

REPORT OF
THE PRESIDENT'S
STRATEGIC PLANNING COMMITTEE
UNITY COLLEGE
MAY 2006

STRATEGIC PLANNING REPORT
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STRATEGIC PLANNING REPORT

OVERVIEW

What is strategic planning? Why do it?

Planning that is strategic looks at the future as well as the past and present. It looks outside of the institution as well as inside.

The key questions asked are:

- Where do we want to be five or ten years from now?
- Where are we as an institution today? What are our internal strengths and weaknesses?
- What factors and trends (technological, economic, demographic, sociocultural, etc.) outside of our institution are important to our future? What threats and opportunities do we face from our competitors and the world at large?
- In light of our internal strengths and weaknesses – and considering external threats and opportunities – what are the critical issues we need to address?
- What are the most feasible and effective strategies to deal with critical issues?
- Which actions will best achieve the strategies?
 - Who will carry out the actions?
 - What is the timeline for accomplishment?
 - How will we know when we get there? What are our benchmarks for evaluation?
 - What resources will be needed and how will we provide them?

The outcome of strategic planning is a road map that will allow us to get from where we are to where we want to be.

Who has been involved in Unity College's strategic planning process? How has the process functioned?

The next page (2) lists the members of the President's Strategic Planning Committee. The SPC included representatives from trustees, alumni, faculty, staff, students, community, and key areas of the college (such as student affairs, admissions, and academic support).

At each step of the process, members of the committee held meetings and email consultations with their respective constituencies to gather input and receive feedback. In addition, three all-campus workshops and a Board of Trustees retreat were held.

The SPC met monthly from September 2005 through April 2006. Subcommittees met more frequently to generate materials on particular critical issues.

Pages 3 and 4 of this document show the time line of the SPC's work plan. Page 5 sets forth the vision statement guiding this work.

The rest of the document presents critical issues in the areas of Academic Quality and Review (6-11), Diversity and Campus Culture (12-17), Identity and Communication (18-21), and Financial Diversity and Endowment Growth (22-28), including prioritized strategies and action plans to deal with each of these issues.

STRATEGIC PLANNING COMMITTEE MEMBERS

NAME	REPRESENTING
Joan Amory	Trustees
Hauns Bassett	Alumni
Chris Beach	Faculty (FPC)
Juliet Browne	Trustees
Gail Chase	Community (Barn Raisers)
Emma Creaser	Faculty (moderator)
Roger Duval	Physical plant
Kay Fiedler	Admissions
Jim Horan	Academic support
Stephenie McGarvey	Students
Lisa Nason	Staff
Martha Nordstrom (res. 2/15)	Advancement
Nancy Ross	(Faculty) Chair
Heather Spalding	Community (MOFGA)
Ray Stuart	Students
Gary Zane	Student affairs
John Zavodny	Faculty (SEC)

STRATEGIC PLANNING COMMITTEE

WORK PLAN TIME LINE

September 05

Professional Development faculty/staff workshop on vision

Historical research

Environmental scan: demographics and other institutions

Vision statements from SPC and constituencies

First draft of vision

Feedback from constituencies on vision draft 1

October 05

Vision drafts 2 and 3: feedback from constituencies

SWOT (strengths, weaknesses, opportunities, threats)

- Reports from subcommittees
- Feedback from constituencies

November 05

Vision draft 4: feedback from constituencies

Subcommittees identify critical issues based on SWOT

Feedback from constituencies on critical issues:

What strengths do we need to build on and what weaknesses do we need to deal with to meet the threats and opportunities of the next few years?

Combination and consolidation of critical issues

Major critical issue areas identified:

- Academic quality and review
- Diversity and campus culture
- Identity and communications
- Physical plant
- Diverse financial base

December 05

Critical issues subcommittees develop strategy options

Feedback from constituencies

Vision draft 4.5

Strategies discussion by SPC

January 06

Synthesis and prioritization of strategies

- Professional Development faculty/staff workshops
- Critical issue subcommittees
- SPC discussion

Vision draft 5

February 06

Trustee retreat: vision draft 6, critical issues, strategies/priorities

Open campus meeting

- Input
- Feedback
- Engagement of wider campus community

March 06

Action plan drafts from subcommittees:

- Timelines
- Responsibilities
- Benchmarks
- Resources needed

SPC discussion, review, and work session on action plans

April 06

Constituency meetings and review of action plan drafts

Further SPC discussion, review, and work session on action plans

Subcommittee work on revisions

Submission of final working draft to Board of Trustees

FIVE YEAR VISION FOR UNITY COLLEGE

Unity College, an undergraduate degree granting institution, will be an experiential living and learning community that provides challenge and support, encourages openness and difference, embraces its setting, prepares fitting students of diverse background for rich and varied lives, and manifests its environmental and educational values in every aspect of college culture.

Unity will be recognized for...

a focused, liberal arts experience that

- stresses knowledge-based environmental leadership and responsibility;
- prepares students for a rich personal, professional, and community life;
- offers diverse, rigorous, and authentic environmental programs;
- benefits from a deliberative approach to recruiting and selecting engaged students; and
- attracts and supports innovative faculty and staff for whom the well being of students is the highest priority.

students who

- live their passions for the outdoors, environmental issues, and the natural world;
- make up a community that is balanced in gender and diverse in such factors as environmental attitude, geographic origin, cultural background, and socioeconomic status;
- are connected to and serve community; and
- become active and engaged alumni.

physical resources and co-curricular activities that support the educational experience and

- promote wellness for the entire college;
- model environmental sustainability for communities and individuals of modest means;
- maintain a working landscape that honors Maine's rural heritage; and
- serve as catalyst and laboratory for student-driven education.

a leadership culture that

- is agile, enterprising, and empowering;
- engages in informed, creative, and participatory decision-making;
- inspires and educates effective leaders; and
- is a model for other institutions and communities.

a diverse financial base that

- allows us to meet the needs of our students,
- provides for competitive salaries with quality benefits, and
- encourages investment in the future of the college while permitting strategic risk taking.

ACADEMIC QUALITY AND REVIEW

PRIORITY CRITICAL ISSUES

- Campus culture perpetuates low expectations for academic programs and performance.
- There appears to be little or no review of existing course offerings or planning for future offerings.

