



BUILDING A BEACON



STRATEGIC PLAN SUMMARY
MAY 2018

This Strategic Plan Summary offers high-level institutional trends and highlights the projects that emerged throughout the Building a Beacon time period as disproportionately significant, strategic, or challenging. For full completion results see the [Building a Beacon Strategic Implementation Plan microsite](#). For the original plan, see [Building a Beacon Strategic Plan Narrative](#) adopted by the Unity College Board of Trustees in 2014.

HOW THE BEACON WAS BUILT

In the early 2010s, it became clear to Unity College leadership that this small, liberal arts, environmental college would need a bold and fearless new vision in order to flourish — *maybe even to survive*.

Unity College faced the same potentially crippling external conditions as all of higher education: changing student needs and expectations; industry disruption from MOOCs; the rise of the for-profits; shifting student demographics; plateauing results from traditional philanthropy; and decreasing social confidence in the value of higher education — *especially liberal arts education*.

Internally, conditions were not much better. The College had historically leaned too much on employee loyalty and commitment to bridge resource gaps. An enrollment slide that began with the onset of the great recession put a cap on easy fixes for the highly tuition-dependent college. The college's enrollment slid to a modern-era low in 2011. Annual giving bottomed out in 2008.

Financial constraints brought on by recruitment woes, limited infrastructure, an informal business culture, and a general lack of institutional resilience meant that internal challenges had to be met before external challenges could be addressed.

Like many other small privates, Unity College relied on the memories of long-serving employees to ensure continuity of practice and process. It also leaned on the enduring relationships and institutional loyalty of its faculty and staff to keep things running. When business was as-usual the College got by, but like many other small privates, the limitations of this approach were met head-on when attempting a genuinely new venture in response to shifting externalities.

But there were opportunities, too. A \$10 million gift from an anonymous donor in 2011 gave leadership the freedom to invest the College's small nest egg, and the environmental niche Unity College had committed to so long ago was starting to get some natural traction. Increased environmental awareness was largely due, unfortunately, to consciousness-raising weather events like Hurricane Katrina in 2005, and Superstorm Sandy in 2012. With a commitment to having 100% environmental degree programs Unity College had a rock-solid academic focus and clear brand differentiation on which to build.

In 2014, the Unity College Board of Trustees adopted "Building a Beacon: The Unity College Strategic Plan," a bold strategic vision designed as a decisive and strategic response to the challenging conditions facing small private colleges and higher education in general.

Building a Beacon called for an infrastructure build-out as a platform for diversified revenue and national visibility. Infrastructure improvements included new academic and residence life spaces, as well as a wholesale refresh of existing facilities; academic and administrative restructure to break down traditional silos; HR processes to professionalize staff and faculty searches; IT improvements to facilitate outcomes-based assessment, online learning, centralized student services, and scalable business systems; and a centralized operations unit in service to external communications and independent data management.

Along with infrastructure, Building a Beacon called for a comprehensive redesign of the first two years of college; diversification of revenue through online, summer programs, and more appealing housing and dining options; broader appeal to non-traditional and diverse students; development of graduate programs; continued emphasis on the liberal arts; a commitment to the transdisciplinary pedagogy of sustainability science; and, most importantly, increased access to a national and global market through a major branding study. In early days, the strategic branding initiative was internally referred to as the “Deep Dive.” The nickname stuck.

The fundamental recommendation of the Deep Dive was that Unity College adopt “Enterprise Education” as its approach reimagining higher education. As described in the final Deep Dive integrative report, “Enterprise Education is the real life, revenue generating manifestation of the Unity College curriculum.” The report outlines three central frameworks upon which Enterprise Education at Unity College would be built: 1.) the enterprise organizational model, 2.) imagining a new currency for educational evaluation and credit assignment, and 3.) a college mindset that expands the very concept of “Unity College” to extend beyond the traditional residential campus and provides access to the new market of students wherever, whenever, and however they learn best.

It is not an exaggeration to say that Unity College has experienced a transformation in the last five years. Beyond the physical improvements to the residential campus in Unity, Maine, beyond the establishment of online programs and graduate degrees, beyond unprecedented enrollments and financial capacity — beyond all those visibly impressive things, the organizational structure, policy scaffold, and even the cultural mindset of Unity College is adapting. The DNA is changing.

