UNITY VISION BOOK
A VISION BOOK IS A COLLECTION OF INSIGHTS, STRATEGIES, AND FRAMEWORKS FOR ADVANCING UNITY AS AN ORGANIZATION.

This collection is rooted in identifying our current state and imagining a future state. We call this collection of shifts ‘from - to’ shifts. This document will unpack each of the strategies associated with these shifts, and recommend actionable frameworks and building blocks for realizing the vision for Unity.

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FROM

1. DIVERGENT FOUNDATIONAL BELIEFS
2. CUSTOMER DRIVEN SERVICE
3. UNITY COLLEGE: AMERICA’S ENVIRONMENTAL COLLEGE
4. FOCUS ON SUSTAINABILITY SCIENCE
5. BROADCASTING A STATIC STORY
6. ‘IN THE MIDDLE OF EVERYWHERE’
7. HANDS ON LEARNING BUT DEFERRED IMPACT
8. DISSEMINATING KNOWN KNOWLEDGE
9. THE PROJECT IS FOCUSED ON THE SOLUTION
10. GREAT IDEAS BUT UNABLE TO ACT ON THEM

TO

1. SHARED FOUNDATIONAL ASSUMPTIONS
2. IN SERVICE TO SHARED PURPOSE
3. UNITY: A LIVING LAB
4. DEVELOPING THE UNITY FRAMEWORK
5. INVITING PEOPLE INTO A LIVING EXPERIMENT
6. LIVING IN CONTEXT
7. ACTING ON REAL-WORLD CHALLENGES
8. ADVANCING NEW MODELS
9. THE PROCESS IS THE PROJECT
10. PROCESS LITERACY
A community of people with a shared belief system working toward common purpose.
Rational discussion is useful only when there is a significant base of shared assumptions.

Noam Chomsky
WE'VE SEEN SHARED FOUNDATIONAL ASSUMPTIONS AT ITS BEST AT APPLE:

The Credo is a way to align all employees across diverse cultures and countries around the globe, with quotes like: “We are here to enrich lives. To help dreamers become doers, to help passion expand human potential, to do the best work of our lives.” The credo is a physical artifact that hangs around every employee’s neck, tucked behind their name tag.

HOW DO WE BUILD THIS FUTURE STATE?

IN THE NEAR TERM

- Develop a Credo based on leadership, higher education change, and organizational messaging
- Divulge through a multi-platform publication and education communication strategy

IN THE LONG TERM

- Re-imagine traditions to reflect new approach
- Hire new talent in alignment with assumptions
A galvanizing cause that leads an organization’s behavior and action.
AN ORGANIZATION, LIKE A PERSON, HAS ITS OWN HIERARCHY OF NEEDS. THE HIGHEST ORDER GRAVITATIONAL PULL OF AN ORGANIZATION IS ITS "NOBLE CAUSE" - A PURPOSE THAT IS GREATER THAN THE SUM OF ITS PARTS.

Customers are no longer just consumers; they’re co-creators. They aren’t just passive members of an audience; they are active members of a community. They want to be a part of something; to belong; to influence; to engage. It’s not enough that they feel good about your purpose. They want it to be their purpose too. They don’t want to be at the other end of your 'for.' They want to be right there with you. Purpose needs to be shared.

"PURPOSE IS GOOD. SHARED PURPOSE IS BETTER"
BY MARK BONCHEK, MARCH 2013, HARVARD BUSINESS REVIEW
IN SERVICE TO SHARED PURPOSE

FROM

CUSTOMER DRIVEN SERVICE

TO

IN SERVICE OF NOBLE CAUSE

CUSTOMER

CAMPUS

TALENT

PEDAGOGY

PURPOSE

BUSINESS MODEL

PARTNERSHIPS

PRODUCTS + SERVICES

PURPOSE

CAMPUS

TALENT

PEDAGOGY

PRODUCTS + SERVICES

CUSTOMER
Founded by Alain de Botton, the School of Life offers an experience committed to questions about how to love, what to do about money, how to die, what is good, and what is bad — a purpose committed to taking on the stuff of life. The School of Life draws on philosophy, art, and history to empower people with emotional intelligence for the 21st Century.

HOW DO WE BUILD THIS FUTURE STATE?

