

Progress Report
to the
Commission on Institutions of Higher Education

August 2009



90 Quaker Hill Road
Unity, ME 04988

INTRODUCTION

In August 2007, Unity College submitted its Fifth-Year Interim Report to the Commission on Institutions of Higher Education. The Commission accepted that report and requested that we submit a progress report, in August 2009, addressing progress made in two areas: 1) strengthening enrollment, retention and graduation rates, and 2) enhancing revenue sources.

In fall of 2008, President Mitchell Thomashow directed Senior Vice President for Academic Affairs Amy Knisley to coordinate the report preparation. During spring of 2009 Dr. Knisley reviewed the pertinent background materials, particularly reports to the Commission and its replies beginning with the decennial self-study for reaccreditation in 2002. In early June 2009, Dr. Knisley assembled Rob Constantine (Vice President for College Advancement), Holly Hein (Registrar / Dean of Institutional Research), Alisa Johnson (Dean of Enrollment Management), Roger Jolin (Vice President for Finance and Administration), Chris Melanson (Executive Assistant to the President / Secretary to the Board of Trustees), and Gary Zane (Dean for Student Affairs) to finalize a work plan and timeline.¹ Interim Chief Financial Officer Eileen Driscoll joined the group in July. These and other college personnel provided information to Holly Hein for the Finance and Enrollment data forms, which Ms. Hein completed in June. Using this and other data as starting points, Mr. Constantine, Ms. Driscoll, and Dr. Knisley collaborated on writing the final report.

Unity's correspondence with the Commission during this decade depicts a college in significant, and sometimes stressful, emergence. The reaccreditation action in 2003 specified follow-up in six areas, and while progress was underway in most of those areas, unexpected and disruptive changes in senior leadership in 2005 necessitated the submission of additional comments. The 2007 fifth-year interim report represented a coalescence—initiatives the college had put in place earlier, to address the 2002 areas of emphasis, were showing success, and the college's new senior leadership was beginning to settle into place. The areas specified for attention have, over time, become fewer, as the college's path to emergence has smoothed. It is in this context—one, we believe, of a genuinely strengthening college—that we submit this report addressing progress in the two areas specified above.

INSTITUTIONAL OVERVIEW

Unity College is a small, private, four-year college in rural Maine, whose liberal education and major programs are environmentally-focused. Our emphasis is squarely on residential baccalaureate education delivered through considerable and direct student-faculty interaction—we offer no graduate or online degrees, and our three associate's degrees represent a vanishing proportion of our graduates. Students come to Unity to join an engaged learning community that will cultivate their initiative as they prepare to address 21st century environmental challenges through liberal learning and pre-professional training. Parents send their children here to join a safe, positive, close-knit college emphasizing experiential learning, with a good reputation for placing its graduates into jobs. Historically, our students have predominately been male Mainers from lower and middle-income families, but females, students from outside of Maine and New England, and higher-income bracket students have all become increasingly prevalent throughout this decade. We have also, historically, emphasized working with academically underprepared

¹ Upon the retirement of Mr. Jolin as of June 30, Ms. Eileen Driscoll stepped in as Interim Chief Financial Officer.

students who showed promise, and while we continue to seek out middling students whose dedication will help them shine at Unity, the academic profile of our students has been strengthening over this decade.

Founded in 1965 by a group of local citizens on donated farmland, Unity College was intended to revitalize the local area. Unity has always been tuition-dependent, and financial difficulties resulted in probationary accreditation status in 1990. Since regaining full accreditation in 1992, Unity's overall course has been one of institutional maturation, signaled notably by growth in enrollments and assets, improvement in academic programs, and professionalization of personnel and operations. Our 2006 Strategic Plan identified critical issues in five areas: academic quality, campus culture, identity and marketing, enrollment, and revenue base. A comprehensive internal review of the plan conducted in late 2008 found that of the 94 action steps specified across the five areas, we could classify 29% as "met," 41% as "partially met" (usually meaning "in process"), and 30% as "unmet." Of the unmet action steps, some have been set aside since 2006 as no longer appropriate, and others remain ahead of us. At about three years into the Plan, we have made strong progress and our work is still cut out for us.