While no lighthouse is ever really finished, this permutation of Unity College has achieved something no other instantiation of this community has been able to manage in the College’s fifty-two year history: the college community maintained and executed a vision over time. Now the real work, of serving society and the students who respond to the compelling light, is only beginning. While every lighthouse requires ongoing maintenance, renovation, and keepers, The Beacon is largely built.

As work continues on remaining projects within Building a Beacon, Unity College leadership is increasingly aware that the current strategic plan no longer serves well as the primary vision outlining document for the College — partly because the world has continued to change, partly because elements still remaining within the current strategic plan are not entirely strategic, but mostly because the vast majority of items within the current version of the strategic plan are complete.

The next step is likely to pronounce “Beacon Built” and to actively work toward a refreshed approach for the next strategic plan. In keeping with current thinking about strategic planning for nonprofits, and based on our own experience at Unity College, the next plan should likely streamline administrative management processes and allow for a more iterative process that can respond flexibly to student and societal needs.

MOTION: To enthusiastically approve the successful stewardship of Building a Beacon: The Unity College Strategic Plan 2014-2019; and, based on information from the Deep Dive and on the current higher education landscape, to ask the Unity College President to prepare an approach, process and timeline for Board consideration, to establish a new strategic plan that builds on the current trajectory for Unity College, that is mission-driven and that ensures long-term financial viability. Trustee Nickerson seconded the motion, which passed unanimously.

BUILDING A BEACON: EXECUTIVE SUMMARY

Overall Completion 84%

What follows is a summary report of major initiative completed, discontinued, or to be brought forward into the next instantiation of the Unity College Strategic Plan.

Goal 1: Academic Program 81%

Goal One is focused on achieving the academic programs, venues, and personnel necessary to realize our aspirations as America's Environmental College. Adding more talented faculty and faculty support; online master's programs; the BS in Sustainable Business Enterprise; and McKay Farm and Sky Lodge is significant. The vision for a reimagined First Two Years has received significant external support and will continue into the next phase of strategic planning for Unity College.

Significant Achievements: [Distance Education](#) | [B.S in Sustainable Business Enterprise](#) | [McKay Farm and Research Station](#) | [Sky Lodge](#) | [Faculty Development](#)

Incomplete: [First Two Years Project](#) (continue)

Next Strategic Plan: Regarding academics, the next strategic plan should prioritize curriculum development for new target audiences as Unity College continues to help reimagine what it means to serve as an institution of higher education. Planning should include processes to identify new target audiences and develop curricula, modalities, and pedagogy to serve those markets of students their employers and society.

Goal 2: Students 77%

Goal Two emphasizes developing and supporting the Unity College student body. A comprehensive restructure brought living and learning support under one umbrella and added significant resources to student success personnel including the College's first Chief Student Success Officer, student success coaches, and a Dean of Academic Support, among others. Living and learning communities found new partners and new homes in support of helping student achieve their goals. The addition of a Chief Diversity and Inclusion Officer added C-suite leadership in an increasingly important area.

Significant Achievements: [Strength in Diversity](#) | [Intentional Living Communities](#) | [Collaborative Learning Center](#)

Next Strategic Plan: As Building a Beacon emphasized a student-first approach to support and services, the next strategic plan should focus on identifying which student audiences Unity College should serve going forward and develop a student-first approach to new programs, delivery models, and venues for those audiences.

Goal 3: Infrastructures 86%

Infrastructure development was key to Building a Beacon. The Deep Dive provided a vision of the future. Infrastructure build out provided the platform from which to achieve it. Leadership in

Abundance, a comprehensive organizational philosophy, outlined a functional approach to work in today's higher education and established a baseline organizational structure while anticipating continual structural adjustments. Technology connected people through systems that prioritize student use and simplicity. Purpose built to maximize enrollment, facilities upgrades grew square footage on the Flagship 34% while upgrading functionality and livability. Policy development in support of the enterprise model continues, as does the document alignment project.

