability movement vs. emphasizing test scores and grades, Unity can recruit students with the potential to be future sustainability leaders.
Top colleges and universities are diversifying their portfolio of offerings and the customers they serve to grow and create new revenue streams.

A confluence of factors, such as the economic recession, declining public support, new competitors and falling enrollment, has forced the higher education landscape to re-evaluate traditional sources of revenue. Schools are staying afloat by diversifying their portfolio of “offerings” to tap into new sources of revenue that do not burden students. These efforts include:

+ Launching instructional initiatives targeting a new market of learners
+ Monetizing R&D initiatives
+ Developing flexible pricing structures
+ Decentralizing budgeting systems
+ Incentivizing revenue-generating activities from faculty
+ Partnering with third parties (franchising, licensing, sponsorship, etc.)
+ Creating initiatives in auxiliary enterprises, facilities, and real estate
+ Bringing in donations from alumni, private individuals, foundations, and charitable organizations

Unity can continue to invest in alternative revenue streams as a proof point of its financial sustainability and exemplify a path forward for other small colleges.
ENROLLMENT PEAKED IN 2010 AND HAS BEEN FALLING SINCE

“Fifteen years from now more than half of the universities [in America] will be in bankruptcy.”
- Clayton Christiansen, Harvard Business School Professor

COLLEGE PRESIDENTS WHO EXPRESSED CONFIDENCE ABOUT THE SUSTAINABILITY OF THEIR INSTITUTION’S MODEL

$2.5M
ANNUAL REVENUE LAWRENCE UNIVERSITY EARNS THROUGH AUXILIARY ACTIVITIES

NOW WHAT / UNITY KEY INSIGHTS WITH SUPPORT / 24

Tuition has climbed as public support declines

“Faced with limited tuition revenues and public subsidies, institutions have increasingly entered into the aggressive pursuit of alternative revenue streams. Now, rising proportions of institutional revenues are being provided by sources other than governments and tuition.”

—James C. Hearn, professor of public policy and higher education at Vanderbilt University

Sources:
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http://www.wsj.com/articles/with-students-away-colleges-try-a-new-course-1436131764
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WHEN ROGERS WILLIAMS COLLEGE in Rhode Island pledged to freeze tuition as part of its vision to provide “Affordable Excellence,” the school recognized it would need to come up with creative solutions to fill this revenue gap. They created a blended online program targeted at R.I.’s 80,000+ adults who completed high school but did not earn a college degree and improved retention through summer programs that highlighted the school’s picturesque environment. They also raised revenue through rental of their properties and facilities during off-seasons and significantly increased philanthropic support.

MOLESKINE’S iconic brand enables it to expand into adjacent categories

MOLESKINE might look like a notebook company on the surface, but through careful investment and management, the company has evolved into a powerful lifestyle brand. Beloved by creatives around the world and historically used by Picasso and Hemingway, Moleskine is leveraging its brand equity to expand into adjacent, but unexpected categories, such as bags and pens. Key to Moleskine’s success is maintaining their iconic design aesthetic throughout their portfolio and the company expects non-paper products to make up 15% of their total revenue by 2016.

THREE QUESTIONS TO SPARK BUSINESS STRATEGIES FOR UNITY COLLEGE:

- How can Unity leverage its facilities and curriculum-based knowledge to increase revenue?
- How can Unity diversify in ways that creates a win-win for students and other stakeholders?
- How can Unity continue to stay true to its core as its business model evolves?
Collaborators: Sustainability leaders will need to work effectively with diverse stakeholders—scientists, policy makers, business people etc.

Connectors: Students must be able to adopt an interdisciplinary lens in addressing sustainability challenges.

**ROOT STRENGTHS**

Diverse environmental perspectives: Unity is unique in the way it brings together different sides of the environmental spectrum, but has an opportunity to truly diversify its student body.

Fiscal integrity: Diversification is an important way for Unity to achieve fiscal integrity.

**HUMAN TRUTHS**

Leadership requires expanded perspectives: Diversification creates the unique experiences that broaden students perspectives and helps them grow into leaders.

**CATEGORY SHIFTS**

The value of partners: Partnerships could play a huge role in diversifying Unity’s revenue, for example, through monetizing R&D.

The role of convening: Unity can leverage its role as a convening body and its physical space as venue for conferences, corporate retreats, summer camps etc.

**MARKET NEEDS**

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The hard sciences need to be balanced with social sciences in order to be relevant and create transferable skills.