At the time of our August 2007 report, President Mitchell Thomashow was finalizing the hires of lead administrators in advancement and academic affairs; by late spring 2008, he had established and filled a lead position in enrollment management. Mr. Roger Jolin, Unity's chief financial officer since 1989, announced his retirement effective June 30 2009, and the search to fill that position is expected to conclude this August. Since June 2009, we have benefited from the leadership of a very capable interim CFO hired from outside the college. With ongoing strong leadership in student affairs, filling the CFO position will complete a rebuilding of the college's senior leadership that began after a challenging period of transition in mid-decade. Additionally, since 2007, the position of sustainability coordinator has been established and filled, a crucial role given the college's environmental mission. Revitalization of the Board of Trustees, including new members, new leadership, and revisions to board governance and operations, is preparing it to partner with college leadership in moving Unity forward.

As we continue to mature and strengthen, we are attentive to several key areas of development. A broadening and deepening incorporation of sustainability across campus operations is strengthening institutional coherence and identity. An Academic Master Planning process, premised on realization of our promise as a 21st century environmental liberal arts college, was launched in 2008 and is slated to result in final recommendations for significant revision to the liberal education and major programs by spring 2010. Our majors will be fewer, stronger, and consolidated into interdisciplinary centers of learning; our program of liberal environmental education will feature even stronger experiential pedagogy and greater currency in 21st century environmental issues; and accessibility across the curriculum will be improved. Enrollment remains strong; however we must be vigilant about maintaining our modest gains in selectivity. Student life programs are rapidly evolving to meet the needs of a residential population that is overall larger and academically stronger, and includes more women. In response to both academic and student life developments, we are currently studying the feasibility of new academic and residential facilities. Our comprehensive cost for tuition, fees, room and board for 2009-10 remains below \$30,000, which is relatively affordable for small private colleges but nonetheless something for us to watch closely, as we work to present ourselves as a "good value"

college. And now that we have completed our turnaround and are seeing steady signs of improvement, we are of increasing interest to outside partners and funders, and are ready to lay the groundwork necessary to establish a credible record of fund-raising for the first time in the college's history. Continued progress in these key areas of academic quality and assessment, sharpened identity around sustainability, strong and increasingly selective enrollment, strategic facilities improvement, and readiness for successful fund-raising, are uppermost in the minds of college leadership at this point in Unity's history.

AREAS OF FOCUS

Focus Area One: Strengthening Enrollment, Retention and Graduation Rates

In 2007 the Commission commended Unity's generally positive enrollment, retention and graduation trends. However, noting the demographic challenges all northeastern colleges face as the number of high school graduates in our region fall, and that despite improvement retention and graduation rates fall short of reasonable benchmarks, the Commission requested this update. Since then, we have broadened and diversified the admissions inquiry pool, increased female enrollment, improved selectivity, and built on retention efforts established earlier. We are pleased to report that while more work must be done, trends continue to be good.

Our total fall headcount increased every year from 2003-04 (491) through 2007-08 (558), dipped in 2008-09 (544), and is currently projected to rebound to approximately 570 for fall 2009. This will put us at capacity, and we are in fact having to add capacity in certain residential services. Simultaneously, admissions selectivity has increased. As our August 2007 report to the Commission was being written, the Board of Trustees was directing the President to take the actions necessary to enroll a higher proportion of better academically-prepared students. The admissions office has employed the Maine Higher Education Council's (MHEC) recommendations for college readiness, and gradual adjustments of its internal rating system, to implement this directive. The average SAT score of our entering classes has been variable but trending higher over several years: 993 in fall 2005; 1024 in fall 2006; 989 in fall 2007; and 1030 in fall 2008. We are seeing a definitive upward trend in the grade point average of our entering classes, rising each year from 2.97 in fall 2005, to 3.25 in fall 2008. The average SAT and GPA of this year's entering class is expected to be on par with last year's. Additionally, our acceptance rate of entering freshmen who have completed applications has been gradually falling, from 93.7% in fall 2006 to 85.5% in fall 2008. The academic probation rate, as a percentage of fall headcount, has dropped annually from 8% in fall 2003 to 5% in fall 2008; that said we note that the suspension rate has crept up from 2% to 4% during the same period. We will investigate this apparent incongruity as part of understanding and shaping the new academic profile at Unity.