Significant Achievements: [Leadership in Abundance Restructure](#) | [Physical Plant Improvements](#) | [Technology Improvements](#) | [Policy](#)

Incomplete: [Document Alignment](#) (continue) | [Enterprise Buildout](#) (continue) | [Sustainability Science Learning and Conference Center](#) (discontinue)

Next Strategic Plan: As Building a Beacon emphasized infrastructure build-out — especially for the Flagship campus — the next strategic plan should leverage improved systems for even greater flexibility and responsiveness to the needs of new student audiences wherever they are, whatever they need from America's Environmental College, wherever they are, and however they learn. While infrastructure build out in Building a Beacon assumed a single geographical location, in the next strategic plan new infrastructure needs to be designed around emerging technology needs, opportunities, and challenges; on enterprise buildout; and on service for new markets and differentiated target audiences.

Goal 4: Sustainability 83%

Divestment of the investment portfolio sparked a multi-trillion dollar international movement. A C-suite Chief Sustainability Officer helps keep Unity College in that leadership position. Bio-digestion has helped the College approach zero-waste goals. Unity College is receiving national recognition for dining, waste diversion, and sustainability.

Significant Achievements: [Divestment of the Investment Portfolio from Fossil Fuels](#) | [C-Suite Chief Sustainability Officer](#) | [Zero-Waste Campus](#) | [National Recognition](#)

Incomplete: [Sustainability Across the Curriculum](#) (continue)

Next Strategic Plan: In order to achieve America's Environmental College, sustainability should be embedded within the fabric of all goals and Unity College must expand its impact by living up to our mission on a more regional, national, and international scale, while continuing to improve the sustainability of the Flagship.

Goal 5: Brand 89%

Easily one of the most significant achievements of Building a Beacon, the Strategic Branding Initiative (a.k.a. "Deep Dive") is already providing direction for college organizational structure, new programs, new enterprises, and new locations. In turn, educational programs and the enterprise approach itself are gaining traction.

Significant Achievements: [The Deep Dive | Market-Relevant Programs and National Outreach](#)

Incomplete: [Deep Dive Implementation](#) (continue)

Next Strategic Plan: The results of the Deep Dive will provide the visioning framework for the next strategic plan, as America’s Environmental College responds to changing markets and student and society needs. As part of its service to society and in establishing its brand as a leader, Unity College must be more aggressive in leading change regarding what it means to be a small, private college.

Goal 6: Financial 96%

Financial planning informed by a shared institutional vision and careful understanding of student needs, yielded an approximately 30% increase in revenue, due in large measure, to investment in increased residential housing and dining services. Diversified revenue efforts beyond student-centered auxiliary services are taking root and beginning to yield results. Distance Education, McKay Farm and Research Station, and revenue-generating events are providing models for how new Strategic Education Business Units, embedded educational enterprises, and front-facing programs can be successful. While realizing the limits of traditional philanthropy like capital campaigns, fundraising programs continue to meet goal through grant writing and cause-based and other non-traditional approaches.

Significant Achievements: [Financial Sustainability](#) | [Increased Fundraising](#)

Incomplete: [Diversified Revenue](#) (continue) | [Capital Campaign](#) (discontinue)

Next Strategic Plan: Flexible and responsive service to society and students along with continued revenue diversification should continue in the next strategic plan as guided by the Deep Dive and executed within the enterprise model.

2012 - 2018 INDICATOR COMPARISON

As Unity College begins to consider its next strategic planning process, it is worth taking a by-the-numbers view of the last several years.

Audited Financials

	12-13	17-18*	Growth*	% Growth*
Net Assets-Unrestricted	14,337,762	15,100,085	762,323	5.3%
Total Net Assets**	28,100,341	30,761,389	2,661,048	9.5%
Cash & Short-term Investments	8,116,048	8,847,767	731,719	9.0%
Property, Plant, Equipment***	9,532,690	24,452,939****	14,920,249	156.5%
Endowment	14,085,286	14,801,075	715,789	5.1%
Auxiliary Revenues	3,457,818	5,464,360	2,006,542	58.0%
Operating Revenue	14,496,900	21,225,930	6,729,030	46.4%
Operating Expense	14,484,909	20,520,633	6,035,724	41.7%

* Projected; **Includes, unrestricted, temporarily restricted and permanently restricted; ***Net of depreciation
 ****Does not include assets from Sky Lodge gift