The scientific community has been criticized for its inability to motivate and mobilize the public in response to irrefutable scientific evidence on climate change (and other sustainability challenges.) The solution lies in the bedrock of sustainability itself—the intersection of the environment, the economy and society. **Imbuing the hard science with social science and the humanities is critical to translating scientific information to the general public in a way that influences opinions and changes behaviors and policies.** These are the transferable and often undervalued skills provided by a liberal arts education.

Many schools claim to provide an interdisciplinary approach, but few are truly delivering on this promise. By investing in creating an experience that truly balances the “hard” and “soft” sciences, Unity can address an important gap in the sustainability movement.
84% OF SCIENTISTS FEEL THE PUBLIC’S LACK OF SCIENTIFIC KNOWLEDGE IS A MAJOR PROBLEM FOR THE FIELD

“A vast majority of scientists do not speak in public at all, and those who do typically speak in highly guarded, qualified terms. They often refuse to use the language of danger even when danger is precisely what they are talking about.”

—New York Times, “Playing Dumb on Climate Change,” by Naomi Oreskes

73% OF BUSINESS LEADERS SAY THAT BEING WELL ROUNDED, WITH A RANGE OF ABILITIES IS MORE IMPORTANT THAN HAVING SPECIFIC INDUSTRY EXPERTISE

“Science and society are not discrete, as some researchers seem to assume. Knowledge — about the impacts of climate change, for example — gets its value and usefulness only when rooted in particular contexts....Change in the direction of science cannot be viewed from a single position. It is relative and depends on the position of the observer, and on the interplay of diverse knowledge communities.”

—Nature, “Recognize the value of social science,” by Andrew Webster

34% OF FSTE 100 CEOs COMPANIES STUDIED THE ARTS, HUMANITIES AND SOCIAL SCIENCES

“Science and society are not discrete, as some researchers seem to assume. Knowledge — about the impacts of climate change, for example — gets its value and usefulness only when rooted in particular contexts....Change in the direction of science cannot be viewed from a single position. It is relative and depends on the position of the observer, and on the interplay of diverse knowledge communities.”

—Nature, “Recognize the value of social science,” by Andrew Webster

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The Alan Alda Center for Communicating Science was founded in 2009 at Stony Brook University with a mission to "train the next generation of scientists and health professionals to communicate more effectively with the public, public officials, the media, and others outside their own discipline." The Alda Center offers a range of instructional programs for science graduate students and scientists, including workshops, conferences, lectures, and coaching opportunities, as well as credit-bearing courses.

The architecture department at Auburn University developed the Rural Studio with a mission to "enable each participating student to cross the threshold of misconceived opinions to create, design and build, allowing students to put their educational values to work as citizens of a community." Students learn the end-to-end architectural process and the human elements required to implement their ideas in the real world, while building affordable housing in one of the poorest areas in Alabama.

Recognizing the need for "a liberal arts education for the modern professional," UT Austin developed a new masters and executive seminar program called the Human Dimensions of Organizations. The program applies the humanities and social sciences to the business world, helping students improve relationships and understand the performance of their business from a different, global perspective by understanding the system of business influences (tradition, history, psychology, language and more).

Three questions to spark business strategies for Unity College:

- How can Unity infuse communication skills throughout its curriculum?
- How can Unity leverage community service to balance the hard skills taught in the classroom?
- What programs can Unity create to teach “soft” skills?
Influencers:
The liberal arts are key to cultivating the skills needed to influence and create change.

Sustainability experts:
To become sustainability experts, students must be educated on each of the three spheres of sustainability.

**Specific passions, specialized majors:** The passion of Unity’s students is connected to the majors, however they lack the breadth of a true liberal arts degree that provides valuable transferable skills.

**Commitment to sustainability:**
Unity’s commitment must encompass the social and economic aspects, in addition to the environmental sphere of the sustainability framework.

**Hard sciences need to get soft:**
Science is only as powerful as its ability to connect with people; social sciences and humanities can provide the missing link.

**Interdisciplinary learning:**
There is strong consensus among experts that an interdisciplinary curriculum (which includes social sciences and humanities) is critical to educating leaders in sustainability.

**Influencers:**
The liberal arts are key to cultivating the skills needed to influence and create change.

**Sustainability experts:**
To become sustainability experts, students must be educated on each of the three spheres of sustainability.
The sustainability movement lacks the hope and optimism needed to create positive momentum.

The large scale implications and immense effort needed to fight climate change can be daunting; real progress is rare, the fight has no finite endpoint and the survival of our planet is at stake. While the severity of the sustainability crisis means it must be discussed in urgent terms, doing so exclusively has the potential to alienate possible supporters. A sense of optimism and hope must be adopted by those in pursuit of a sustainable future to convince others—and themselves—that such a commitment is worth undertaking.

