



## UNITY COLLEGE 5 YEAR STRATEGIC PLAN 2014 – 2019

### THE UNITY COLLEGE VISION:

*To become the nation's premier liberal arts college focused on sustainability science.*

### THE UNITY COLLEGE 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.*

### UNITY COLLEGE CORE VALUES:

- *Respect*
- *Personal and institutional integrity*
- *Community engagement*
- *Environmental sustainability*

### FOUNDATION ASSUMPTIONS IN 2014:

- Our distinctive market niche is central to the College's value proposition.
- The market for Unity College's mission is the world, and primarily the United States beyond Maine.
- While offering a shrinking pool of students, Maine is an integral part of the Unity College brand and will continue to be an important source of philanthropy and enrollment.
- Academics, student life, and student success are the primary determinants of the Unity College value proposition.
- Robust marketing is vital to drive the primary sources of revenue: enrollment and development.
- Distance programming will continue to expand as a means of delivery for higher education.
- The Unity College market niche is rapidly growing nationally.
- Nontraditional students will make up an increasing proportion of the higher education student body over the coming decades.
- The demand for graduate programming in our niche is growing rapidly.
- Excellent facilities will be a major determinant of increasing residential enrollment and are essential to the external image of the College.
- For the near to intermediate future, facilities will continue to be a major determinant of on-campus student recruitment and will create a distinctive brand for our distance programs.
- The liberal arts model is a foundation for *prosocial* development and is necessary for environmental programming.
- The transdisciplinary delivery model is superior to traditional pedagogy for our mission.

## STRATEGIC PLAN GOALS

### **GOAL 1: OFFER THE NATION'S BEST SUSTAINABILITY AND SCIENCE-ORIENTED LIBERAL ARTS ACADEMIC PROGRAM**

- Objective 1:** Develop a nationally recognized liberal arts curriculum focused on sustainability science.
- Objective 2:** Develop a nationally recognized faculty.
- Objective 3:** Develop a Mission Driven Online Undergraduate Program and Graduate Program.

### **GOAL 2: CREATE AND SUPPORT A WORLD-CLASS STUDENT BODY**

- Objective 1:** Ensure that each student develops critical-thinking, personal and social skills needed to succeed at Unity College and in life.
- Objective 2:** Engage all students in meaningful co-curricular opportunities that promote retention and persistence to graduation.
- Objective 3:** Provide support to enhance and improve the residential experience of Unity students.
- Objective 4:** Provide robust student support services that are student centered and that promote student success at Unity College and beyond.
- Objective 5:** Provide robust support for student leadership opportunities.
- Objective 6:** Provide support for a campus culture that emphasizes holistic wellness.
- Objective 7:** Create a culture of respect for diversity, inclusion, and social justice.

### **GOAL 3: DEVELOP SYSTEMIC POLICY-DRIVEN HUMAN, TECHNOLOGICAL, PHYSICAL, AND FINANCIAL INFRASTRUCTURES THAT ALLOW OUR STUDENTS, FACULTY, AND STAFF TO EXCEL**

- Objective 1:** Develop human infrastructure that fully supports all facets of College operations.
- Objective 2:** Develop technological infrastructure that fully supports all facets of College operations.
- Objective 3:** Develop physical infrastructure that fully supports all facets of College operations.
- Objective 4:** Develop a robust financial and budgeting infrastructure that fully supports all facets of the College operations.

**GOAL 4: ALIGN THE COLLEGE'S CURRICULUM, ACTIVITIES, AND OPERATIONS WITH THE GOAL OF SUSTAINABILITY**

- Objective 1:** Develop a fully staffed sustainability office responsible for advancing sustainability in all aspects of College programming and operations.
- Objective 2:** Inculcate all aspects of institutional planning with comprehensive sustainability guidelines.
- Objective 3:** Infuse sustainability across the curriculum.
- Objective 4:** Advance the cause of sustainability to faculty, staff, students, prospective students, and external audiences
- Objective 5:** Create a fully sustainable campus landscape, including achieving a zero carbon footprint.

