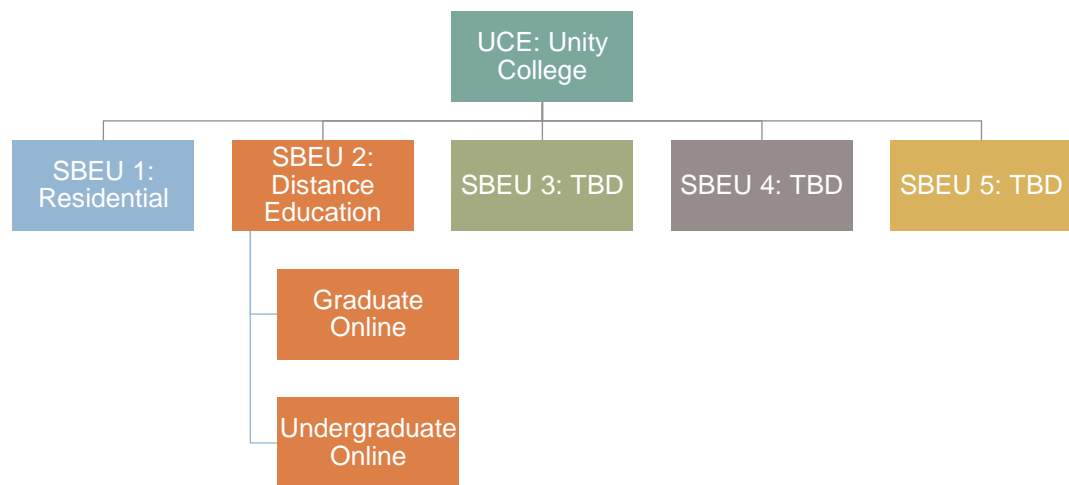




**Enterprise Conceptualization Outline DRAFT**  
**August 9, 2016**

1. Organizational Model

- a. Unity College Enterprise & Strategic Education Business Unit overview
- b. Definitions
  - i. *Unity College (UC)* will refer to the institution and encompassing legal unit of Unity College.
  - ii. *Unity College Enterprise (UCE)* or *enterprise-wide* will refer to the highest level administrative unit of Unity College which includes the Unity College President, her/his executive team, and any units or departments that provide oversight and/or services for the entire Unity College institution (UCE and SEBUs) as the primary purpose or function.
  - iii. *Strategic Education Business Unit (SEBU)* will refer to one of several discrete organizational units within the institution that serve as a component of Unity College in support of its mission and institutional goals.
  - iv. *Unity College: Residential* or *residential* will refer to the SEBU consisting of the educational and residential programs currently taking place primarily at 90 Quaker Hill Rd., Unity, ME.
  - v. *Unity College: Distance Education (UCDE)* or *distance education* will refer to the SEBU currently consisting of graduate and undergraduate online initiatives.
- c. The Unity College Bylaws is the foundational legal charter of Unity College. All other policies must align with the Unity College Bylaws. If there is discrepancy, the Bylaws are authoritative.
- d. Unity College Organizational Chart



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- e. Role, Scope, Authority, and Functions
  - i. Role
    - 1. UCE - The role of the UCE is to oversee the integrity and functions of all Unity College SBEUs and organizational units, including, but not limited to, operations, enterprises, finances, programs, personnel, planning, academics, educational experiences, governance, risk management, marketing, sustainability, facilities, and policies.
    - 2. SBEU - The role of the SBEU is to develop and manage all functions necessary to achieve SBEU success as determined by the mission, strategic plan, goals, and expectations established by UCE.
  - ii. Scope
    - 1. UCE - UCE scope is all-encompassing and includes oversight of any and all Unity College business units, functional units, departments, offices, programs, efforts, and personnel.
    - 2. SBEU - Unless otherwise assigned, SBEU scope is limited to the SBEU itself and includes all and only SBEU functional units. Coordination between SBEUs and/or SBEUs and UCE may be assigned to SBEU personnel by the President or her/his delegates. SBEUs will coordinate between SBEUs and UCE as assigned by UCE.
  - iii. Authority
    - 1. UCE - As determined by the UC Bylaws (Article V), the UC President is the Chief Executive Officer of Unity College and, therefore, of UCE. All policies and authorities will align with the UC Bylaws.
    - 2. SBEU - The senior administrator of an SBEU has authority to make tactical, managerial, and operational decisions within the SBEU. The authority of SBEU and its leadership extends only to the SBEU itself unless otherwise delegated by the President or her/his UCE delegates.
  - iv. Function
    - 1. A function is an area of primary responsibility which may include coordination of other UC Units with regard to the project or issue under consideration.
    - 2. SBEUs and UCE will each have functions. Where there is overlap SBEU will defer to and be coordinated by UCE. No SBEU will contradict or compete with UCE.
- 2. Strategic Direction
  - a. Unity College Mission
    - i. The Unity College Mission Statement is the mission statement guiding UCE and all UC SBEUs.
    - ii. Each SBEU will maintain its own SBEU mission statement in alignment with the UC Mission Statement. Each SBEU mission statement will be established and modified by UCE.