Distance Education Revenue and Expense

	14-15*	15-16	16-17	17-18**
Total Revenues	-	42,750	345,113	830,246
Total Expenses	130,028	312	520,639	803,860
Increase/(Decrease)	(130,028)	42,438	(175,526)	26,386

**Program start; **Projected*

Fundraising +34%

	12-13	13-14	14-15	15-16	16-17	17-18***
Gifts & Grants	561,092	751,449*	485,097	705,450	754,324	752,891**

Does not include McKay Farm and Research Station (1.4 m - 2013) or Sky Lodge** (3.1 m - 2018); ***Projected*

Flagship Enrollment +30%

	F 2012	F 2017	Change	% Change
Fall headcount	540	704	164	30.4%
Fall fulltime	533	694	161	30.2%

Flagship Square Footage +34%

	12-13	17-18	Change	% Change
Flagship Campus SF*	182,908	244,790	61,882	33.8%

**Does not include McKay Farm or Sky Lodge*

Employees and Benefits

	12-13	17-18	Change	% Change
Number of Employees	132	177	45	34%
Benefit Costs	1,535,153	2,468,737	933,584	60%
Benefit Cost* per Employee	11,629	13,947	2,318	19.9%

**Cost to institution*

STRATEGIC IMPLEMENTATION PLAN RESULTS

The following report is organized by the six major goals. Within each goal area there are sections for significant goal achievements and significant goal deferrals or discontinuations. The following summary does not address each strategic plan item-by-item, but rather reports on what emerged from the last several years as priority projects and challenges.

Overall Progress: 84%

Goal 1: Academic Program 81%

Distance Education

G1: OBJECTIVE 3: Develop a Mission Driven Online Undergraduate Program and Graduate Program

As the world has changed around us, getting flatter and more diverse, America's Environmental College can no longer live its mission by graduating approximately one-hundred students annually from its residential program in Unity, Maine. Adult learners from across the world are beginning to take advantage of [Unity College's online graduate programs](#). Currently around 45 domestic and international students are enrolled. Revenue has gone from around \$40,000 in 2014-15 to over \$800,000 in 2017-18.

As guided by the results of the [Deep Dive](#), programs now include Masters of Science in Professional Science: Environmental GIScience; Sustainable Natural Resource Management; and Conservation Law Enforcement and Sustainable Masters in Business Administration. Demand for undergraduate courses and programs is clear; the infrastructure built over the last few years in support of graduate programs paves the way for a more seamless rollout of undergraduate online.

B.S. in Sustainable Business Enterprise

G1: OB1: 14: ACTION 001: Engage faculty in developing a list of potential enhancement programs that support student success and Sustainability Science education

The first new undergraduate major in over ten years, the new [B.S. in Sustainable Business Enterprise](#) provides emerging entrepreneurs and business leaders with the basic business skills they need along with the sustainability preparation and disposition unique to America's Environmental College. The program is enrolling its first cohort for Fall 2018.

McKay Farm and Research Station

G1: OB1: INITIATIVE 007: Integrate McKay Farm and Research Station with undergraduate curriculum, research opportunities, community needs, and revenue generation; all within a framework of cost neutrality

In late 2013 Unity College received the gift of Half Moon Gardens in Thorndike from Isabel McKay and Rick Thompson of Brooks. The gift included the multifaceted greenhouse operation on approximately twenty acres plus a residential dwelling, plus five years of financial support. The gift was valued at over \$1.2 million. [McKay Farm and Research Station](#), as it is now known, is being operated as part of the

Unity College Sustainability function and has been working its way toward financial and programmatic viability.

Faculty Development

G1: OB2: INITIATIVE 001: Establish a definition of "nationally recognized faculty" as Unity College becomes a nationally known college

G1: OB2: INITIATIVE 003: Develop a comprehensive faculty composition plan (research/teaching/outreach/service)

G1: OB2: INITIATIVE 005: Align faculty hiring with course-coverage needs and long-term College goals

A shared vision for a national faculty, faculty composition plan, and faculty staffing plan has helped Unity College achieve and maintain a faculty:student ratio target of 15:1 or under, increased faculty by 13% since 2012, and maintained an adjunct rate about 20% lower than national averages.