**GOAL 5: CREATE A DISTINCTIVE AND RENOWNED NATIONAL BRAND**

- Objective 1:** Engage Unity College in a comprehensive enterprise-wide brand strategy initiative. This initiative will result in a consistent and cohesive positioning and messaging framework which properly aligns, expresses and delivers a highly competitive offering to the marketplace during a transformative time in the college's history.
- Objective 2:** Develop a robust institution-wide marketing department and a three-year rolling integrated marketing plan.
- Objective 3:** Develop and execute a strategy to achieve a top-ten ranking with key organizations that influence enrollment and profile decisions.
- Objective 4:** Deliver a consistent Unity College brand message through the development of an internal and external brand guide that supports the College's value proposition.
- Objective 5:** Develop a data-driven market segmented communication plan that communicates Unity College's value proposition effectively with each internal and external constituency.
- Objective 6:** Develop an online strategy [web and social media] that ensures a consistent national visibility that supports Unity College's value proposition.
- Objective 7:** Develop an ongoing, broad-spectrum, data-driven media-relations plan that ensures a consistent national visibility to promote Unity College's value proposition.
- Objective 8:** Develop events that ensure a national presence and dialog that supports Unity College's value proposition.
- Objective 9:** Promote the value proposition of Unity College through electronic and print collateral materials.

**GOAL 6: ENSURE SUSTAINABLE FINANCIAL STRENGTH**

- Objective 1:** Develop a five-year financial plan that transitions the College to a financially sustainable model characterized by a surplus of revenue over expenditures.
- Objective 2:** Increase revenues from existing, traditional programs and operations.
- Objective 3:** Diversify revenue to provide new resources to enable strategic growth through undergraduate & graduate online programs, robust summer programming, and offsite initiatives at a minimum.
- Objective 4:** Expand the Development functions to increase unrestricted, restricted, capital, and grants funding.
- Objective 5:** Identify achievable benchmarks for institutional effectiveness.

## INTRODUCTION

*It is not because things are difficult that we do not dare.  
It is because we do not dare that things are difficult.*

**Seneca**

As the cost of post-secondary education continues to rise, students and parents are placing an increased emphasis on the return on investment. More than ever, the connection between curriculum and employment opportunities is their paramount concern when considering any institution. Liberal arts colleges experience an additional challenge in that public perception of the underlying model is largely negative. They are seen as expensive and lacking in relevance, despite findings by the Council of Independent Colleges [2014]<sup>1</sup> and other professional organizations that demonstrate liberal arts education is robust and results in employment advantages. These data are generally immaterial to the call for change, though, as both the Obama administration and general public have made clear they want a more efficient and effective model seen as eminently more pertinent to the challenges of the 21<sup>st</sup> century.

Concomitant with the reevaluation of post-secondary education's form and function is a suite of environmental concerns approaching climax. Within the next 20 years, climate change will become dangerous and expensive for societies worldwide, driving and amplifying global environmental degradation such as biodiversity loss, nitrogen and phosphorous cycle disruptions, and ocean acidification. Most likely, society has little more than a decade to vigorously begin the transition toward sustainability. Humanity is at a critical junction: either live more sustainably on this planet or suffer increasingly severe consequences. Given that the current emissions trajectory will result in more than 4°C warming by 2100, the very existence of civilization is under imminent threat.

As the crises loom, the demand for a clean economy and an environmentally literate workforce are growing rapidly. In response, academic institutions are pushing to develop or enhance course offerings that can provide a ready and capable workforce. Sustainability programming is expanding at colleges and universities throughout the world, and enrollment in environmental disciplines is soaring. Most institutions view the growth as a natural extension of pre-existing environmental science and environmental studies programs, even if those are habitually poorly funded and lack dedicated faculty and facilities. Furthermore, environmental programs have too often existed on the margins of traditional disciplines and failed to produce holistic practitioners capable of translating evolving information into tangible change. The single greatest impediment to the response of post-secondary education to the environmental imperative is institutional inertia and the political entrenchment of disciplinary units within the typical academic setting.