By imbuing discourse around the sustainability crisis with a sense of possibility and change, Unity can create positive momentum for the movement, attract new followers, and validate the efforts and convictions of its members.
“It’s gotten to be so depressing that I’m not sure I’m going to go back to this particular site again [referring to an ocean reef she has studied since 2002] because I just know I’m going to see more and more of it dead, and bleached, and covered with brown algae.”
- Camille Parmesan, Professor at the University of Texas at Austin

“[Students] need to understand the science behind climate change and species extinction and so forth, but as they learn the truth about the current state of the world, they raise the anxiety level. And the way to dispel that in productive ways is to engage them in doing something that’s making the world different.”
- Anonymous, Special Assistant to the President of Oberlin College

200 MILLION Americans will be exposed to serious psychological distress from climate related events and incidents

4 out of 5 millennials are optimistic for the future, but half are living paycheck to paycheck

NOW WHAT / UNITY KEY INSIGHTS WITH SUPPORT / 32
Pulling a page out of 1930’s and 40’s Works Progress Administration, NASA has developed a series of posters meant to get people excited and enthused about space exploration. NASA isn’t talking about just visiting Mars, they’re talking about colonizing it. The posters each portray NASA astronauts on the surface of the Red Planet performing a number of different heroic activities: rappelling down cliffs, exploring ancient Martian canyons, vacuum welding a spaceship, even growing space tomatoes. Each poster is also accompanied by a slogan like “Teach on Mars” or “Mars Needs You.”

Quinnipiac University inspires hope through impact

Quinnipiac University believes that service and civic engagement are agents of education and social change: on campus, in the community, and around the world. Beyond academics, Quinnipiac makes contributions to the state. From volunteerism, to cultural opportunities, and financial investments, the University helps shape the future of Connecticut. The University is focused on creating informed, global citizens: each year, students travel abroad during school breaks to take part in humanitarian service projects.

Games for Change creatively puts a spotlight on climate change

Colombia University’s Climate Center partnered with PoLAR, Autodesk and Games For Change to launch “Climate Challenge.” The challenge invites designers, educations, students and scientists of all experience levels to propose a game that encourages diverse audiences to understand and respond to climate change in their everyday lives. The winner of the challenge will be awarded a $10,000 price to create a digital game that engages players to understand their role in addressing climate change.

NASA recruits future leaders of humanity

NASA has developed a series of posters meant to get people excited and enthused about space exploration. NASA isn’t talking about just visiting Mars, they’re talking about colonizing it. The posters each portray NASA astronauts on the surface of the Red Planet performing a number of different heroic activities: rappelling down cliffs, exploring ancient Martian canyons, vacuum welding a spaceship, even growing space tomatoes. Each poster is also accompanied by a slogan like “Teach on Mars” or “Mars Needs You.”
## Commitment to sustainability:
While already fully committed to sustainability, Unity must stress a sense of ‘opt-in-ism’ in order to draw others to its cause.

## Impact can’t wait:
Since students are on the prowl to create real world impact, the story behind the sustainability movement must be motivating to attract supporters.

## Real world momentum:
Because real progress against climate change can be difficult to measure, there is a need for hopeful and optimistic outlooks to build momentum.

## Colleges can shape morality:
At a malleable point in their lives, college students look to pull inspiration from the people and places they encounter. Colleges have a platform to instill optimistic perspectives in future sustainability leaders.

## Indispensable rigor:
A positive and hopeful outlook is key to motivating the serious and disciplined approach needed in order to solve the serious sustainability issues we’re facing.

## Doers:
The urgency of the sustainability crisis demands students who are trained to actually get things done, something much easier to do when motivated.

## Sustainability experts:
As the market for sustainability-related skills grows, the new class of leaders must not only be competent in their knowledge of sustainability, but be able to keep spirits high as well.

## Compassionate intellectuals:
As part of conveying the hard sciences in humanistic terms, sustainability-related issues must be framed in an optimistic light as to not scare away potential supporters.
The next generation of learners are purpose-driven and view making an impact as a way of life.

The power to impact change has never been more accessible. Grassroots movements have been able to challenge and overthrow the status quo, in part because of technology’s ability to let people view, react and connect instantaneously and globally. While the idea of “change is the status quo” is new to some, the younger generation just entering college have grown up with it and know little less than “anything is possible.” For them, making an impact and effecting change is a matter of how, not if, and warrants aligning oneself with a clear purpose and goal in order to shape the world around them.