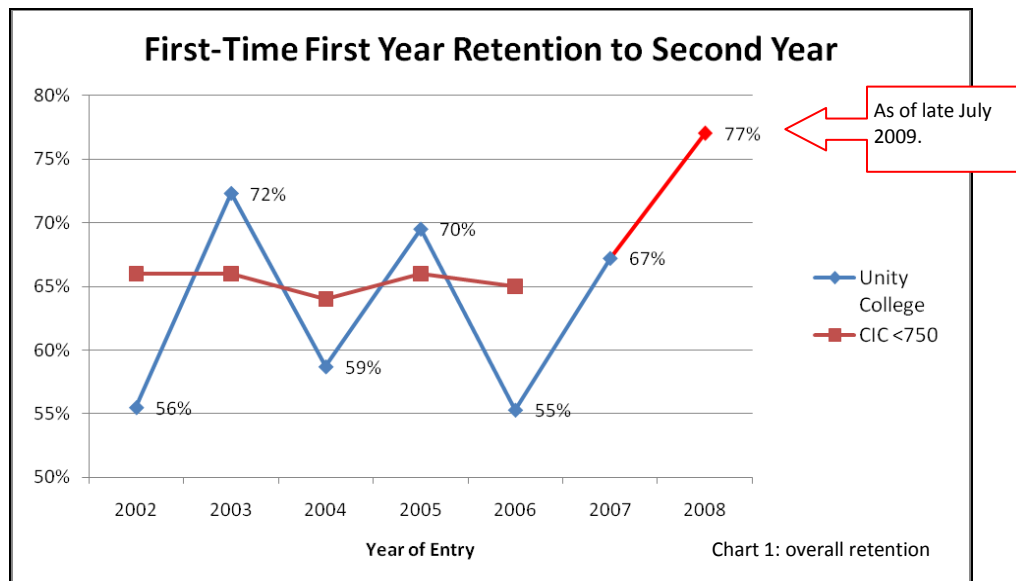
The lowering acceptance rate is due in part to growing interest in Unity College—the number of completed applications for fall 2006, 348, represents an anomalous downward bump in an overall upward trend since mid-decade. The following fall saw 45% more completed applications for freshman entry, and we have recorded modest gains each year since. The number of high school senior inquiries, while dipping for the fall 2005 and 2006 seasons, has nonetheless trended upward since 2003, and increased each year for fall 2007, 2008 and 2009 entry (with a

23% average annual increase over those three years). We have seen similar, steady growth in inquiries from high school juniors.

While the causes of prospective students' interest in any college cannot be fully known or controlled, we believe that our concerted efforts have played a part in our strengthening admissions trends. An overall redesign of our website was implemented in fall 2007, and we continue to improve the site's look and functionality. This is critical, as our website is a key generator of applications with relatively high enrollment yield (5.9% conversion compared to 3.5% for all other categories). Like other New England colleges, we are responding to a decline in total high school graduates by marketing and recruiting more aggressively outside of the region. For example, we have added college fair participation in Oregon, Washington, Colorado, Florida and Texas to our recruitment routes. Our overall enrollment demographic is slowly shifting as a result. In fall 2000, greater New England accounted for 92% of our student body; this has trended slowly downward to 89% in fall 2008. We have reduced our direct dependence on Maine more dramatically: Mainers constituted 40% of fall 2000 enrollment, and that percentage has dropped every year since, to 28% in fall 2008. In fall 2000, students from southern states accounted for less than 1% of the student body; in fall 2007 they accounted for 3%, and we expect that percentage to grow. Given the inherently global nature of our environmental missions, we are also investigating the feasibility of international student recruitment. The new Dean for Enrollment Management has been gathering information over the past year, ending with attendance at a conference sponsored by the World Education Service. A feasibility report and action plan for international recruiting will be presented to college leadership for approval and implementation, with the first results expected in the fall 2011 class.

In our August 2007 report, we noted the importance of growing our female enrollment. While Unity has always been co-educational, circumstances have been such that men have always predominated, having for instance a 3:1 male-to-female ratio through much of the 1990's. A better balance has predictably favorable impacts on residential life, academic climate, and retention, among other things. The ratio has improved steadily over the last several years, to an overall fall 2008 ratio of 1.31:1. The fall 2008 entering class represents a significant milestone, as the first in Unity's history to include more women than men, at 51%. An even larger female majority of 57% is expected for the fall 2009 entering class. Again, this is not accidental. Thorough redesigns of marketing materials deriving from the STAMATS work in 2005 broadened our appeal to women; our distinctive Women's Environmental Leadership program gives female students a vibrant peer group; two recently established majors (Captive Wildlife Care and Education, and Marine Biology) have been especially appealing to women; and an increasing presence of female faculty (having risen steadily from 26% in 2005-06 to 38% in 2008-09) has improved the campus climate for our female students.