PRIORITIZED STRATEGIES

1. Recruit, mentor, evaluate, support, and encourage high performing faculty.
2. Raise expectations for teaching and learning.
 - Establish uniformity in standards for grading and course level designation across courses and programs.
 - Utilize upper-class and alumni mentors.
 - Set in place a collaborative student-faculty research initiative.
 - Cultivate and coach outstanding students to achieve national honors, e.g., Goldwater, Eisenhower Scholars.
 - Provide merit scholarships and recognition for academic achievement (e.g., Student of the Year award).
 - Institute Teacher of the Year award.
 - Establish and support a faculty development program that emphasizes methodologies, including problem-based learning; use of technology to assist teaching and learning; and reading, writing, critical thinking, oral communication, and quantitative reasoning across the curriculum.
 - Examine honors and tracked courses.
 - Tie academics to career goals.
3. Provide students needing support a system adequate to allow teaching to a higher level.
4. Establish a system of program review and elective course review.
5. Examine the morphology/structure of the academic experience, i.e., credit system; degree system; calendar; semester system vs. alternatives; opportunities for high achieving students; off-campus research, teaching, and learning.
6. Establish a formal process of annual faculty review, including self-evaluation.
7. Utilize alumni and, where possible, trustees in program review, recruitment, career and academic networking, and to provide students with opportunities on and off campus.
8. Set aside resources to support solutions generated by program review and for academic engagement and experimentation.
9. Develop and support a program and course incubator system.

Action Plan

Action	Strategies addressed	Responsibility *primary	Timeline/Benchmarks
A. Establish standards for merit pay that reward faculty who demonstrate outstanding performance.	1,2,8	Governance Committee, PPP revisions committee, Faculty, *Dept. Head, Provost	S07 Standards established S08, ongoing Merit pay institutionalized
B. Provide appropriate needed start-up funding (e.g., specialized chemistry instrumentation) for new faculty.	1,2	*Provost, President	F06, ongoing New faculty receive appropriate funding
C. Provide funding for faculty research support.	1,8	Provost, *Research and Sabbaticals Committee	F06 Detailed plan developed with funding levels F06, ongoing Research fund applications reviewed and grants awarded
D. Rewrite the evaluation procedures and policies to reward and encourage substantive accomplishment. Review and update in two years.	1,2,8	Governance Committee, PPP revisions committee, Faculty, Dept. Head, *Provost	S06 Standards established F07, ongoing Policies institutionalized F08 Policies reviewed and updated
E. Develop and fund a summer faculty writing institute.	1,2	*Writing Advisory Task Force, Provost	S07 Plans developed F08 Funding received Summer 08, ongoing Institute held
F. Allocate resources to hire and retain high performing faculty with appropriate terminal degrees.	1,2,8	VP for Finance, Provost, *President	S06 Include funding in 06-07 budget S07 Begin allocating funding for the purpose S07, ongoing Vast majority of first choices accept and stay at UC
G. Set up an early retirement system to free resources to fund academic resource-related actions.	1-9	*Provost, Faculty	S06 Develop plan S06, ongoing Implement plan
H. Establish uniformity in standards for grading and course level designation across courses and programs. Align grading and course-level designations with a comprehensive system of learning outcomes for all students.	2	Dept Chair and Vice Chair, Provost, *New Task Force for this purpose, FPC, Faculty	F06 Appoint and charge task force S07 Task force reports; System in catalog F07 System in operation

Action	Strategies addressed	Responsibility *primary	Timeline/Benchmarks
I. Establish an upper-class and alumni mentoring initiative that ties academics to career goals.	2,3,7	*Special Task Force, Dept Chair and Vice Chair, SEC, Alumni Office, CRC, Internship Committee, Program Coordinators, Faculty	F07 Task Force report S08, ongoing Use report recommendations to establish system that will identify and utilize mentors
J. Set in place a collaborative student-faculty research initiative.	1,2,5,8,9	Department Chair and Vice Chair, SEC, *Provost, Registrar	F06, ongoing Solicit proposals. Provide course release for faculty, academic credit for students, and other incentives to support accepted proposals.
K. Cultivate and coach outstanding students to achieve national honors, e.g., Goldwater, Eisenhower Scholars.	2	*Department Chair and Vice Chair, President, Provost, Faculty	By S08 at least one student will have received national honors. By S10 an additional student will have received national honors.
L. Provide enrolled students access to merit scholarships and recognition for academic achievement (e.g., Student of the Year award, academic awards ceremony?).	2	VP for Finance, *Financial Aid Office, Scholarships Committee, Faculty	S07 Develop criteria and guidelines S08 Implement program
M. Institute Teacher of the Year award.	1,2	*Awards and Ceremonies Committee, Faculty	S07 Develop criteria and guidelines S08 Implement program

Action	Strategies addressed	Responsibility *primary	Timeline/Benchmarks
N. Establish and support a faculty development program that responds to our changing needs as determined by student learning outcomes. The program will emphasize methodologies including problem-based learning; use of technology to assist teaching and learning; and reading, writing, critical thinking, oral communication, and quantitative reasoning across the curriculum.	1,2	*Department Chair and Vice Chair, Provost, Writing Advisory Task Force, VCP, SEC	F06, ongoing 90% faculty participation 80% participants recognize program as very helpful and state of the art F07 60% faculty utilize methodologies after 1 year Planners evaluate and compare programs at other schools, including faculty response. F09 Other institutions seek out UC pedagogic expertise.
O. Consider honors and tracked courses.	2	Department Chair and Vice Chair, Provost, *New Task Force for this purpose, FPC, Faculty	F07 Appoint and charge task force F08 Implement recommendations
P. Consider honor societies.	2	*Department Chair, Faculty, WeLead	F08 1 honor society initiated
Q. Contract with an expert from an institution that has had success teaching to a range of students to help us develop a program that identifies and addresses programmatic, institutional, and pedagogical approaches to meet the needs of those students.	3	Provost, *Task Force to develop RPF, *Contracted expert	F06 RFP developed S07 RPP out F07 Report made S08 Report recommendations implemented
R. Institute a Most Improved Student award.	3	LRC Director	F07 Criteria for award and nominations system established and implemented. S08, ongoing Award presented.