Programs like the Academic Enhancement Program and increased funding for professional development support faculty growth. In AY 2017-18 the Academic Enhancement Program incentivizes high impact learning practices as defined by the National Survey for Student Engagement (NSSE) and builds capacity in the high demand majors as identified in the Deep Dive. Thus far this program has supported fourteen course enhancements, seven projects in AY 2016-17 and seven projects in AY 2017-18.

CONTINUATION: First Two Years Project (F2Y)

G1: OB1: INITIATIVE 001: Develop plan to integrate curricular, co-curricular, and residential components of first two years of Unity College experience into a transformative and developmentally differentiated living and learning experience through Sustainability Science

With a projected launch date of Fall 2020, F2Y is the Unity College initiative to integrate the residential experience into a differentiated and powerful living, learning, and working community. Begun in 2015, the [F2Y project](#) has met several important planning benchmarks, but has also been slowed, primarily by efforts to bolster Flagship retention and student success staffing and restructure demands.

Goal 2: Students 77%

Strength in Diversity

G2: Objective 7: Create a culture of respect for diversity, inclusion, and social justice

The world has changed even just since the 2014 inception of Building a Beacon, and the Unity College community has adapted and responded to those changes. Political and cultural differences as well as race and gender conversations have moved squarely to the forefront of challenges facing colleges all across the nation. With the leadership of the President and the College's first ever Chief Student Success and Chief Diversity and Inclusion Officers, an augmented Student Success team, increased involvement with the national PeaceJam program, and a new student leadership program, Unity College has begun to lead change.

Intentional Living Communities

G2: OB3: INITIATIVE 001: Develop a residential plan for housing 80 percent of student population

When properly conceived and carefully executed, [a building is not just a building](#). Since 2014, Unity College has created three new residence halls including a first-year residence hall built with gender neutral bathrooms and direct access community spaces to facilitate interaction, community, and personal and group growth. Revenue from room fees adds approximately \$3 million to the college budget annually.

Collaborative Learning Center

G2: OB4: INITIATIVE 002: Create student academic success center, a one-stop shop for disability services and academic resources

The ribbon was cut on the new [Collaborative Learning Center](#) academic building with embedded academic Student Success support center in fall of 2016. It houses two well appointed classrooms as well as a quiet study, common workspace, and offices for the Dean of Academic Success; learning specialist; Student Success coaches; and peer tutors. Increased visibility, accessibility, and traffic means increased use for academic support services.

Goal 3: Infrastructures 86%

Leadership in Abundance Restructure

G3: OB1: INITIATIVE 002: Reorganize the administrative reporting structure to support integration and efficiency

The [Leadership in Abundance](#) philosophy along with a functional approach to organization and leadership has provided necessary guidance throughout the process to create a more empowered, accountable employee and leadership team.

Alongside the administrative restructure, a full academic restructure was also undertaken. Effective July 1, 2016, the five academic centers at Unity College were replaced by six programs housed in two administrative schools: the School for Biodiversity and the School for Environmental Citizenship. In each case, this restructuring ensures that all academic programs, initiatives and functions have a unit and ultimately an individual that is accountable for its success.

The academic restructure also ensures that, although functions are housed in a specific school, they reach across both schools and all programs. The result is an across-the-curriculum approach that lends itself to effective communication and the minimization of the academic silo effect.

Policy

G3: OB1: INITIATIVE 004: Align the academic and administrative policies to support the college's strategic priorities

Since 2012, Unity College has reimagined significant portions of its operational systems including the policy development process, committee structures, and [bylaws](#) in order to make America's Environmental College more able to identify and respond to changing forces. The creation of a senior leadership body (Senior Staff) that represents all constituents along with a policy committee has created an expectation of centralized and policy-drive process.

Physical Plant Improvements

Objective 3: Develop physical infrastructure that fully supports all facets of College operations

Along with the primary Flagship campus, McKay Farm and Research Center (2013), and [Sky Lodge](#) (2018) give Unity College a powerful platform from which to realize the vision of Maine as its classroom.

It's hard to overstate the scale and quality of physical plant improvements at Flagship Unity College since the inception of the Building a Beacon plan. The Collaborative Learning Center (2016), classroom renovations, and Wyman Commons renovations (2014) alone would have transformed the Flagship campus, but new residence halls were developed at the same time.