IN THE NEAR TERM

- Communicate new approach to college community
- Re-write the mission statement

IN THE LONG TERM

- Build strategic partnerships through shared purpose
- Identify strategic corporate, not-for-profit, public partnership need areas and target selected organizations
FROM
UNITY COLLEGE: AMERICA'S
ENVIRONMENTAL COLLEGE

TO

3
UNITY: A LIVING LAB

Unity as a model of its aspiration.
IF WE'RE GOING TO HAVE A TAG LINE, LET'S MAKE IT A COMPELLING STATEMENT ABOUT WHAT HAPPENS IN UNITY. STAKING CLAIM TO THE IDEA THAT “WHEREVER UNITY IS, IT IS WHERE YOU WILL FIND ACTION,” AND DEFINING UNITY NOT ONLY AS A PLACE, BUT AS THE HIGHEST ORDER STANDARD, A NOBLE CAUSE.
The educational charity committed to connecting visitors with each other and the natural world is a classroom for everybody, where people learn effortlessly, rediscover curiosity, and are inspired to work together towards a better future. Eden considers itself an attitude, a catalyst for transformation and hope.

**HOW DO WE BUILD THIS FUTURE STATE?**

**IN THE NEAR TERM**

- Embed new story into internal messaging, PR, presentations, videos, recruiting collateral...
- Engage in an action or make a commitment announcing both Unity's Noble Cause and our action-oriented approach and inviting engagement from partners, clients, students...

**IN THE LONG TERM**

- Broadcast the story
- Develop habits and platforms for inviting constituents into institutional storytelling
FROM FOCUS ON SUSTAINABILITY SCIENCE TO DEVELOPING THE UNITY FRAMEWORK

How Unity delivers on its Noble Cause.
Here at Unity, we are committed to understanding, celebrating, and advancing LIFE. We’ve created a signature methodology and operating system to rigorously activate our study of life, through a model we call the Unity Framework. As a learning community, we take on the environmental challenges of our day by starting in our own backyard. From that lived experience, we’re able to bring our methods to other communities facing similar challenges. This process is our R&D. Through place-based action, we’re making new discoveries that evolve the Unity Framework.
WE’VE SEEN A SHARED METHODOLOGY ARTICULATED BEST AT BOSTON UNIVERSITY COLLEGE OF FINE ARTS:

Boston University College of Fine Arts, under the leadership of Interim Dean Lynne Allen, committed to redefining the shared purpose and values of the three schools that comprised the college. In partnership with Epic Decade, they launched a radically participatory internal strategic visioning process that is positioning CFA as an epicenter of creative research.

HOW DO WE BUILD THIS FUTURE STATE?

IN THE NEAR TERM

- Develop the "Unity Framework" action methodology for embedded problem-solving
- Share a President's Address on this philosophy

IN THE LONG TERM

- Codify the Unity Framework as a benchmark for success
- Create and publish a dynamic and portable toolkit for enacting the "Unity Framework" action methodology
FROM BROADCASTING A STATIC STORY TO INVITING PEOPLE INTO A LIVING EXPERIMENT

Sometimes you just have to build the future you want to be part of.
INVITING PEOPLE INTO A LIVING EXPERIMENT

OUR NOBLE CAUSE IS A COLLECTIVE EFFORT AND WE CAN’T GO IT ALONE. LET’S TAKE INSPIRATION FROM UNITY’S ORIGINAL INVITATION TO COME HELP US BUILD A COLLEGE. LET’S ADAPT THIS MESSAGE INTO A NEW CALL TO ACTION AS WE ENGAGE THE NEXT GENERATION OF ACTIVISTS.

The discovery in 2013 of a high-velocity segment that BBMG and Globescan have named Aspirational consumers is significant for many reasons, but mainly because they are the largest consumer segment globally (39% of the population representing nearly 2 billion people) and the first to unite materialism, sustainability, and cultural influence. In short, they are the most critical audience to reach and engage if we want to drive sustainable behavior change at scale... Aspirationals want a voice in the decisions that affect their lives. They are co-creators, eager to share their ideas, opinions and experiences to help brands... invent solutions to social challenges. Invite them in.