Action	Strategies addressed	Responsibility *primary	Timeline/Benchmarks
<p>S. 1. Develop a protocol for program reviews that includes career considerations.</p> <p>2. Pilot a protocol for program reviews.</p> <p>3. Review 20% of programs/year.</p>	4	<p>1. FPC, *Provost, Faculty (2. Pat Stevens, Tim Peabody, Tom Mullin, Amy Arnett, Nancy Ross)</p> <p>3. Faculty, Provost, FPC, Department Chair and Vice Chair</p>	<p>1. S06 Draft guidelines in place</p> <p>2. Summer06-F06 Guidelines and protocol piloted in conjoined program reviews</p> <p>3. Summer07, ongoing Four programs/year reviewed in conjoined program reviews</p>
<p>T. 1. Establish a blue-ribbon strategic plan council subcommittee to hire and work with a qualified consultant to study academic morphology options: unique American and international structures and degree programs that utilize personalized active student learning methods in a variety of temporal and spatial modalities.</p> <p>2. Develop recommendations that alter one or more of the following practices: 120 academic credits over 8 semesters; 8 semesters in primary residence at Unity campus; 15 academic credits in 4-5 separate courses per semester; two semesters of equal length during September through May; one small personalized full-time faculty servicing a single age-cohort student population in one location.</p>	5	*Provost, Faculty	<p>S07 Consultant completes study</p> <p>S08 Committee completes recommendations</p> <p>F08 Planning for changes occurs</p> <p>F09 Implementation begins</p> <p>Benchmark: Implementation of new morphology results in more selective student population due to higher application rates by year 3 of implementation.</p>
U. Revise Faculty Personnel Policy and Procedures document with higher performance standards and annual activity reports	1, 6	*PPP Committee, Faculty, President, Board	S06

Action	Strategies addressed	Responsibility *primary	Timeline/Benchmarks
<p>V. Develop a system for long-term strategic curricular planning to improve existing offerings, eliminate unneeded offerings, and</p> <ul style="list-style-type: none"> • fund new positions on a priority basis, with emphasis on positions that have multiple programmatic benefits • identify new programs and new courses that meet needs perceived by alumni and current students and are responsive to changing demographics, job opportunities, and institutional mission • fund new program development based on demonstrated need 	4,8,9	VP for Finance, Office of Institutional Research, Department Chair and Vice Chair, *Provost, FPC, Faculty, President	<p>F06, ongoing Develop plan Develop systems to collect and analyze appropriate information Use program proposal form to document needs for and benefits of new programs. Offer incentives for new program development. S07, ongoing Plan included in budget</p>
<p>W. Develop campus planning and physical plant facilities that support pedagogical excellence and safety.</p>	1-9	*President, Provost, BOT Planning Committee, VP for Finance and Administration	<p>F06 Campus Master Plan process initiated F07 Plan approved by BOT</p>

DIVERSITY AND CAMPUS CULTURE

PRIORITY CRITICAL ISSUES

- Maintain and improve overall diversity (gender, race, religion, ethnicity, sexuality, learning styles, physical capabilities, culture, class, etc.) of campus (staff, faculty, students) to help prepare students to become global citizens.
- The college should continue to support a campus culture which emphasizes holistic student development in a safe and secure environment.

PRIORITIZED STRATEGIES

- 1.) **Complete a diversity audit.** Answer the tough questions: what do we do to welcome and serve specific populations well? What elements of campus culture, climate and environment alienate and oppress? Which populations do we best serve? And, the hardest question of all—*on what population should we first focus our limited resources?*
- 2.) **Provide academic opportunities to attract and support women and minorities.** Unity College has enjoyed some luck with programs that attract and retain women. We need to incorporate our values into curricular planning and resource allocation.
- 3.) **Increase Fitness/Recreation Opportunities.** Unity College students expect adventure recreation opportunities and need to be more physically, mentally, spiritually and emotionally *fit*.
- 4.) **Develop partnerships and travel opportunities.** Expose students to diverse people through academic and cultural exchange, reciprocity agreements, articulation agreements, etc. Include alumni.
- 5.) **Encourage student understanding of current issues in diversity and environmental conflict.** Possible actions include beginning a course or seminar on “Current topics in”.
- 6.) **Provide opportunities for mentoring,** including upper classman mentoring for incoming and perspective students. Include alumni.
- 7.) **Expand support for new and alternative living arrangements.** Student profiles, needs and lifestyles are changing. Unity College must stay current with student life trends to stay viable.
- 8.) **Develop co-curricular programming to improve cultural climate and attract and support women and minorities.** Increased and more targeted programming will raise awareness, expose students to diverse cultures, support diverse students and improve campus climate.
- 9.) **Increase support for Wellness Committee.** We already have a committee in place to plan, advise, coordinate health and wellness activities. Unity College should support this fledgling committee with funding and an expanded role.
- 10.) **Focus marketing and recruiting efforts to improve gender and diversity balance.** Campus publications, marketing strategies, admissions and support staff should attract the kinds of students we want at Unity College—all the kinds of students we want at Unity College.
- 11.) **Increase institutional support for student initiatives and programs.** Turnover (graduation, transfer, etc.) often results in program disintegration. Targeted support will provide continuity and empower our students.

Action Plan

Action	Strategies addressed	Responsibility *primary	Timeline/Benchmarks
A. Complete a diversity audit which includes campus climate, culture, physical plant and identification of key populations.	1, 8	Diversity Committee	F06 Create audit task group/establish institutional diversity goals/ assign subcommittee responsibilities for audit components. S07 Complete and analyze subcommittee reports and make group recommendations.
B. Utilize academic planning and program resource allocation as a means of attracting women and minority students	2, 1, 8	*Faculty Department (organizes task force), Provost, Admissions, Diversity Committee	F06 Begin assessment of current programs S07 Complete assessment and make recommendations regarding current Unity programs
C. Increase academic offerings that promote cultural awareness.	2, 8	*Faculty Department, Provost, Diversity Committee	F06 Review current offerings S07 Recommendations to FPC F08 Action Plan
D. Expand support for gender studies program	2, 8	Faculty Department, *Provost, WeLead, Diversity Committee	F06 Review and assess F07 Action Plan
E. Establish successful outdoor recreation-based activities program and holistic recreational program.	3	Student Activities, Athletic, and *OAC Directors, Programming Committee, Wellness Committee	S07 Assess current activity offerings F07 Integrate recommendations from assessment.