The mission of Unity College has therefore never been more necessary or relevant. In early 2012, the faculty and Board of Trustees voted unanimously to adopt sustainability science as the framework for the College. The decision aligned the College with the National Academy of Sciences, National Science Foundation, American Association for the Advancement of Science, and other leading organizations that recognize sustainability science as essential to the future of humanity. Similarly, students at Unity College increasingly understand their survival depends on comprehending complex environmental and sustainability issues, and faculty and staff are skilled at facilitating consideration of

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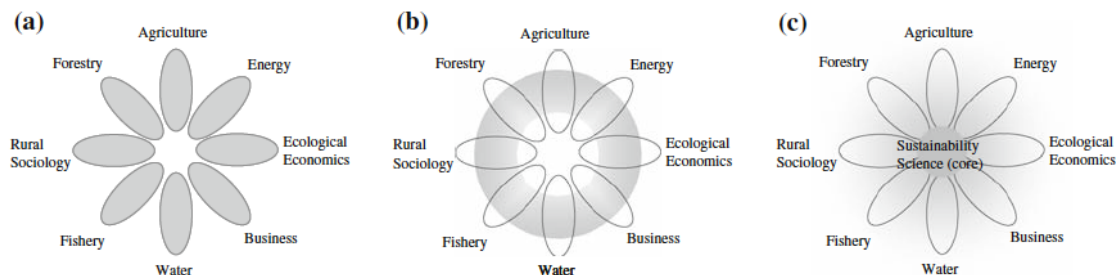
<sup>1</sup> *Reported at the 2014 Council for Independent Colleges [CIC] national meeting by CIC leadership.*

creative solutions. The existing experiential curriculum is pre-adapted to incorporating sustainability science into all aspects of course development at the College and can be progressively refined to fit its framework.

The College's adoption of a framework based on sustainability science does not relegate its liberal arts base to a lesser status. On the contrary, liberal arts provide the foundation upon which are developed holistic, integrative practitioners of sustainability science. As Unity College advances its leading-edge paradigm in post-secondary education, it must reimagine programming and expand its reach to attract, engage, and enlighten the future leaders of the environmental and sustainability professions. To respond to the impending environmental crises and capitalize on its tremendous potential, Unity College must address two central directives: 1] Develop distinctive, premium products that are in high demand, and 2] Significantly expand brand awareness and move into new markets. This plan outlines an explicit course of action for both at Unity College.

### *Sustainability Science*

Sustainability science is defined as the integrated application of science from many disciplines to develop sustainable solutions to environmental problems. Although sustainability science could be accomplished through sequential layering of discrete disciplines toward a problem, the most effective approach is *transdisciplinary*, meaning various disciplines are integrated throughout the problem-solving process [Fig. 1]. Until recently, a transdisciplinary perspective would not have been possible because access to comprehensive information was limited. The Internet revolution has made most discipline-specific knowledge available to anyone with skills enough to access it. Thus, information literacy and the ability to integrate it effectively are critical to the successful deployment of sustainability science.



**Figure 1.** The distinction between multidisciplinary [a], interdisciplinary [b], and transdisciplinary [c] approaches [Kajikawa 2008]<sup>2</sup>.

Sustainability science is neither applied nor basic. Rather, it is a field defined by the problems it addresses instead of the disciplines it employs. It advances understanding of the dynamics of coupled human-natural systems and facilitates the design, implementation, and evaluation of practical interventions that promote sustainability. It is problem-based and solution-oriented, and it should be familiar to those who already employ learning models designed to achieve real world applicability. In effect, sustainability science can and should be delivered across the curricular spectrum and incorporated into all aspects of academic programming.

<sup>2</sup> Kajikawa, Y. 2008. *Research core and framework of sustainability science. Sustainability Science* 3:215.

## *Unity College*

There are two important consequences of framing environmental science in terms of sustainability science at Unity College. First, it defines the College as a sophisticated and mature institution to the outside world. Precious few colleges or universities have embraced sustainability science as a viable framework, leaving an unoccupied niche tailored perfectly for the College. The sustainability framework has the potential to elevate Unity College to a higher profile among competing environmental programs, thus enhancing the post-graduate success of our students. Second, it defines an internal understanding of how to address environmental change. Sustainability science can serve as an overarching conceptual home for all of the existing environmental perspectives at Unity College.