The addition of three new residence halls may have been the most visually and financially impactful change to the physical landscape of Unity College Flagship. They include Clifford Hall (~42 rooms, 2014); Unity 2 (~42 rooms, 2015); and Unity 3 (~38 rooms, 2016).

Other physical improvements include the addition of the Hafford property, new library roof (2017) with an additional four inches of insulation; renovated bathrooms and new windows in Westview (2017); new heat pumps at UCCPA (2016), a grant-funded energy conserving project; renovations to the Outdoor Adventure Center (2016); the addition of a Distance Education Office (2018) in town; remote car storage and walking trail (2016) and renovations to Founders Hall North (2014).

Technology Improvements

G3: OB2: INITIATIVE 001: Develop an enterprise IT architecture that can respond to changing conditions meet anticipated needs

Over the last several years Unity College has developed an enterprise IT architecture that can respond to changing conditions and meet anticipated needs. Improvements include a data governance initiative, processes to identify and prioritize new information systems, the elimination of non-integrated systems, a more functional student portal, improved fiber network, increased bandwidth, network resilience, a point of sale system, electronic timekeeping, single sign-on, a college-wide learning management system, and a new services desk.

DISCONTINUED: Sustainability Science Learning and Conference Center

G3: OB3: INITIATIVE 005: Build a new Sustainability Science Learning and Conference Center

As the feasibility study for a capital campaign came back (see Goal Six), it became clear that a traditional philanthropy model would not support development of the projected Sustainability Science

Learning and Conference Center. While this project has been discontinued as such, some of the functions of the project have been distributed into successful projects, including the addition and renovation of classroom and lab spaces, the new Collaborative Learning Center, the addition of McKay Farm and Research Station, and the addition of Sky Lodge, which has a small conference center as part of the gift.

CONTINUE: Enterprise Buildout

G3: OB1: INITIATIVE 004: Align the academic and administrative policies to support the college's strategic priorities

Now that the Deep Dive results recommend an enterprise model for Unity College, and new bylaws outline a structure built with Strategic Education Business Units, it remains to continue the Leadership in Abundance model through an enterprise phase of organizational build out. Work with consultants have helped identify functions to centralize and decentralize, a policy outline, and an organizational structure philosophy. Implementation will continue aggressively, and should be complete before the next strategic plan is even established.

CONTINUE: Document Alignment

G3: OB1: INITIATIVE 004: Align the academic and administrative policies to support the college's strategic priorities

Following the bylaw modification, guiding documents of the College were identified for revisions in order to align them with the bylaw changes. Through this process, a new organizational document was developed to operationalize our commitment to governance structures that maintain cooperative and collaborative relationships between faculty, administrators, the president, and the board of trustees. The new structure of the standing academic committees recognizes college governance as described in the bylaws and reflects our commitment to NEASC accreditation to effectively advance the quality of the institution. Work will continue to prepare and institutionalize other necessary documents to support the enterprise model.

Goal 4: Sustainability 83%

Divestment of the Investment Portfolio from Fossil Fuels

G4: OB2: I3: ACTION 001: Divest the Unity College endowment from the top 200 fossil fuel companies

While formally appearing in the Goal Six: Finance portfolio of projects, divestment of the financial portfolio was clearly the right thing to do from a sustainability perspective, has garnered significant positive attention and put Unity College at the front of a [multi-trillion dollar international movement](#).

C-Suite Chief Sustainability Officer

G4: OB1: INITIATIVE 002: Augment SUS COOR Position to SUS DIR

Establishing a [C-Suite sustainability officer](#) has garnered layers of positive results. Not only is Unity College appropriately perceived as a leader in yet another sustainability category, but the position has matured into a centralized unit focused on operational, financial, and, of course, environmental sustainability.

Zero Waste Campus

G4: OB5: INITIATIVE 002: Work toward a zero-waste campus, inclusive of all on and off campus operations, pursuant to STARS OP-19

Begun in 2015, efforts to achieve a zero-waste campus have increased diversion percentages from 33% in 2014-15 to 48% in 2016-17. Unity's diversion lbs/FTE student ratio was very similar to the national average in 2014-15 (UC: 157/NA: 159) and is now significantly better than national averages (UC: 251/NA: 149). Shifting from manual to contracted organics collection allowed a large increase in diversion rate for the College. While the policy is still in development, our collection system is a visible commitment to sustainability for the community on both a local and global scale.