Action	Strategies addressed	Responsibility *primary	Timeline/Benchmarks
F. Renovate Student Activities building for improved recreation opportunities (move OAC)	3	*Student Activities Building Committee, Board Planning Committee, Director of Buildings and Grounds, Provost	S09 Facility completed
G. Establish 2000 + level student internships for OAC, intramural, and recreational programming	3	Director of Experiential Programs, Director of Adventure Education, Student Activities and Athletics Directors, *Internship Committee	S06 Refer to internship committee F06 Develop plan S07 Get new changes in catalog F08-Summer 09 Run internships F09 Assess
H. Consider requiring fitness courses in curriculum	3	*Faculty Department, FPC, Provost, Program heads	S07 Feasibility studies F07 Pilot courses Implemented S08 Catalog changes F10 Implement courses
I. Develop partnerships (international, domestic and academic) and travel opportunities	4	Special Assistant to President for Strategic Initiatives, Registrar, Director of Financial Aid, Faculty Chair, *Provost, FPC	F06 feasibility study S07 Planning F07-S08 Development F08 Implementation S09 Program assessment

Action	Strategies addressed	Responsibility *primary	Timeline/Benchmarks
J. Encourage student understanding of current issues and environmental conflict through development of co-curricular and curricular opportunities. Develop opportunities for students to take part in co-curricular cultural activities. Recognize diversity of Unity Community.	5	Dean for Student Affairs, Director of Student Activities, *Diversity Committee, Wellness Committee, FPC, Faculty Department, Students	F06 Establish campus Culture Committee of faculty, staff and students; establish activity calendar that includes diversity and environmental conflict issues.
K. Provide opportunities for mentoring by increasing use of advanced students in programming and curriculum and by developing an alumni program to connect alumni with current students.	6	Faculty, Provost, *Director of Experiential Programs, Office of College Advancement, Alumni Officer	F07 Feasibility Study S08 Planning F08 Development S09 Execution and assessment
L. Expand support for new and alternative living arrangements (music wing, living/learning community, alternative/sustainable housing options)	7	*Director of Residence Life, Dean for Student Affairs, Director of Buildings and Grounds, Faculty Chair, Board of Trustees Planning Committee.	Coincide with construction of new residence halls. F06 Establish goals regarding definition of a residential campus. F06-S07 Finalize and get approval for implementing new construction plans and renovations (e.g., music wing). Summer 07 Start construction

Action	Strategies addressed	Responsibility *primary	Timeline/Benchmarks
M. Diversify Resident Advisor Staff	7	Director of Residence Life	F06 Assess RA diversity, establish appropriate diversity match measures (gender, major, hometown?) F07 RA diversity = %80 match with campus diversity F08 RA diversity =%90 match with campus diversity
N. Conduct review of Dining Services (facilities, offerings, use of local/organic foods.)	7	*Dean for Student Affairs, Director of Food Services, Dining Services Advisory Board, Unity Barn Raisers	F06 Conduct initial review S07 (before budgets) Make report including recommendations and implementation plan Summer and F06 Implement changes
O. Develop co-curricular programming to improve cultural climate and attract/support women and minorities by expanding support for leadership opportunities and programs for women and minorities (WE Lead, the Unity IDEaL, PRIDE, SafeZone).	8	WE Lead Committee, *Diversity Committee, Unity IDEaL instructors	F07 Implement recommendations of Diversity Audit
P. Re-energize Diversity Committee (honor and recognition of diversity, expanded support for programming in the UE course, student diversity team)	8	President	Summer 06 identify committee leadership F06 Conduct Diversity Audit S07 Make audit report including recommendations and implementation plan
Q. Establish and support Wellness Committee as primary planning, advisory, and coordination group for wellness activities.	9	President	F06 Assess and plan for increased effectiveness S07 Implement plan.

Action	Strategies addressed	Responsibility *primary	Timeline/Benchmarks
R. Construct new Health/Wellness Center.	9	Director of Buildings and Grounds, Dean for Student Affairs, *Board Planning Committee, Health Center Staff.	Completed by F06.
S. Focus marketing and recruiting efforts for gender and diversity balance (marketing, website, admissions). (utilize STAMATS report)	10, 2	Admissions Department, *Marketing Committee, Diversity Committee	F07 Implement recommendations of diversity audit
T. Establish staff and faculty oversight for identified student programs (e.g., campus recycling, OAC)	11	*Student Government, Dean for Student Affairs, Provost	F06 Review current student-led initiatives/programs F07 Planning and recommendations.
U. Establish hiring policies, practices, procedures and protocols that institutionalize diversity as a hiring criterion	2, 5	Faculty Department, Provost, *Human Resources, Diversity Committee	F07 Review policies, practices, procedures and protocols S08 Make report including recommendations and implementation plan F09 Implement plan S11 Assess
V. Develop campus planning and physical plant facilities that support diversity and campus culture strategies.	1-11	*President, Provost, BOT Planning Committee, VP for Finance and Administration	F06 Campus Master Plan process initiated F07 Plan approved by BOT

IDENTITY, COMMUNICATION, AND DIVERSITY OF ENVIRONMENTAL OPINION

PRIORITY CRITICAL ISSUES

1. Identity

- In light of the population shift away from New England and the lack of demonstrated ability to increase recruitment of new students, the weakness we need to address is our lack of clear academic identity and legible message (e.g. What is America's Environmental College?)
- In light of increased competition for media exposure and for charitable gifts, the internal strength we need to build on is the diversity of environmental opinions that we foster and encourage.

2. External communication

- Unity College's strengths are not effectively communicated to students outside the New England area, to other institutions, or to the public at large (low visibility).
- Unity College's programs and events are not effectively communicated to residents of Unity and the surrounding communities, to parents and to alums.
- There is a lack of communication with other institutions and professional organizations.

3. Internal communication

4. Administration, faculty, and staff are not getting the knowledge and training needed to partake in ownership of promotional efforts.