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- b. Unity College Strategic Plan
  - i. The Unity College Strategic Plan is the single strategic plan guiding UCE and all SBEUs. The UC Strategic Plan establishes all institutional initiatives, timelines, lead personnel, resources, and measures of success.
  - ii. Each SBEU will maintain its own SBEU strategic plan as a subset of and in alignment with the UC Strategic Plan. Each SBEU strategic plan will be established and modified by UCE and includes SBEU initiatives, timelines, lead personnel, resources, and measures of success.
- 3. Administration
  - a. Partnerships, sponsorships, vendors, and all external relations will be coordinated by UCE but may be managed by SBEUs, as assigned. Where there is an opportunity for efficiency or leverage through an institutional approach, SBEU will defer to UCE.
  - b. UCE will maintain an institution-wide calendar. SBEUs will maintain an SBEU specific calendar. All calendars will be coordinated through UCE.
  - c. Unity College institution-wide events will be coordinated through UCE. SBEUs may maintain a separate calendar of SBEU specific events. UCE may provide support for SBEU specific events.
  - d. Governance of all units is overseen by UCE. SBEUs will maintain appropriate governance policies, roles, committees, and charges as approved by UCE.
  - e. UCE will oversee all administrative structures. Administrative structures may differ by SBEU as appropriate. UCE will approve all administrative structures.
- 4. Accreditation
  - a. All Unity College academic programs will be fully accredited under the UC accreditation through NEASC.
  - b. Unity College accreditation is managed and maintained by the UC President and UCE.
  - c. All SBEU programs, efforts and personnel align with and support UC accreditation standards and processes. SBEU personnel will contribute as necessary to maintaining UC accreditation.
- 5. Academics
  - a. Definition: Academic Program
    - i. Unity College academic programs are educational initiatives of any modality or venue that qualify a properly matriculated and programmatically successful student for UC credit.
  - b. Academic Administration
    - i. In order to assure accreditation, the CAO will maintain coordination of all SBEUs that have academic assets.
    - ii. The SBEU senior academic officer is responsible for managing SBEU specific curriculum, policies, academic personnel, assessment and other academic functions to meet UCE established SBEU outcomes in alignment with UC standards, policies, and planning.
  - c. Academic Programs
    - i. Goals and expectations
      - 1. UCE will establish SBEU educational programming goals and success expectations for each education SBEU.

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2. Programming goals and success expectations will be aligned with the Unity College Mission Statement.
- ii. Program development and delivery
  1. SBEU will propose new programs to UCE for approval and will develop program types and particular programs as directed by UCE.
  2. UCE may create programs for SBEU to implement.
  3. SBEU will develop programs as coordinated by UCE encompassing functions (may include areas like marketing, library, career services, technology, and budgeting) and in coordination with other SBEUs through UCE.
  4. SBEU will deliver academic programs to achieve SBEU goals and expectations in alignment with UCE policies and in support of UCE accreditation.
  5. SBEU will administer a robust evaluation program for each academic program. UCE will oversee evaluation and set evaluation standards and processes. UCE will determine program viability and quality and determine program continuation or dissolution.
  6. No SBEU academic program will duplicate programming or compete directly with other SBEUs for students. Whether or not a proposed program constitutes competition will be determined by UCE.
- iii. Curriculum Development
  1. Each SBEU will maintain its own curricular catalog that reflects curricular policies and standards. UCE will oversee each SBEU curricular catalog.
  2. UCE will approve the creation of new Unity College educational programs and the dissolution of under-performing ones.
  3. SBEU senior administrators are responsible for establishing SBEU educational program student learning outcomes and individual course and learning experience student learning outcomes.
  4. SBEU senior administrators are responsible for establishing program curricula including courses and learning experiences in support of established student learning outcomes.
  5. SBEU faculty are responsible for developing courses and lesson plans to achieve established student learning outcomes.
6. Personnel (faculty and staff)
  - a. Establishing Policy
    - i. UCE establishes and maintains universal personnel standards, benefits, expectations, processes, and policies applying to all UC employees in an employee class (faculty and staff).
    - ii. SBEU establishes SBEU specific personnel standards, benefits, processes, expectations, and policies applying specifically to SBEU personnel whether faculty or staff. These are in alignment and in addition to UCE.
    - iii. Each SBEU and SBEU personnel are treated as separate and distinct from every other SBEU and are governed only by SBEU specific policies

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(including SBEU handbook) and by UCE policies (including UCE handbook). This applies to faculty and staff.