National Recognition

From the National Association of Colleges and University Food Services (NAACUFS) Food Waste category and [Grand Prize](#) winner, to the [Association for the Advancement of Sustainability in Higher Education](#) (AASHE), Unity College sustainability initiatives are helping sustain the national story for America's Environmental College. AASHE gold rating in both 2014 and 2017. Sustainable Campus Index (SCI) 2015: #1 in Energy and #1 in Investment. SCI 2016: #3 in Energy & #1 in Investment. SCI 2017: #2 in Investment.

CONTINUE: Sustainability Across the Curriculum

G4: OBJECTIVE 3: Infuse sustainability across the curriculum

While sustainability, environmental science, and environmental literacy are clearly evident throughout the Unity College curriculum, this initiative was designed to provide for an integrated approach to sustainability and sustainability science aligned with College policies and guidelines and should continue.

Goal 5: Brand 89%

The Deep Dive

G5: OB1: 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 during a transformative time in the college's history

Easily one of the most significant projects of the Building a Beacon Strategic Plan, the [Strategic Branding Initiative](#) (Deep Dive) process identified emerging and future markets for education, niche and broader market opportunities for the College, ways in which future students will want to receive their education, and how to align current majors with market demands.

Market-Relevant Programs and National Outreach

G5: OB5: Develop a data-driven market segmented communication plan that communicates Unity College's value proposition effectively with each internal and external constituency

New academic programs in Sustainable Business Enterprise and the full suite of Distance Education programs are helping to increase the national relevance of the educational offerings. Through successful placement of national stories (such as [civility leadership](#), [divestment of financial portfolio](#),

and [enterprise education](#)), increased focus on search engine optimization, refocused recruitment efforts, and more direct marketing, Unity College has incrementally increased its national presence and is appealing to a more national audience for its programs.

CONTINUE: Deep Dive Implementation

The Deep Dive research was a clear success with actionable direction. Deep Dive results will continue to influence all aspects of program, research and development, physical plant, and market development.

Goal 6: Financial 96%

Financial Sustainability

G6: 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

Over the period of the Building a Beacon Strategic Plan, Unity College saw an approximately 30% growth in overall revenue that correlated closely with increased enrollment. The designed increase allowed for investment in operations, human resources, and provided potential donors the confidence that resulted in some of the largest gifts ever including Sky Lodge and McKay Farm.

Increased Fundraising

G6: OB4: Expand the development Functions to Increase Unrestricted, Restricted, Capital, & Grants Funding

Funding from grants and gifts have consistently beaten goals and have provided an important supplement to the Unity College budget.

Sky Lodge

G6: OB3: INITIATIVE 003: Create satellite campus programs implementation budget and timeline

Perhaps the most significant academic, branding, student life, financial, and facilities upgrade came late in this strategic plan period in the form of the Sky Lodge gift (2018). Uses for the 1929 lodge and 150+ acre property will range from undergraduate research and adventure programming to Sustainable MBA workshops and family vacations. Running the facility as a teaching business will provide Sustainable Business Enterprise students a living/learning laboratory. Partnerships with local leaders and business will bring some needed economic development to the region.

DISCONTINUED: Capital Campaign

G6: OB4: INITIATIVE 007: Assess and launch a comprehensive capital campaign

During the assessment phase of this initiative, it was determined that, in addition to adopting a new model of investment and cause-based giving through non-traditional means, Unity College does not have the history of philanthropy or donor base to manage a successful capital campaign at this time.

CONTINUATION: Diversified Revenue

G6:OB3 Diversify revenue to provide new resources to enable strategic growth through Online Undergraduate and Graduate Programs, Robust Summer Programming & Offsite initiatives at a minimum

Although online programs did not launch as quickly as intended, growth has outpaced projections and Distance Education has consistently beaten planned deficits. It is quickly becoming a significant contributor to the Unity College bottomline. Revenue from Summer Programs, McKay Farm and Research Station, the Campus Store, Catering, etc. is beginning, slowly, to supplement more traditional revenue. Funding from residence halls and dining have provided a solid platform for other kinds of growth.