Sustainability science is consistent with the Unity College mission, and in fact, it already captures much of its current pedagogy. Sustainability science is reliant on foundational disciplines such as chemistry, biology, physics, math, ecology, and conservation, and it is supported by social science, humanities, economics, and teacher education. All are central to a Unity College education. Sustainability science is not intended to replace existing degree programs. Instead, the College will embrace it as a proactive and process-oriented framework that can guide the pedagogy of current programming. As an integrative and inclusive framework, sustainability science is predicated upon and enhances existing core competencies such as conservation and natural resources. A liberal arts education will remain an essential foundation for sustainability science. It offers the best possible mixture of applied and theoretical concepts, and it aids scientific and technical skills advancement by emphasizing written and verbal communication, critical thinking, and consideration of complex ethical tradeoffs typical of the 21<sup>st</sup> century. As opposed to the previous century's myopic approach to environmental training, sustainability science is all-inclusive, future-oriented, and proactive. Embracing sustainability science will enable Unity College to capitalize on its broad-based learning strategy to better evaluate existing curricula in the context of mitigation, adaptation, and resilience. These concepts are best incorporated into decisions regarding every discipline, and this incorporation, will generate opportunities for undergraduate research and add premium value to degree programs.

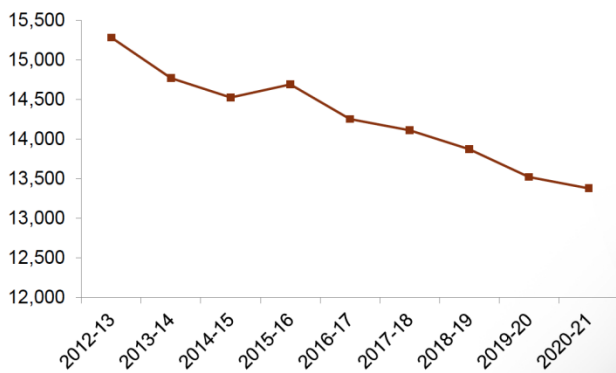
Especially important for understanding the transdisciplinary approach to education is the concept of information literacy: a set of skills that require an individual to recognize when information is needed and have the ability to locate, evaluate, and effectively use the needed information [<http://skil.stanford.edu/intro/research.html>]. It is common to all disciplines, all learning environments, and all levels of education, and it will serve as the underlying principle for curricula at Unity College. Mastering information literacy will give students a competitive advantage in a job market increasingly characterized by applicants with a narrow technical focus who lack transdisciplinary experience. Unity College students will therefore make better professionals and be more highly valued employees.

## *Looking Forward*

A recent examination of Unity College by *Stamats*, an independent marketing solutions firm, confirmed that the College's market penetration is shallow, thereby leaving large sectors of the potential market untouched. While developing academic programs, the College must promote tirelessly the value of sustainability science in the context of a liberal arts education. Unity College must also elevate its programming and marketing to a more sophisticated level, thereby distinguishing it from the competition by providing premium value in comparison to degrees from other institutions. Dynamic and integrative marketing is necessary to realize the full benefits of embracing sustainability science as its educational and operational framework.

Unity College must also make fundamental choices about its target markets and net revenue per student. The number of high school graduates in Maine is declining [Fig. 2], and admissions data show that the increasing number of students with unmet financial need is a significant factor in the College's struggle to maintain enrollment. Additionally, and perhaps more importantly, the College frequently loses highly qualified students to institutions offering more competitive funding packages. Unity College must continue to make strategic use of its financial aid leveraging, enhance its scholarship endowment, offer premium products to students and parents with economic capacity, and be more competitive in scholarship offerings to students from more affluent backgrounds. Because of the declining number of high school graduates in Maine, the College's market will increasingly reach beyond Maine and New England. To that end, the College has engaged the consulting firm *Noel Levitz* to help develop an aggressive enrollment strategy [expected May 2014].