PRIORITIZED STRATEGIES

1. **Commit to an aggressive marketing strategy to get the word out about the college.** Unity College does not have an effective marketing strategy. Strategic planning should drive marketing.
2. **Clearly identify the niche the college occupies.** What differentiates Unity College from the rest of the marketplace of environmental education? The 'story' of Unity College should be uniquely defined and everyone associated with the college should be trained about the story and to communicate it.
3. **Define the college's target markets.** Marketing strategies must be developed for each priority target. The results of the marketing must be carefully monitored and Unity College should perform an assessment of the marketing strategies. Refinement of the marketing strategies should be conducted according to the results of the assessment.
4. **Market the location of the college.** The rural environment should be richly described as well as the college's proximity to the coast and the mountains. Care should be given to describe how partnerships and activities connect the college to the outside world.
5. **Ramp up the website.** The website is an important way prospective students gain information on Unity College. A 'living montage' with interactive features should be featured on the website so that kids may imagine themselves at Unity. Prospective students should be able to click on a map and have drop-down features with information on the different aspects of the college.
6. **Own the college's tagline.** Marketing should be related to the tagline and reinforce it. Who is the target for the tagline? Unity College should 'own' the tagline and fulfill its promise.
7. **Resolve the 'show-promise students' issue.** Unity College must clearly define its mission and determine which students we seek to serve.
8. **Make sure alumni know the story** of Unity College to be able to market the college.

Action Plan

Action	Strategies addressed	Responsibility *Primary	Timeline/Benchmarks
A. Using external contractors and input from all constituencies, identify the most positive and marketable qualities of a Unity College education.	1, 2, 3, 4	Marketing Committee	S06
B. Identify the most effective language, symbols, and imagery to market the college.	1, 2, 3, 4, 6	President, *Marketing Committee	June 06
C. Develop and execute an integrated marketing plan, including internal communications (e.g., style guide), based on the outcomes of A and B, above.	1, 2, 3	*President, Marketing Committee	F06 Strategic marketing plan fully developed F07 Strategic marketing plan up and running F07, ongoing College marketing materials accord with plan
D. Develop explicit, quantitative goals and an on-going assessment program to evaluate the integrated marketing plan.	1, 2, 3	*President, Development Committee of BOT, Marketing Committee	F07
E. Redesign the college website and plan for ongoing updates, with external assistance.	1, 2, 4, 5, 6	IT, *Marketing Committee	June 06 home page and next layer complete; S07 all pages complete
F. Review mission statement with participation of entire college community.	2, 7	President	F07 Review initiated. S08 Review completed.

Action	Strategies addressed	Responsibility *Primary	Timeline/Benchmarks
G. Further evaluate how to deal with diversity of environmental opinions and rural location in the marketing plan.	1, 2, 3, 4, 6	Marketing Committee	F07 Evaluation recommendations part of ongoing plan.
H. Create a directory of business and organizations that employ successful alumni.	1,4,5	Alumni Office *CRC	February 07 Directory compiled
I. Market the college to the business and organizations identified in H, above, seeking partnerships, gifts, funding for scholarships, and networking opportunities.	1, 3	Director of College Advancement, Provost, Marketing Committee, Alumni Office, *President, BOT	Summer 07 appropriate materials developed
J. Develop a systematic procedure for faculty and alumni to contact potential students.	1, 2, 4	Admissions	February 07
K. Add student chat room to UC website to enable prospective students to communicate with designated students and employees.	1, 3, 5	IT, *Marketing Committee	S07
L. Create a highly engaging Visitors' Day to attract high school guidance counselors, independent college placement consultants, and science teachers to campus.	1, 2, 3, 4	*Admissions, President	F07

Action	Strategies addressed	Responsibility *Primary	Timeline/Benchmarks
M. Maintain listing of current campus events on web page in an effort to invite local community members to attend.	1, 5	Marketing Committee	S07
N. Develop comprehensive orientation for all new faculty, staff, and BOT to ensure full understanding of college mission, values, and practices.	3, 4, 7	Human Resources	S07 Orientation program completely designed
O. Develop a specific program to orient alumni to college's new integrated marketing plan and materials.	1, 5	*Alumni Office, Marketing Committee, President	S07

DIVERSE FINANCIAL BASE AND QUALITY ENROLLMENT GROWTH

PRIORITY CRITICAL ISSUES

- We lack a diverse financial base that allows us to meet the needs of our students, provides for competitive salaries with quality benefits, and encourages investment in the future of the college while permitting strategic risk taking.
- We need to increase enrollment while making efficient use of resources, increasing revenue, and diversifying the student body.

PRIORITIZED STRATEGIES

DIVERSE FINANCIAL BASE

1. **Comprehensive fundraising plan.** Develop and implement a comprehensive fundraising plan that includes quantifiable benchmarks and a system of accountability
2. **Utilize external experts.** Utilize external experts to support Unity College's efforts to raise more funds.
 - Train staff and internal constituencies.
 - Train the Board of Trustees.
 - Educate internal and external constituencies about long term financial planning and its relationship to planned gifts.
 - Do strategic summits about Unity College with invited experts in cause-related marketing, major gifts, corporate marketing, foundations, and CEOs to see if there are new revenue streams we should be going after and to create new relationships.
3. **Maximize our list of friends of Unity College.**
 - Analyze use of Board of Governors, which would be made up of prestigious individuals who care about the mission of the college.
 - Create a society made up of alumni, former staff, former faculty, former board members, and donors who have a proven track record of loyalty to the college.
 - Support the Alumni Association in its effort to expand its membership.
 - Identify 10 alumni who have been successful in business and get them involved in the Campaign, Trustee Business Committee, or Trustee Development Committee.
 - Create a Board of Trustee culture and membership that is connected to people of capacity in various states who are strategically important to the college.
 - Create an annual meeting.
 - Create an annual report that lists the names of friends.
 - Develop and implement a recognition program for external constituencies on a yearly basis.