“5 SECRETS TO ENGAGING ASPIRATIONAL CONSUMERS” BY MITCH BARANOWSKI AND RAPHAEL BEMPORAD, MAY 2014, FAST COMPANY
COME HELP US BUILD A COLLEGE

COME HELP US BUILD A LIVING LAB
The release of the Rhode Island brand campaign ignited a passionate response from the community. There was a series of hacks of the logo and slogan marks as well as much debate around issues of community and collaboration. The MIY Story Studio public engagement campaign was born out of this conversation, calling upon passionate and proud Rhode Island residents and advocates to share their Rhode Island experiences. MIY was a play off the DIY, “Do It Yourself” culture. It was a set of forums and web platform that invited, honored, and promoted the voice of Rhode Islanders to shape the image they projected to the world.

HOW DO WE BUILD THIS FUTURE STATE?

IN THE NEAR TERM

- Beta test the invitation
- Launch a brand campaign that allows for ongoing input via social media

IN THE LONG TERM

- Develop "Path to Success" as innovation vetting process
- Publish "Path to Success" as innovation vetting process
Living Systems are inextricably linked to their context, whether that is Unity in Maine or Unity working in partnership with a community in sub-Saharan Africa.
PLACE MATTERS. WE BELIEVE IN A TEACHING AND LEARNING PRACTICE THAT IS GROUNDED IN ITS LOCAL CONTEXT. THE SITE IS THE EXPERIMENTAL PLAYGROUND THAT MAKES THE PURSUIT ALIVE AND REAL. THIS IS PROJECT-BASED LEARNING IN SITU.

When we try to pick out anything by itself, we find it hitched to everything else in the universe.

JOHN MUIR  
NATURALIST, AUTHOR, ENVIRONMENTAL PHILOSOPHER, AND EARLY ADVOCATE OF PRESERVATION OF WILDERNESS IN THE UNITED STATES
THE WORLD IS OUR CLASSROOM. WE HAVE A HEADQUARTERS CAMPUS AND THE MOBILE CAPACITY TO PARTNER WITH COMMUNITIES FROM AROUND THE WORLD.

- **UNITY, MAINE**
  Experimenting first on making Unity a model Living Lab

- **SOMEWHERE, U.S.A.**
  Partnering with a community in the US to bring the learnings from creating a Living Lab in Unity, Maine to a different context

- **GLOBAL VILLAGE**
  Expanding those partnerships to faraway communities who have expressed desire to create A Living Lab
Emily Pilloton’s Project H brings their participatory design/build methodology to diverse communities and adapts the project to fit the context and particular community they’re serving. The programs also improve K-12 education by teaching applied arts and sciences and vocational building skills to the young people designing and building these projects.

WE’VE SEEN PROJECT BASED LEARNING IN SITU AT ITS BEST AT PROJECT H:

HOW DO WE BUILD THIS FUTURE STATE?

IN THE NEAR TERM

- Articulate what the context of Maine means to Unity
- Identify the ways our surrounding context is not thriving and identify community-based projects and partners

IN THE LONG TERM

- Turn our local context into a Living Lab
- Create plan for "Unity Living Labs" and begin roll out
A lifestyle of action means that we respond to the environmental imperatives of our day.
EMBODYING THE URGENCY OF OUR NOBLE CAUSE MEANS A LIFESTYLE OF ACTION, TAKING ON THE CHALLENGES THAT THREATEN THE CAPACITY FOR LIVING SYSTEMS TO THRIVE. THESE CHALLENGES BECOME THE PROJECTS ORGANIZING OUR EFFORTS AND EXPERIENCE.

2020
- World is on track to lose two-thirds of wild animals by 2020.
  Living Planet Report 2016, WWF.
- More than 230 million hectares of forest will disappear by 2050 if no action is taken, and that forest loss must be reduced to near zero by 2020.
  "Over 80% of future deforestation confined to just 11 places," WWF Global.
- Humans are using 30% more resources than sustainable at a rate, meaning we’d need two planets by 2030.
  "World is facing a natural resources crisis worse than financial crunch," The Guardian.

2030
- Approximately half of global grain production will be at risk due to water stress by 2050 and IFPRI study also found that 45% of total GDP ($63 trillion) will be at risk due to water stress by 2050.

2050
- Air pollution model predicts 6.6 million deaths by 2050.

2075
- The world on average has just 60 harvests left due to soil degradation.
  Arsenault, Chris. "Only 60 Years of Farming Left If Soil Degradation Continues." Scientific American.