### Projected number of high school graduates: Maine 2012-20



**Figure 2.** Following a decades-long decline in high school graduation, Maine is now 41<sup>st</sup> in the nation for matriculation rate.<sup>3</sup>

The College's long-term viability is dependent on enhancing revenues. Several alternatives will be explored to bolster the College's core mission while simultaneously diversifying its income stream, including hybrid distance programming, collaboration with affinity institutions, enhanced articulation with secondary schools and community colleges, development of summer programs, and recruitment of international students. The most important opportunity for enhanced revenue generation, however, is the development of graduate programming. More than ever, graduate degrees are required to help budding professionals refine technical skills, qualify for job opportunities, and improve career or pay structures. Other small liberal arts colleges that have created graduate programs point to this as an essential new revenue stream. The need for a robust suite of graduate degrees in the model of the professional science master's [PSM], which includes non-traditional curricula in management, ethics, and communication, provides an excellent opportunity for Unity College. The PSM programs have excellent job placement outcomes nationwide, and they provide an added benefit of enhancing the College's brand recognition in underrepresented markets. New England has only one such program, at the University of Massachusetts, and nationally there is a lack of such programs in the environmental sciences.

<sup>3</sup> *Knocking at the College Door*. Western Interstate Commission for Higher Education. December 2012.



## OUTCOMES

Out of the plan articulated here emerges a set of overarching *outcomes* for the period of 2014/2015 to 2018/2019. These are:

- Complete implementation of transdisciplinary academic pedagogy throughout our undergraduate residential programs.
- Become nationally recognized as the premier undergraduate institution for transdisciplinary sustainability science.
- Meet and maintain maximum campus enrollment.
- Implement mission-driven graduate programs.
- Implement mission-driven online programs.
- Diversify academic operations to include partnerships, a field station, international programs, outreach, and ongoing summer programming.
- Build a modern liberal arts professoriate with competitive salaries and significantly more resources for scholarship, outreach, and service.
- Implement other selected alternative revenue streams.
- Complete the build-out of our physical infrastructure to include new residence halls, a sustainability science, learning and conference center, and a student union including a dining commons.
- Achieve recurring annual operating surplus through diversified revenue streams with return-on-investment strategies.
- Launch a comprehensive capital campaign to support new construction and program development.

Over the next five years Unity College will achieve status as the premier liberal arts institution in the United States focused on sustainability science education. The primary means of this transformation will be return-on-investment strategies to support faculty excellence, unique and excellent academic programming, and expanded physical and administrative infrastructure. Using resources acquired from new revenue streams, we will focus first and foremost on academic excellence, which is without question the foundation of institutional success in higher education. These new revenue streams will derive heavily from online and graduate programs. While the relevance of our mission is beyond question, we will link this to postgraduate success in employment and graduate education. With transdisciplinary information literacy based on a solid *prosocial* foundation in the liberal arts, there can be little doubt that our graduates will be leaders.

### *Taxonomy of the Strategic Implementation Plan*

The plan that follows is laid out as a series of six **goals**. Each goal is supported by a series of **objectives**. Each objective is supported by a series of **initiatives**, which are linked to **action** items. Eventually all action items will have timelines for execution. In some cases, objectives will be supported by initiatives that are too numerous to list because they are simply operational aspects of the College. Accordingly, these areas are referenced to departments and their activities, instead of specific action items.

**GOAL 1: OFFER THE NATION’S BEST SUSTAINABILITY AND SCIENCE-ORIENTED LIBERAL ARTS ACADEMIC PROGRAM**

The sustainability science approach is rare among institutions of higher education, and that presents an opportunity for Unity College. The professionals who pay close attention to this niche already recognize Unity College as a pioneer in development of sustainability science curricula.

The challenge facing Unity is to broaden its reputation beyond that niche. The College needs to develop, deliver, and promote a liberal arts sustainability science curriculum that is recognized nationally as the best of its kind. The curriculum needs to embrace the liberal arts as essential to a *prosocial* foundation, and it needs to send clear messages that a sustainability science approach is vital for the development of successful responses to current and future environmental challenges.

National recognition can take many forms. Acknowledgment by important national organizations, for example—including NCSE and AASHE—can do much to elevate the stature of the College. Awards from those organizations, references made to Unity College in keynotes and plenary lectures, and other honors can carry significant weight, and they also can result in valuable press coverage.

Ultimately, recognition stems from offering a top-quality educational program. The success of Unity College graduates in the workforce and in graduate schools will demonstrate the effectiveness of the Unity curriculum. A strong curriculum will also attract students from throughout the nation, extending the College’s reach and helping it improve from “traditional” to “selective” in the ACT rankings.