- Develop a speaker series that either brings people to Unity College or brings Unity College to the outside world.
 - Create ex-officio membership on trustee standing committees as a feeder system for possible new members.
 - Use some external non-trustees on trustee task forces as a way to cultivate new friends.
 - Insure that the present database for tracking people is updated and accurate.
4. **Refocus the Board of Trustees.** Refocus commitment to resource development and friend raising.
- Insure the trustees have a self-evaluation and full board evaluation system that tracks annual gifts and introduction of staff to potential donors or corporate sponsors.
 - Institute trustee training in planned giving, sales, corporate sponsorship, and Unity College products.
 - Present a development report at each meeting that tracks budget vs. actual, annual fund, campaigns, other fundraising, and meetings with potential large donors or companies.
 - Establish development/friend raising expectations for the President of the College.
5. **Identify selling opportunities.** Create a full menu of fundraising properties and communicate what they are to anyone who is selling the college (i.e., scholarships, buildings, rooms etc.)

QUALITY ENROLLMENT GROWTH

1. Evaluate enrollment growth scenarios and determine human, physical, financial, and academic resource implications.
2. Activate alumni and Board of Trustees to help recruit new students.
3. Identify alternative growth options through off campus programs.
4. Develop an effective enrollment management team.
5. Bring potential students to campus through events and off-season activities.

Diverse Financial Base Action Plan

Action	Strategies Addressed	Responsibility *Primary	Timeline/Benchmarks
A. Develop and implement a comprehensive fundraising plan that includes quantifiable benchmarks and a system of accountability.	1	President *Advancement Office	Develop draft plan in advance of Fall 06 BOT meeting so that it may be reviewed at that time. Implementation ongoing, including updates and reporting at every BOT meeting..
B. Utilize external experts to support Unity College's efforts to raise more funds.	2	President *Advancement Office	Identify development training consultant with major gift expertise and utilize in 06/07.
B.1. Train staff and internal constituencies.	2.1	President *Advancement Office	Initial training by December 06, and ongoing after that, or as set forth in the Comprehensive Plan identified in A. above.
B2. Train the Board of Trustees.	2.2	BOT	Initial training by December 06 and ongoing after that, or as set forth in Comprehensive Plan identified in A above.
B.3. Educate internal and external constituencies about long term financial planning and its relationship to planned gifts.	2.2	President *Advancement Office	Ongoing and as set forth in Comprehensive Plan identified in A. above.
B.4. Do strategic summits about Unity College with invited experts in cause-related marketing, major gifts, corporate marketing, foundations, and CEOs to see if there are new revenue streams we should be going after and to create new relationships.	2.3	President BOT *Advancement Office	As set forth in Comprehensive Plan identified in A. above. Do a brainstorming summit each year starting in 07 with fund raising experts who are in a non competitive situation with the college.
C. Maximize our list of friends of Unity College.	3		

Action	Strategies Addressed	Responsibility *Primary	Timeline/Benchmarks
C.1. Analyze use of Board of Governors, which would be made up of prestigious individuals who care about the mission of the college.	3.1	BOT	By December, 06.
C.2. Create a society made up of alumni, former staff, former faculty, former board members, and donors who have a proven track record of loyalty to the college.	3.2	Advancement Office	FY07, or as set forth in Comprehensive Plan identified in A. above.
C.3. Support the Alumni Association in its effort to expand its membership.	3.3	Advancement Office	Immediately and ongoing.
C.4. Identify 10 alumni who have been successful in business and get them involved in the Campaign, Trustee Business Committee, or Trustee Development Committee.	3.4	*Advancement Office Alumni Association	In advance of Fall 06 BOT meeting.
C.5. Create a Board of Trustee culture and membership that is connected to people of capacity in various states who are strategically important to the college.	3.5	BOT	Ongoing.
C.6. Create an annual meeting.	3.6	*President BOT	FY 07
C.7. Create an annual report that lists the names of friends.	3.7	Advancement Office	December, 06 or as set forth in Comprehensive Plan identified in A. above.
C.8. Develop and implement a recognition program for external constituencies on a yearly basis.	3.8	Advancement Office	December, 06

Action	Strategies Addressed	Responsibility *Primary	Timeline/Benchmarks
C.9. Develop a speaker series that either brings people to Unity College or brings Unity College to the outside world.	3.9	President	FY 07
C.10. Create ex-officio membership on trustee standing committees as a feeder system for possible new members.	3.10	BOT	
C.11. Use some external non-trustees on trustee task forces as a way to cultivate new friends.	3.11	BOT	Need to implement immediately; by Fall 06 BOT meeting, need to have task force in place.
C.12. Insure that the present database for tracking people is updated and accurate.	3.12	Advancement Office	Updated database and report on same by Fall 06 BOT mtg.
D. Refocus the Board of Trustees commitment to resource development and friend raising.	4	BOT *Board Chair	Put Development Report at beginning of Board meetings starting 06.
D.1. Insure the trustees have a self-evaluation and full board evaluation system that tracks annual gifts and introduction of staff to potential donors or corporate sponsors.	4.1	BOT	Have process in place by BOT Fall 06 mtg.
D.2. Institute trustee training in planned giving, sales, corporate sponsorship, and Unity College products.	4.2	BOT	Have training in FY 07.
D.3. Present a development report at each meeting that tracks budget vs. actual, annual fund, campaigns, other fundraising, and meetings with potential large donors or companies.	4.3	*President Advancement Office	Report at BOT Fall 06 mtg.

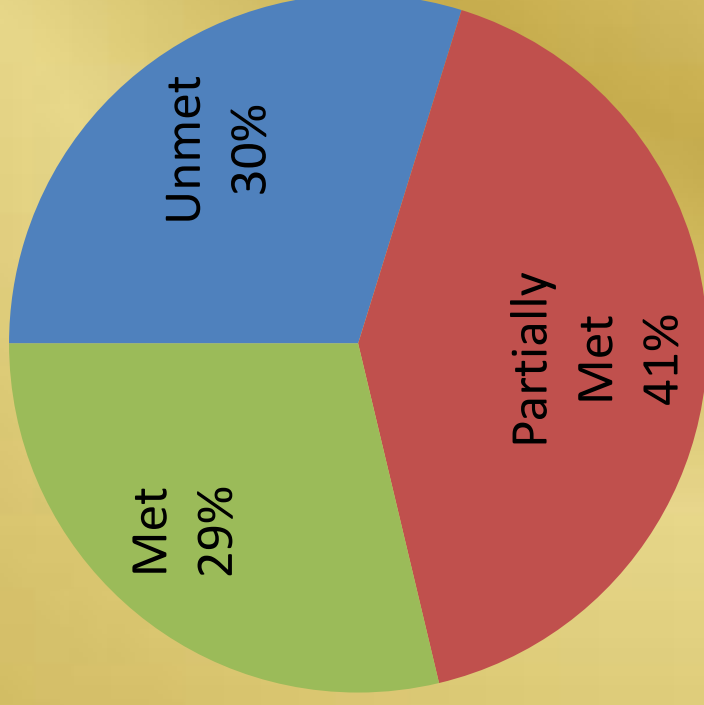
Action	Strategies Addressed	Responsibility *Primary	Timeline/Benchmarks
D.4. Establish development/friend raising expectations for the President of the College.	4.4	BOT *Board chair	July 06, ongoing: Insure goals include revenue percentage growth, specific number of people or companies to cultivate for board, staff and President. Secure development training for staff and BOT. Insure President communicates with a specific number of prospects on a monthly basis. Insure President includes friend raising strategies listed in strategic plan in his/her yearly plan.
E. Create a full menu of fundraising properties and communicate what they are to anyone who is selling the college (i.e., scholarships, buildings, rooms etc.)	5	Advancement Office	As set forth in Comprehensive Plan identified in A. above.