Unity can foster students’ desires to enact change by leveraging teaching methods rooted in maximizing impact, instilling morals to direct student endeavors, and providing opportunities in which tangible results can be made and felt.
“Students don’t want to wait until they graduate to have an impact. They want to see these ideas in practice and learn from people that are doing it. And so I think you’re seeing the first iteration of taking the ideas out of the classroom.”  
- Craig Dalen, Senior B Corps Fellow

**HOW WE KNOW: THE DATA BEHIND IT**

<table>
<thead>
<tr>
<th>61%</th>
<th>50%</th>
<th>80%</th>
<th>80%</th>
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<tbody>
<tr>
<td>Of millennials are worried about the state of the world and feel personally responsible to make a difference.</td>
<td>Of employees said they’d like to hear more about their company’s—or its clients’—societal impact.</td>
<td>Of employees ranked meaning in their day-to-day work as the most important thing to them.</td>
<td>4/5 of business leaders believe purpose is central to business success. But only 34% think purpose should guide decision making.</td>
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“A lot of people don’t really know how to kind of engage themselves in creating change. They’ll figure it out but it should be part of how we’re training people to be good citizens when they graduate.”  
- Judy Braus, Executive Director  
North American Association for Environmental Education

Sources:
http://danschawbel.com/blog/74-of-the-most-interesting-facts-about-the-millennial-generation/  
http://www.fastcoexist.com/3060596/to-keep-their-best-millennials-companies-need-a-social-purpose
Boy Scouts of America prepares kids to make ethical and moral choices

As one of the nation’s largest and most prominent values-based youth organization, Boy Scouts of America aims to mold future leaders by combining educational activities and lifelong values with fun. Their programs utilize mentorship, community service, character building and healthy lifestyle to set a conscious and ethical foundation early on in kids so that they will grow and experience new life stages while still drawing upon their early learnings in the Scouts. By directing the development of youth, they hope to put society on the path to being more conscientious, responsible and productive.

Patagonia provides resources and skills to environmental activists

For more than 20 years, Patagonia has hosted its Tools for Grassroots Activists Conference to train, inform, and inspire those working at the local level to influence environmental issues. In addition to supplying participants with knowledge on how to effectively attract members, publicize issues, communicate to donors and inspire others to take action, the conference also provides a sense of community amongst activists. In an effort to expand their reach to even more activists, Patagonia has created a book, ‘Tools for Grassroots Activists,’ and a podcast series.

Stanford’s ‘Designing Your Life’ course offers upperclassmen perspective and advice on life and work post graduation. By utilizing principles and tools of design thinking, students learn gratitude, generosity, self-awareness and adaptability, and end the class by presenting three potential 5-year plans to their peers. The course represents a return to earlier university models that aimed to mold the morals of students. ‘Designing Your Life’ is changing higher education by reintroducing methods of forming students into the person that will go out into the world, effect change, and be a leader.

How can Unity assist in the moral formation of their students?

How tools and services can Unity create to turn its students, faculty and staff into effective activists?

What programs can Unity create to spark student morality?
Commitment to sustainability: With a responsibility to usher a new wave of sustainability leaders, Unity must provide ample opportunity for students to test their skills in the real world sooner rather than later.

Success is changing: With a triple bottom line involved, it is key for students to learn techniques in which they can attain the new definition of success.

Students seek purpose: At an ambitious point in their lives, students look to align themselves with established change agents to gain experience in effecting change and making an impact.

Impact can’t wait: Students view the college experience itself, not just the degree they receive upon graduating, as a vehicle to create change.

Questioning the ROI: While conventional models of higher ed equate credits to competency, a shift in the definition of success and a critical examination of its ROI necessitates higher ed to produce graduates capable of and experienced with effecting change.

Doers: The urgency of the sustainability crisis demands students who are trained to carry out change and make real impact.

Influencers: The sustainability movement needs leaders with the skills required to both influence and persuade. True impact is achieved by shifting mindsets, behaviors and policies.

Ninjas: The sustainability movement needs corporate allies in order to effect systemic change.

Compassionate intellectuals: Understanding your impact early on fosters a sense of compassion and moral obligation, which are key to the sustainability movement.
Physical space is an important and undervalued asset in the experience economy.

The experiences had at College—whether academic or personal—last long after graduation. While certain experiences have the potential to shape perspectives, morals, interests and life trajectory, whatever impactful moments students encounter are ultimately confined by the realities of the environment in which they take place. At the end of the day, a physical environment dictates the types of experiences that can occur within it, and must be leveraged accordingly.