As many prospective students and their families will attest, the quality of a college relies on the quality of its faculty. Many Unity College faculty members have achieved national prominence in their fields, and many others are well on their way. Unity faculty members frequently present papers at national research and pedagogical conferences, and many are considered thought leaders in the areas of sustainability science, environmental science, and the transdisciplinary delivery of curricula.

This goal is ambitious, but success in this area can be measured through clear metrics. Ensuring that 90 percent of the full-time professoriate has terminal degrees, for example, provides an indication of the strength of the program. Having Unity College faculty members consulted frequently on environmental and sustainability issues of national importance provides strong indication of the value of our programming. A strong curricular focus on excellent teaching and the liberal-arts foundation can serve as another criterion of success. And faculty members and students holding leadership positions in professional and academic societies can add to the overall picture.

**GOAL 2: CREATE AND SUPPORT A WORLD-CLASS STUDENT BODY**

A world-class student body embraces the holistic fullness of the human experience. Unity students need to possess curiosity, energy, and a desire to make a difference in the world. They should be confident in their abilities while fully aware of the challenges ahead. They should feel comfortable expressing their views while also understanding the value of alternate perspectives. They should think critically, with superior written, verbal, and media literacy. They should strive to understand and live by high ethical standards. And they should celebrate the idea that learning is a lifelong activity that brings richness, depth, and meaning to a life.

Problems, to Unity students, are not roadblocks. They are real-world puzzles to be solved through the passionate exertion of effort and will. Students should delight in bringing together disparate areas of knowledge, knowing that such integration leads to the syntheses that result in solutions. They see nature and humanity as representing complex systems that are closely and eternally linked. And they know that the pace of change will only accelerate, and that success will come from agility and perseverance.

The development of a world-class student body comes from the deliberate creation of opportunities and the unwavering encouragement to pursue them. Unity's student body is outstanding, and further improvement will be manifested in several ways. Are the students fully engaged in campus life, both in and out of the classroom? Do they pursue ethical, political, spiritual, and social questions with passion? Do they open their hearts and minds to each other, for the benefit of all? Do they form a community, not just a campus? Do they feel confident in the tackling of risks, are they willing to pursue leadership roles, do they seek and find help when they need it? Do they embrace differences as opportunities to learn new ways of thinking and living?

The College already embraces approaches that can bring about this world-class student body. Unity's emphasis on hands-on learning, transdisciplinary education, information literacy, and the liberal arts within a sustainability science framework gives the College a potent and unique ability to attract highly qualified, intelligent, and dedicated students.

**GOAL 3: DEVELOP SYSTEMIC POLICY-DRIVEN HUMAN, TECHNOLOGICAL, PHYSICAL, AND FINANCIAL INFRASTRUCTURES THAT ALLOW OUR STUDENTS, FACULTY, AND STAFF TO EXCEL**

As an institution devoted to sustainability, Unity College understands the importance of place. The framework of sustainability science allows the College to improve its support infrastructure on campus in ways that align with Unity's mission. Unity College will evolve as a living-learning community and a working laboratory for building and living more sustainable lives.

By creating an environment that embodies sustainable values and community connections, through the development of a systemic policy-driven human, technological, physical, and financial infrastructure, the College will contribute to student success, leading to greater financial stability, robust enrollment, and becoming a beacon for the idea workplace.

It is important to note that much of Unity College's physical plant is substantially depreciated, and in many cases outdated. However, since 2011, the College has been committed to a minimum spending of \$700,000 a year from the operating budget to upgrade and modernize standards. Investment was also committed to technology in order to reach the minimum expectation of our students, faculty, and staff including infrastructure to support distance and graduate programming as well as on-campus education and research. The next evolution is to exceed the minimum requirements needed to maximize the use of technology in the pursuit of sustainability. Data integration and manipulation are critical elements that are lacking to ensure real-time data for making decisions.

Historically, the human infrastructure has been under-resourced, and while major investments have been made to fill critical academic and revenue-generating human infrastructure since 2011, this strategic goal intends to review our human resource in totality to ensure adequate skill, knowledge, and commitment to the mission. Lastly, our financial infrastructure has been manual, paper-based, and cumbersome to analyze readily.