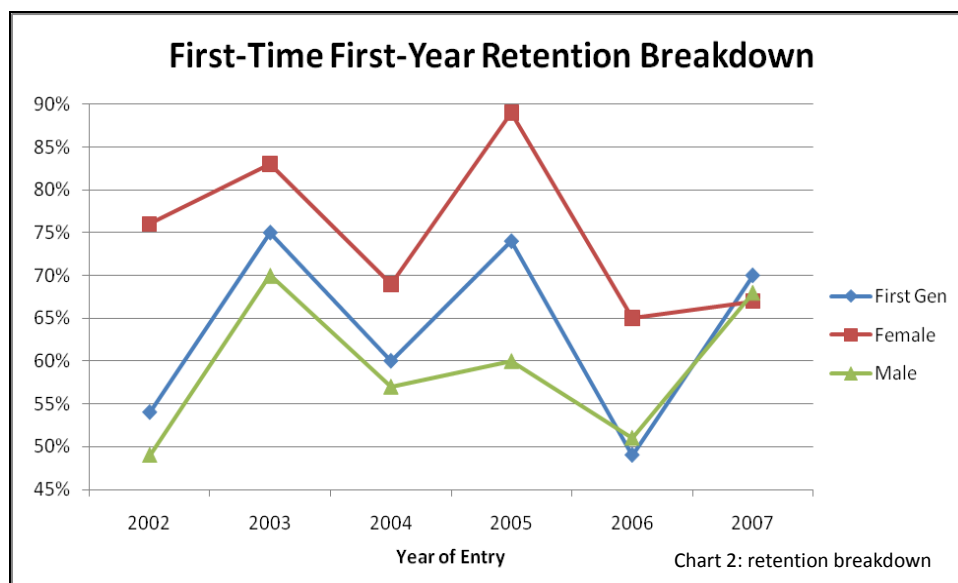
Increasing our proportion of female students has been one of several retention efforts; as the Commission is aware, first-to-third semester retention has been a particular area of concern for us. Chart 1 illustrates the "up and down" pattern that has characterized first-time first year retention for us, and includes retention at Council of Independent College (CIC) schools with overall enrollment of 750 or fewer as a comparison.



The primary question for us, going into fall 2009, was whether this fall would continue the up and down cycle with a down-turn, or suggest a new pattern. The summer 2008 Leadership Council retreat focused on retention, our opening college convocation included campus-wide programming on retention, and the entire senior staff bore retention in mind throughout the 2008-09 year. In addition to specific retention initiatives discussed below, a sampling of last year’s activities intended to enhance retention includes increased funding for and frequency of field experiences for students, having the president and academic senior vice president teach first-year classes, adding free cable television to residence halls, and increases in arts and entertainment programming at the college’s performing arts center. Our best estimation as of late July, based upon indicators such as pre-registration for fall classes, housing selection, and bill payment, is that well over 70% of last fall’s first-time freshmen will be returning as sophomores this fall. Drop/add ends on September 8, so time will tell, however as with our fall 2009 entering freshman class, the current signs for our fall 2009 returning sophomore class are favorable.²

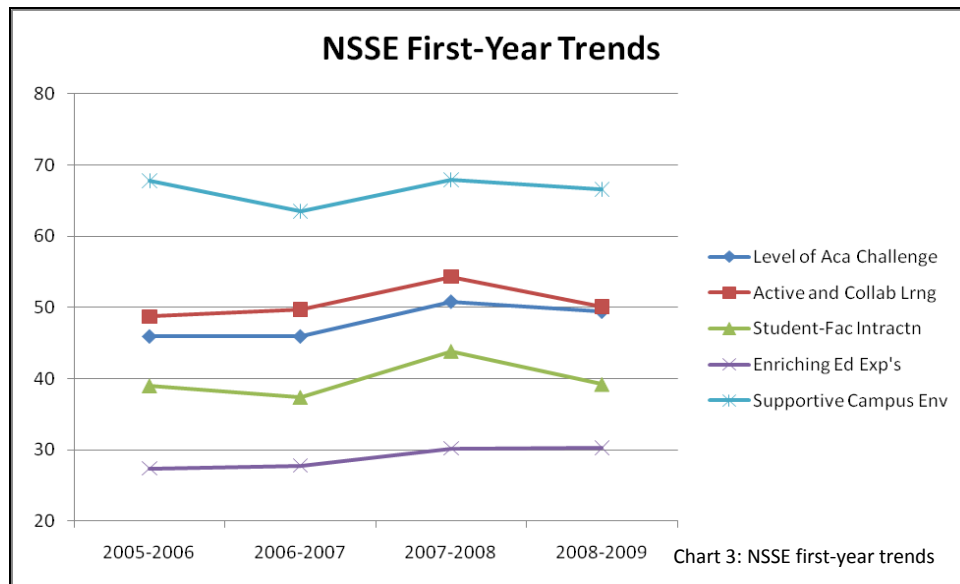
As with the admissions process, while we cannot fully know and control the influences on students’ decision to return for their second year, we do believe that our ongoing retention initiatives are part of the story. First, as discussed above, we have improved the gender balance by admitting more women. Women constituted 32% of overall enrollment in fall 2002; that percentage has increased each year and reached 43% in fall 2008. We can expect increased female enrollment to increase overall retention, because as illustrated in chart 2 female students retain at a higher rate than male students at Unity.