By understanding the fundamental role of its physical space, Unity can capitalize on their inherent physical assets (its natural campus, tight knit community, and rural location), tailoring their offerings to the growing demands of the experience economy.
### How We Know: The Data Behind It

#### Only 10% of American Teens Spend Time Outside Every Day

#### 69% of Millennials Believe Attending Live Experiences Helps Them Connect Better With Their Friends, Their Community and People Around the World

#### 50% of Outward Bound Participants Performed 50% Better on Creative Problem-Solving Tasks After Three Days of Wilderness Backpacking

#### 72% of Millennials Said They’d Like to Improve Their Expenditures on Experiences in the Coming Year

#### 78% of Millennials Would Choose to Spend Money on an Experience or Event Over Buying Something Desirable

"[Being in nature is] a great way to foster introspection and develop leadership. When you’re out there and you’re disconnected from the world you know, you’re very reliant on the people around you. There’s a lot of quiet. When they go to the other side of that trip, they look at themselves with more confidence, and as different people and they look at the world around them differently."

- Danny Richter, Legislative and Science Director, Citizens Climate Lobby

### Sources:

- [http://ngm.nationalgeographic.com/2016/01/call-to-wild-text](http://ngm.nationalgeographic.com/2016/01/call-to-wild-text)
- [http://www.nature.org/newsfeatures/kids-in-nature/kids-in-nature-poll.xml](http://www.nature.org/newsfeatures/kids-in-nature/kids-in-nature-poll.xml)
The Theatre School building allows for a new type of connection. People often find their best ideas when they’re allowed to put different pieces together, try, modify, tweak, and try again. The Theater School at DePaul University welcomes this notion by surrounding offices with expansive shop spaces for costume, makeup, prop and scene shops, rehearsal studios, lighting laboratories, movement studios, etc. where students and actors are encouraged to let their imaginations run wild. All the tools and props they might require are placed along the walls of the shops, and there are no set rules for how they need to be used or arranged. Instead, the entire space is an open canvas where these artists can work together to find creative solutions.

CA Ventures translates the campus experience into the workplace. Before creating their new Chicago-area headquarters, real-estate investment company CA Ventures conducted extensive research into the plans of collegiate campuses to learn how they empower students. The team recognized that diagonal cuts across campus quadrangles could be incorporated into their workplace design to evoke campus environments while functionally connecting different areas of the office for teaming and collaboration. To integrate the green space often found on college campuses, the new workspace features a living wall that anchors both its reception area and main staff quad. These design elements help the entire workplace operate like its own campus plan, incorporating a main path that connects meeting areas and offices from East to West.

For Chiaravalle Montessori, Montessori learning shapes their building. Chiaravalle Montessori in Evanston, IL seized the opportunity to redesign their gymnasium annex to express the school’s core philosophy. With an open space and ‘gathering stairs’ by the entrance to allow students, parents and staff to gather and mingle, the building also features space for both group and independent time, movement, collaborative learning, and visual and performing arts. The ‘Da Vinci Studio’ in the renovated building integrates art and design with the study of science, technology, engineering, and mathematics to help students experience the connectedness of these essential disciplines.

Three questions to spark business strategies for Unity College:

How can Unity utilize their campus offerings to be more productive?
What successful designs can Unity draw inspiration from?
How can Unity ensure that its space represents their values and philosophies?
## HOW WE KNOW: PHASE 1 LEARNINGS

### ROOT STRENGTHS

<table>
<thead>
<tr>
<th>Nimble size:</th>
<th>Unity's small size allows it to adapt quickly, meaning it has the flexibility to innovate and adjust its campus as needed.</th>
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<tbody>
<tr>
<td>Experiential learning:</td>
<td>While 'hands-on' learning lets student better comprehend the material they are studying, these experiences can only take place if the environment allows opportunities for it.</td>
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<tr>
<td>Commitment to sustainability:</td>
<td>With a full commitment to sustainability, Unity must leverage its campus and physical offerings to not only embody the principles of sustainability, but also foster the education of new sustainability leaders.</td>
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### HUMAN TRUTHS

| Breakthrough moments drive change: | While intangible experiences are what ultimately cause a shift in perspective and trigger interest, they are more likely to occur in an environment that cultivates such occurrences. |
| Colleges can shape morality: | Education is a growth process for students of all ages, not just your typical college students. The environment is just as important as the curriculum in fostering growth. |
| Leadership requires expanded perspective: | To become a capable leader, a breakthrough moment of self-realization is needed. These moments can only occur in a conducive environment. |

### CATEGORY SHIFTS

| The role of convening: | While an array of perspectives and backgrounds is needed to create long-lasting, informed change, a holistic conversation best works when taking place in an open setting. |

### MARKET NEEDS

| Connectors: | An environment conducive to opening dialogue between disparate parties prepares its occupants to become connectors in the working world. |
THANKS!

Unity College + Now What