Goal 3 intends to build the comprehensive infrastructure that develops and sustains our faculty, administration, and staff in order to manifest Unity College values. This includes building a diverse community and determining the optimal size, composition and compensation of its faculty, administration, and staff to best position Unity College to meet the educational needs of its students and enable them to achieve their professional goals through the following objectives.

**GOAL 4: ALIGN THE COLLEGE'S CURRICULUM, ACTIVITIES, AND OPERATIONS WITH THE GOAL OF SUSTAINABILITY**

Sustainability science and elements of sustainability can be integrated into all aspects of academic programming at Unity College. A broad approach to teaching sustainability will make us unique among all institutions of higher learning in the United States. More importantly, it will prepare our students to be leaders in responding to environmental and sustainability crises of this century. Implementing sustainability programming into the Unity College curriculum and all aspects of operations is the foundation for the success of our graduates.

Operational sustainability goes hand-in-hand with curricular sustainability. Indeed, it is inconsistent that non-sustainable operational actions can be implemented on a campus striving to make a national name for itself in sustainability. Moreover, operational sustainability is fundamental to fiscal sustainability as highlighted in this document. Indeed, the axiom that “wealth isn’t defined by how much you earn [i.e. revenue] but rather how much you spend [i.e. operational fixed costs]” is apropos to Unity College with its modest endowment. Energy costs must be reduced, with a long-term goal of eliminating them. Most importantly, Unity College can model for the nation and the world that an effective energy policy will *decrease* costs while reducing carbon emissions, a point that seems to have been largely missed by policy makers and the environmental community that continues to focus on a *carbon* policy.

**GOAL 5: CREATE A DISTINCTIVE AND RENOWNED NATIONAL BRAND**

Unity's mission is so important that the College has a moral obligation to share its message with the nation and the world. Students interested in sustainability science—interested in joining the effort to address climate change, habitat depletion, and other threats to our planet and our species—should know that Unity offers a top-quality education that can help them reach their goals.

At present, Unity is reasonably well known in Maine and somewhat well known in New England. Beyond this region, however, Unity's mission and value are not well understood. A stronger national brand will provide many benefits to Unity and its students, faculty, and staff: higher enrollments, improved philanthropy, increased networking opportunities, greater selectivity, and enhanced name recognition, among many others.

The first challenge in any marketing campaign is the development of a strong, distinctive, and worthwhile product—and Unity has already accomplished this. The next evolution must be an aggressive and energetic effort to share Unity's story with the world. Done in a comprehensive and integrated way, this effort can produce impressive results, bringing the benefits described above to the College in abundance.

**GOAL 6: ENSURE SUSTAINABLE FINANCIAL STRENGTH**

Unity College is committed to the thoughtful stewardship of its financial resources to support its students, faculty, administrators, and staff as they engage in developing Unity College into a national brand. Unity College will demonstrate this commitment at all times, to all of our constituencies.

Historically, Unity College has always managed its finances on a primarily cost reduction basis. Most of the College's revenue was realized from a traditional [freshman] market with a regional focus. The physical infrastructure capacity limitations of approximately 600-student enrollment also created an inflexible fixed cost to the operating budget due to the inability to expand on-campus enrollment.

From a positive perspective, the college is significantly under leveraged. The \$10 million gift in 2011 has allowed for new flexibility to design a financial model to invest in new revenue streams in order to attain the national brand. While the cost-benefit analysis is in progress, conventional wisdom dictates that with the decline in the pool of traditional-aged students, the College must invest in alternative revenue streams and augment its practices to accommodate new markets. New markets include transfer and non-traditional students, and place-bound students. In addition, new revenue streams from distance and graduate programming are more cost effective than attempting to increase the physical capacity of the campus to accommodate significantly more traditional-aged on-campus students.

The College must develop support for its budget beyond dependence on tuition from its traditional market. Adding new revenue streams to the college budget, working to create additional programs to attract the changing demographics, including considering mission-relevant ways to use the college campus in the summer, and increasing philanthropic support, all need to be part of the working plan for ensuring the long term financial stability of the college.

Goal 6 is intended to ground the transition of the College's financial decision making, from "what can we do to save a dollar" to "how we can maximize the return from investing said dollar" and achieve positive returns as part of the financial plan.