2100
- Given current concentrations and on-going emissions of greenhouse gases, it is likely that by the end of this century, the increase in global temperature will exceed 1.5°C. The world’s oceans will warm and ice melt will continue. Average sea level rise is 40-63cm by 2100.
We aim to take on these environmental challenges as they show up in situ. This is similar to the way that Rural Studios identifies projects within their local community, giving students hands-on experience while making real impact in the lives of their neighbors.

**WE’VE SEEN IMPACT IN ACTION AT ITS BEST AT RURAL STUDIOS:**

**HOW DO WE BUILD THIS FUTURE STATE?**

**IN THE NEAR TERM**

- Identify which environmental imperatives we want to take on
- Pick a project that takes on an impact in the context of Unity in Maine

**IN THE LONG TERM**

- Develop Unity consulting, action, and sustainable enterprises as venues for authentic learning
- Recast educational framework around action enterprise education
The act of taking on real challenges in real communities will yield new discoveries worth sharing with the world.
BY SHARING OUR DISCOVERIES AS NEW INSIGHT AND THOUGHT LEADERSHIP, WE WILL BE SETTING NEW PRECEDENTS AND RAISING THE BAR FOR WHAT’S POSSIBLE.

The key... is not knowledge. It is understanding. We are swimming in the former. We are desperately lacking in the latter.

MALCOM GLADWELL

A LIVING, LEARNING, AND LEADING FRAMEWORK

IDEAS FOR TAKING ON CHALLENGES

FIRST ESTABLISHED IN CONTEXT OF UNITY, MAINE

THEN TESTED IN A MULTITUDE OF CONTEXTS

PROVEN METHODOLOGIES SHARED AS NEW DISCOVERIES
Transition Network began as a single community-led initiative responding to global challenges and designing a more sustainable society. It spread to other towns around the world, becoming a large movement of communities and a replicable methodology and approach to sustainability in the 21st Century. The movement approaches big challenges by starting local, crowd-sourcing solutions, and building a supportive and connected culture.

How do we build this future state?

In the near term:

- Crowd-source ideas for acting on real-world challenges
- Create internal capture and codification structures for new learning, methodologies, hacks, DIYs, and inventions

In the long term:

- Publish the "Unity Framework" action methodology for embedded problem-solving
- Create Unity Framework DIY kits
There’s no such thing as a silver bullet. Longterm transformation requires systematic planning.
INVITING PEOPLE INTO SOMETHING AS DYNAMIC AND EVOLUTIONARY AS BUILDING THE UNITY COLLEGE WAY REQUIRES A PROCESS THAT STRATEGICALLY UNFOLDS OVER TIME, WHERE PEOPLE CAN SEE THEMSELVES IN THE JOURNEY.

Make no little plans. They have no magic to stir one's blood and probably themselves will not be realized. Make big plans; aim high in hope and work; remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency.

DANIEL BURNHAM
TURNING THE FUNNEL FRAMEWORK ON ITS SIDE: A MULTI-PHASED STRATEGIC ROLL-OUT

PHASE 0: PROCESS LITERACY
Use the first year to bring our community through a pre-master planning process that invites them into laying the ground work for the significant shifts on the horizon, galvanizes social understanding, and builds process literacy. This is also the time to begin socializing our vision externally, gaining an eager and participatory audience of Aspirationals to come along on this journey with us.

PHASE 1: PROOF OF CONCEPT
Invest in Maine as a first experimental playground for becoming a place Where Life Thrives. This requires outlining actionable projects for impact that build on the assets we already have, with a lens to make them revenue generating and self-sufficient. This demands a significant curricular re-design to accommodate high impact, action-oriented learning environments. Unity will need to forge significant partnerships with organizations and institutions that are interested in testing new methods and approaches through shared value models.

PHASE 2: FIELD TESTING
After having lived the precedent of transforming Unity into a Thriving Living System, stress-tested a few new action education enterprises, and brought a broad reaching community into an awareness of that process, this second phase is the time to bring this methodology and out into the world, to test it in other contexts. What is learned in these remote nodal contexts and developed through their different projects is translated back to the headquarters of Unity, Maine as the brain center that is sharing it’s findings and insights.