- b. Handbooks
  - i. All SBEU employee handbooks will be approved by the Unity College Board of Trustees.
  - ii. UCE Employee Handbook
    - 1. UCE maintains a UC employee handbook which applies to all UC employees (faculty and staff).
    - 2. The UCE employee handbook will include policies specific to any personnel type, including but not limited to, faculty-specific policies.
    - 3. The UCE employee handbook will allow for discretion on the part of SBEU when possible in order to help SBEU to achieve strategic goals and expectations. Adjustments to the UCE may be recommended by SBEU.
  - iii. SBEU Handbook
    - 1. SBEU maintains a SBEU specific employee handbook which applies only to SBEU employees (faculty and/or staff).
    - 2. The SBEU employee handbook includes policies specific to any personnel type, including but not limited to, faculty-specific policies.
    - 3. The SBEU employee handbook will specify faculty employment standards including rank, professional development, qualification, hiring processes, evaluation standards, and evaluation processes.
    - 4. The SBEU employee handbook (including any staff and faculty) will be approved by UCE and the Unity College Board of Trustees.
- c. Specific Personnel Policies
  - i. Grievance processes for all units is overseen by UCE. SBEUs will maintain appropriate grievance policies, processes, and roles as approved by UCE.
  - ii. SBEU personnel types may include faculty and/or staff, depending on the nature and purpose of the SBEU.
  - iii. SBEU employee policies and practices will be designed to provide adequate capacity, expertise, and protections to eliminate competition for human resources between SBEUs while leveraging UCE personnel and functions for greatest efficiency.
  - iv. SBEU employee policies and practices will be designed to protect employees of other SBEUs and UCE by isolating SBEU personnel into a discrete work unit.
  - v. SBEU employee policies and practices may create differential pay structures within the SBEU and differentiated across other SBEUs as needed (for example, to accommodate for regional differences in cost of living.)
  - vi. SBEU employee policies and practices will facilitate work schedules and working requirements of local, remote, and out-of-office personnel as required by the SBEU mission and initiatives.

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- vii. SBEU employee policies will distinguish between employees of each SBEU and UCE and detail the process (if any) for participating in or transferring between SBEUs.
  - viii. Faculty workload policies for each SBEU may be different based on SBEU specific initiatives, goals, and expectations.
  - ix. SBEU employee policies and practices will be designed to support SBEU specific initiatives and goals and may differ considerably from other SBEU handbooks (for example, an education program may want to commit to 51% of classes will be taught by fulltime faculty).
7. Students
- a. Establishing Policy
    - i. UCE may establish and maintain universal student standards, processes, and policies applying to all UC students.
    - ii. SBEU will establish SBEU specific student standards, processes, and policies applying specifically to SBEU students.
  - b. Handbooks
    - i. All SBEU student handbooks will be approved by the Board of Trustees.
    - ii. Any SBEU involved in educational programming involving students maintains a SBEU student handbook which includes all SBEU specific and any UCE universal student standards, processes, and policies.
  - c. Student Policies
    - i. SBEU student policies will be designed to protect students of other SBEUs and create a discrete SBEU student body.
    - ii. SBEU student policies will distinguish between students of each SBEU and detail the process (if any) for participating in or transferring between SBEU programs.
    - iii. SBEU student policies will provide for differential tuition and financial aid between programs, regions, and delivery modalities
8. Financial
- a. All Unity College finances and business practices will be overseen by UCE and all SBEU expenditures and revenue intake will conform with UCE business processes.
  - b. Each SBEU will be treated as an independent cost center. Each SBEU will have an SBEU budget and be isolated from all other SBEUs.
  - c. The annual budgeting process for SBEUs will be managed as a part of the annual Unity College budgeting process and will follow all deadlines, benchmarks, processes, formats, and authorizations.
  - d. Administrative overhead margins and all other financial expectations will be established by the Unity College President.
9. SBEU Evaluation
- a. SBEU standards and expectations will be established by UCE.
  - b. UCE will determine ongoing viability, mission appropriateness, and SBEU and initiative quality.
  - c. SBEU will maintain assessment and quality control programs as directed and determined by UCE and will report results to UCE.
  - d. UCE will determine SBEU continuation or dissolution.