Quality Enrollment Growth Action Plan

Action	Strategies Addressed	Responsibility *Primary	Timeline/Benchmarks
A. Conduct Enrollment Growth Audit—consider Student Services, Academics, and Administration (build on benchmarking in building planning matrix)	1	Enrollment Management Group	Begin audit F06 Submit report S07
B. Develop and execute plan for alumni and BOT engagement in recruitment.	2	Alumni Office*, Admissions, Advancement Office, BOT*	Summer 06, ongoing: Plan Implementation ongoing
C. Implement Academic Quality and Review Action Step S1. Implement Campus Culture and Diversity Action Step I.	3		
D. Review enrollment management governance structure, positions and committees.	4	Enrollment Management Group, President*	S06—Review F06—Implement improved system.
E. Pursue summer programs like science or rangering camps.	5	Provost*; Experiential Programs	S06—Feasibility study S07—Implementation

UNITY COLLEGE STRATEGIC PLAN, ADOPTED MAY 2006

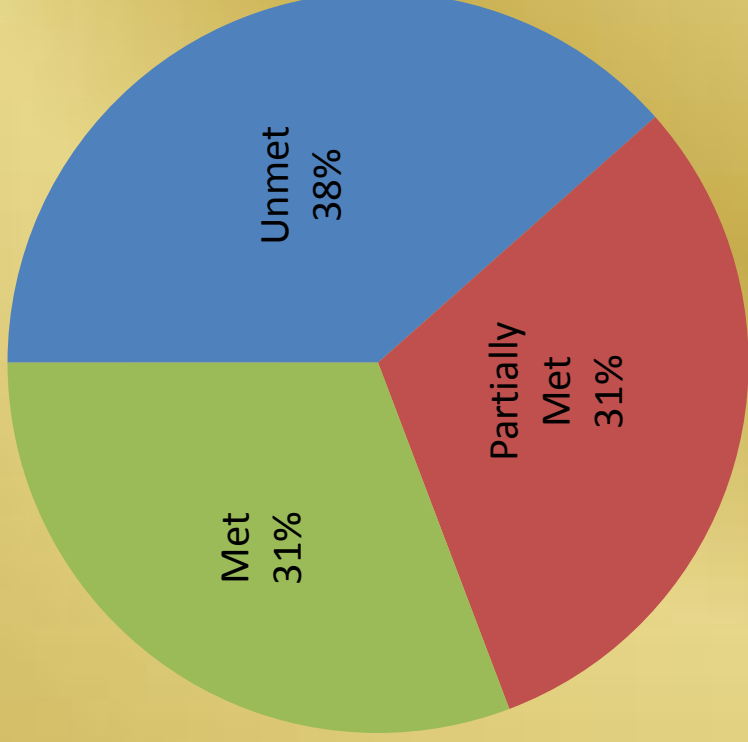
**Academic Quality and Review
Diversity and Campus Culture
Identity, Communication and Diversity of Environmental Opinion
Diverse Financial Base and Quality Enrollment Growth**



94 Action Steps

Academic Quality and Review: Priority Critical Issues

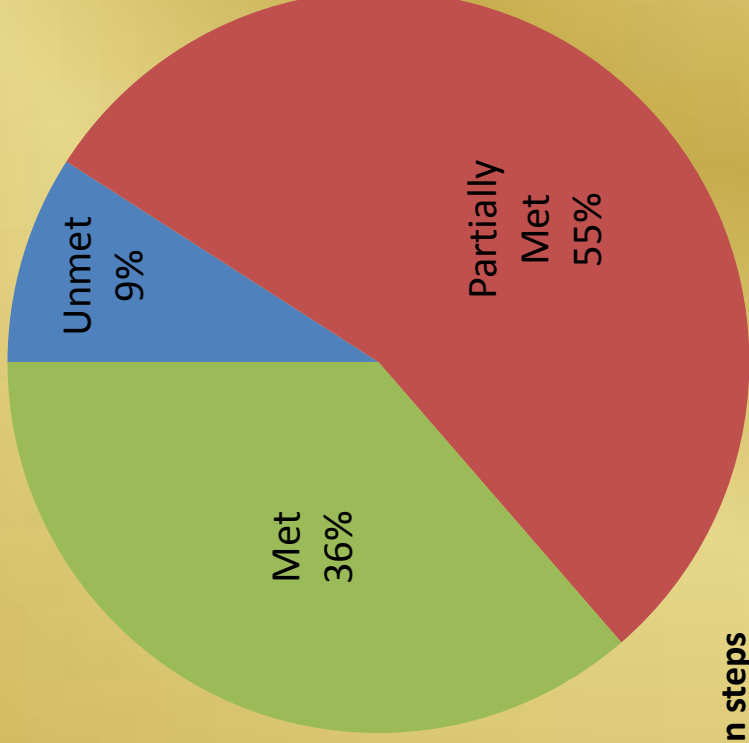
- Campus culture perpetuates low expectations for academic programs and performance.
- There appears to be little or no review of existing course offerings or planning for future offerings