PHASE 3: IMPACT AT SCALE
Once these series of contexts have proven as successful demonstrations of places Where Life Thrives and Unity has been functioning as a sort of insight engine, disseminating new processes and methodologies for making real impact, only then is Unity poised to really codify ‘The Unity Way’ as a packaged framework that can then be adopted broadly. This is the tipping point at which Unity becomes a leadership method associated with tangible ways to reverse the dire global trajectory.
When Mass Mutual realized they needed to reach new audiences, they worked with IDEO to design a new kind of customer experience focused on educating people instead of selling them something. The approach was hugely disruptive to the organization’s norms and processes, as it required not only a new brand and new digital tools but also new ways of working. Every aspect of the organization had to be redesigned for the new service, which was intended to evolve as it served as an insight engine for Mass Mutual.

**HOW DO WE BUILD THIS FUTURE STATE?**

**IN THE NEAR TERM**

- Work internally to establish process literacy focused on roll out and phasing
- Publish this phased roll-out as a roadmap

**IN THE LONG TERM**

- Refresh strategic plan to align with roll out and phasing
- Revisit Roadmap periodically and adjust accordingly
A great vision can only be realized when there’s a clearly adopted strategy for getting there.
TRANSPARENCY IS THE CURRENCY OF AGENCY. IT IS CRITICAL TO BRING STAKEHOLDERS INTO THE PROCESS TO BUILD SHARED AUTHORSHIP AND OWNERSHIP. THIS MAKES IT POSSIBLE FOR US TO REALIZE OUR VISION.

HOLISTIC CAPITALS FRAMEWORK:

Often there’s a misconception that the only necessary resource is financial capital. But it’s important to recognize the holistic forms of capital that are needed to make a project successful. Empowering stakeholders with Process Literacy means introducing them to the Holistic Capitals Framework and how it rolls out over time.

- **VISION CAPITAL**
  The major benchmark for each phase that enables the launch of the next phase

- **PROCESS CAPITAL**
  The milestones that mark progress towards reaching the goal of each phase

- **FINANCIAL CAPITAL**
  The resources goals we need to hit

- **HUMAN CAPITAL**
  The talent, partnerships, and community support we’ll need to obtain
Organize community event(s) to engage stakeholder groups in vision

Identify key stakeholder groups that need to be brought into this Vision

Build leadership process for internal roll out

Communicate to college community

Leadership prep for board communication

Define new roles and job descriptions for a dedicated team to manage process

On-board new Strategic Visioning team

Invite key stakeholders and community to launch experience

Outline budget for Strategic Visioning process

Establish budget

Budget and plan for a Come Above Radar Experience

Launch expense plan

JAN 2017

Synthesize brand research to establish fundamental brand proposition

Build out holistic capitals framework for each phase of roll-out

Finalize and print vision book with detailed roadmap

Bring to board for approval

Create internal calendar and processes for 2017 Strategic Visioning Launch and Project Roll Out

Come above radar with process in an external facing capacity

MAY 2017

Circulate and articulate brand strategy to grow community understanding

Synthesize brand research to establish fundamental brand proposition

Build out holistic capitals framework for each phase of roll-out

Finalize and print vision book with detailed roadmap

Bring to board for approval

Create internal calendar and processes for 2017 Strategic Visioning Launch and Project Roll Out

Come above radar with process in an external facing capacity

FALL 2017

Master planning process announced publicly

Phase 0: Holistic Capitals Framework

Vision

Process

Financial

Human

THE ROADMAP

UNITY VISION BOOK

Process Literacy

Phases:

- JAN 2017: Synthesize brand research to establish fundamental brand proposition
- MAY 2017: Circulate and articulate brand strategy to grow community understanding
- FALL 2017: Master planning process announced publicly

Key tasks:

- Organize community event(s) to engage stakeholder groups in vision
- Identify key stakeholder groups that need to be brought into this Vision
- Build leadership process for internal roll out
- Communicate to college community
- Leadership prep for board communication
- Define new roles and job descriptions for a dedicated team to manage process
- On-board new Strategic Visioning team
- Invite key stakeholders and community to launch experience

Phases:

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- On-board new Strategic Visioning team
- Invite key stakeholders and community to launch experience
Moses Brown, a private K-12 Quaker school engaged Epic Decade in a non-traditional strategic visioning process that was re-framed as a Cultural Campaign. This Campaign engaged the entire Moses Brown Community in a radically participatory visioning process that articulated aspirational programs worth launching a Capital Campaign for. The not-so-quiet quiet phase of the Cultural Campaign was successful in identifying and building a partnership with an architectural office of record, outlining strategic new positions needed for delivering on the vision and securing a significant gift that demonstrated strategic buy-in from key stakeholder groups.

WE’VE SEEN PROCESS LITERACY AT ITS BEST AT MOSES BROWN SCHOOL:

HOW DO WE BUILD THIS FUTURE STATE?

IN THE NEAR TERM

- Publish vision as portable document, narrative, and presentation
- Publish on website, create video assets, present at state of the college, embed in strategic plan

IN THE LONG TERM

- Reallocate current marketing resources in service to message
- Invite students, investors, stakeholders into action-project and college design process
**ACTIONABLE BUILDING BLOCKS**

**UNITY VISION BOOK**

**BUILDING BLOCKS IN THE NEAR TERM**

1. **SHARED FOUNDATIONAL ASSUMPTIONS**
   - Develop a Credo based on leadership, higher education change, and organizational messaging
   - Divulge through a multi-platform publication and education communication strategy

2. **IN SERVICE TO SHARED PURPOSE**
   - Communicate new approach to college community
   - Re-write the mission statement

3. **UNITY: A LIVING LAB**
   - Embed new story into internal messaging, PR, presentations, videos, recruiting collateral...
   - Engage in an action or make a commitment announcing both Unity’s Noble Cause and our action-oriented approach and inviting engagement from partners, clients, students...

4. **DEVELOPING THE UNITY FRAMEWORK**
   - Develop the "Unity Framework" action methodology for embedded problem-solving
   - Share a President’s Address on this philosophy

5. **INVITING PEOPLE INTO A LIVING EXPERIMENT**
   - Beta test the invitation
   - Launch a brand campaign that allows for ongoing input via social media

**BUILDING BLOCKS IN THE LONG TERM**

1. **SHARED FOUNDATIONAL ASSUMPTIONS**
   - Re-imagine traditions to reflect new approach
   - Hire new talent in alignment with assumptions

2. **IN SERVICE TO SHARED PURPOSE**
   - Build strategic partnerships through shared purpose
   - Identify strategic corporate, not-for-profit, public partnership need areas and target selected organizations

3. **UNITY: A LIVING LAB**
   - Broadcast the story
   - Develop habits and platforms for inviting constituents into institutional storytelling

4. **DEVELOPING THE UNITY FRAMEWORK**
   - Codify the Unity Framework as a benchmark for success
   - Create and publish a dynamic and portable toolkit for enacting the "Unity Framework" action methodology

5. **INVITING PEOPLE INTO A LIVING EXPERIMENT**
   - Develop “Path to Success” as innovation vetting process
   - Publish “Path to Success” as innovation vetting process
**BUILDING BLOCKS IN THE NEAR TERM**

1. **LIVING IN CONTEXT**
   - Articulate what the context of Maine means to Unity
   - Identify the ways our surrounding context is not thriving and identify community-based projects and partners

2. **ACTING ON REAL-WORLD CHALLENGES**
   - Identify which environmental imperatives we want to take on
   - Pick a project that takes on an impact in the context of Unity in Maine

3. **ADVANCING NEW MODELS**
   - Crowd-source ideas for acting on real-world challenges
   - Create internal capture and codification structures for new learning, methodologies, hacks, DIYs, and inventions

4. **THE PROCESS IS THE PROJECT**
   - Work internally to establish process literacy focused on roll out and phasing
   - Publish this phased roll-out as a roadmap

5. **PROCESS LITERACY**
   - Publish vision as portable document, narrative, and presentation
   - Publish on website, create video assets, present at state of the college, embed in strategic plan

**BUILDING BLOCKS IN THE LONG TERM**

6. **LIVING IN CONTEXT**
   - Turn our local context into a Living Lab
   - Create plan for “Unity Living Labs” and begin roll out

7. **ACTING ON REAL-WORLD CHALLENGES**
   - Develop Unity consulting, action, and sustainable enterprises as venues for authentic learning
   - Recast educational framework around action enterprise education

8. **ADVANCING NEW MODELS**
   - Publish the “Unity Framework” action methodology for embedded problem-solving
   - Create Unity Framework DIY kits

9. **THE PROCESS IS THE PROJECT**
   - Refresh strategic plan to align with roll out and phasing
   - Revisit Roadmap periodically and adjust accordingly

10. **PROCESS LITERACY**
    - Reallocate current marketing resources in service to message
    - Invite students, investors, stakeholders into action-project and college design process
What the caterpillar calls the end of the world, the master calls a butterfly.

RICHARD BACH