26 action steps

Diversity and Campus Culture: Priority Critical Issues

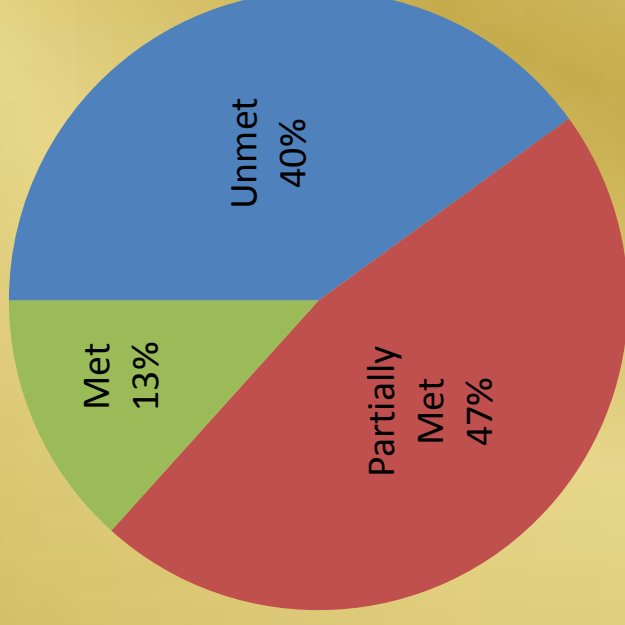
- Maintain and improve overall diversity (gender, race, religion, ethnicity, sexuality, learning styles, physical capabilities, culture, class, etc.) of campus (staff, faculty, students) to help prepare students to become global citizens.
- The college should continue to support a campus culture which emphasizes holistic student development in a safe and secure environment.



22 action steps

Identity, Communication, and Diversity of Environmental Opinion: Priority Critical Issues (summarized)

- Need to address lack of clear academic identity and legible message (e.g., What is America's Environmental College?).
- Need to build on diversity of environmental opinion that we foster.
- Need better external communication: of our strengths to students outside of New England; of our programs and events to the local area; with other institutions.
- Need better internal communication; and better training for employees to take ownership of promotional efforts.

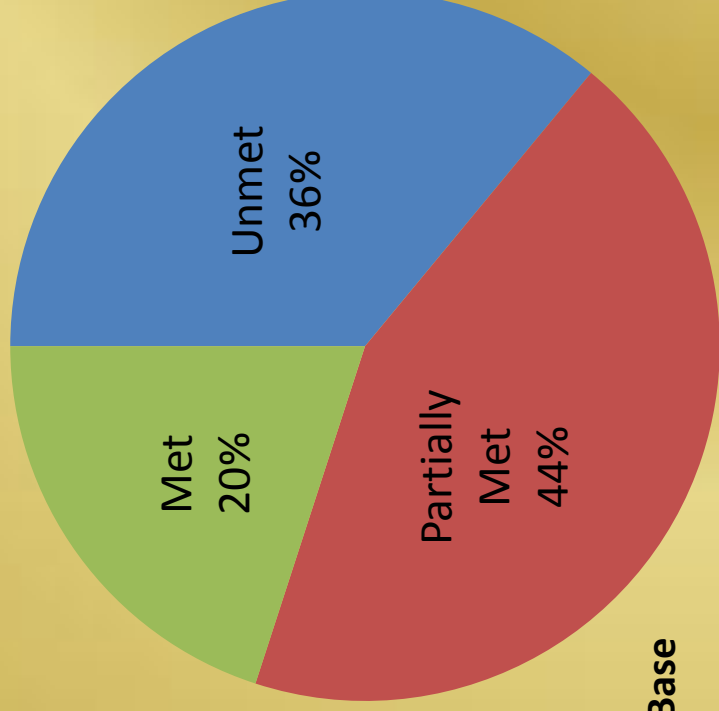


15 action steps

Diverse Financial Base and Quality Enrollment Growth: Priority

Critical Issues

- We lack a diverse financial base that allows us to meet the needs of our students, provides for competitive salaries with quality benefits, and encourages investment in the future of the college while permitting strategic risk taking.
- We need to increase enrollment while making efficient use of resources, increasing revenue, and diversifying the student body.

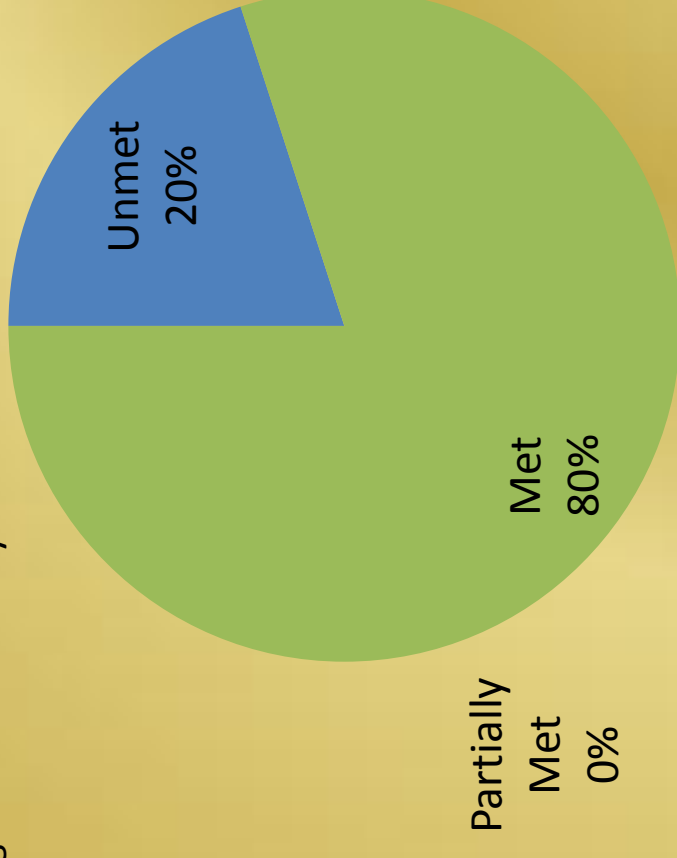


Diverse Financial Base
25 action steps

Diverse Financial Base and Quality Enrollment Growth: Priority

Critical Issues

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Quality Enrollment Growth

5 action steps