² At the time of this writing, we are in process with addressing the projected oversubscription in housing, dining services, and class sections.

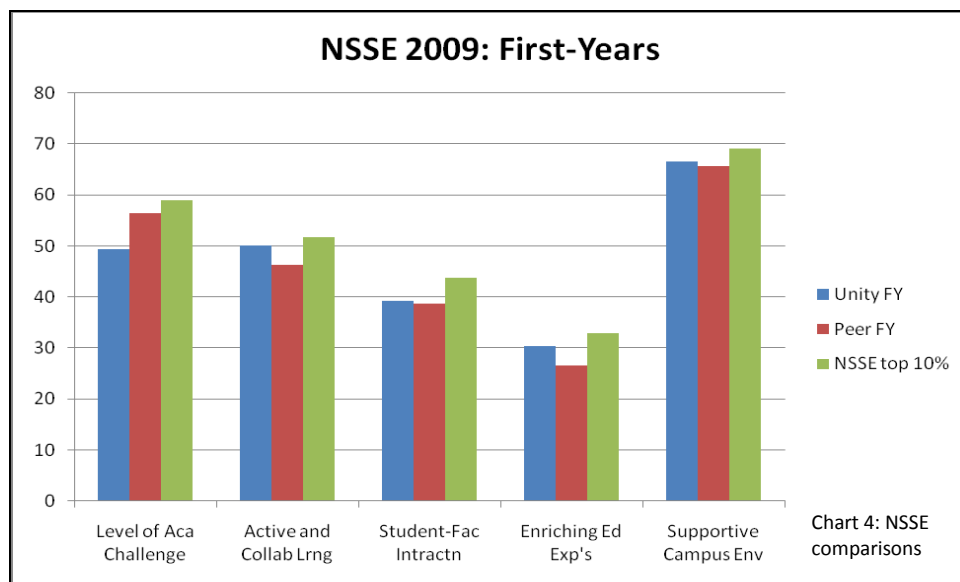


Second, we believe we are beginning to see fruits of the “Support Early Success in College” grant we received from the Maine Educational Loan Marketing Corporation (MELMAC) foundation. We are about to enter year five of this six-year grant. It has funded a battery of initiatives—among the most prominent are: 1) supplemental instruction for select first-semester classes; 2) sharper processes for identifying and intervening with at-risk students early in their first semester (bridging student and academic affairs in the process); 3) second-semester courses specifically designed for a) students who concluded their first semester on academic probation, and b) students who were identified in their first semester as having strong leadership potential; and 4) annual participation in the National Survey of Student Engagement (NSSE). Student feedback on supplemental instruction has been positive, and we are seeing a declining rate in grades of D, F, and W (Withdrawal) in our first and second semester Biology classes. In fall 2008 we streamlined the early intervention process in the office of academic affairs, and arranged for fast and direct communication with the Student Support Team, which includes both faculty and student affairs staff. The two second-semester courses—focused on at-risk and high-performing students respectively—were approved by the faculty for addition to the regular offerings and appeared in the 2008-09 catalog. And student satisfaction surveys arising from the MELMAC work have prompted establishment of a policy which will permit students attaining a 3.75 GPA or better to take an additional credit free of charge, which is in keeping with our general efforts to attract and retain academically-stronger students.

Our four years’ worth of NSSE data warrant additional discussion. As illustrated in chart 3, trends for first-year students in most NSSE categories were positive for the first three years, and leveled or dropped slightly for 2008-09. One might hypothesize that this is the result of more-prepared, and therefore more demanding, entering students, however we see the same three-year rise and one year drop or leveling for seniors, as well. After the first survey year overall rates of participation have remained steady, so this recent change will need to be investigated. That said, we take note of the favorable three-year trend, and will be using this data to orient faculty in the upcoming academic year.

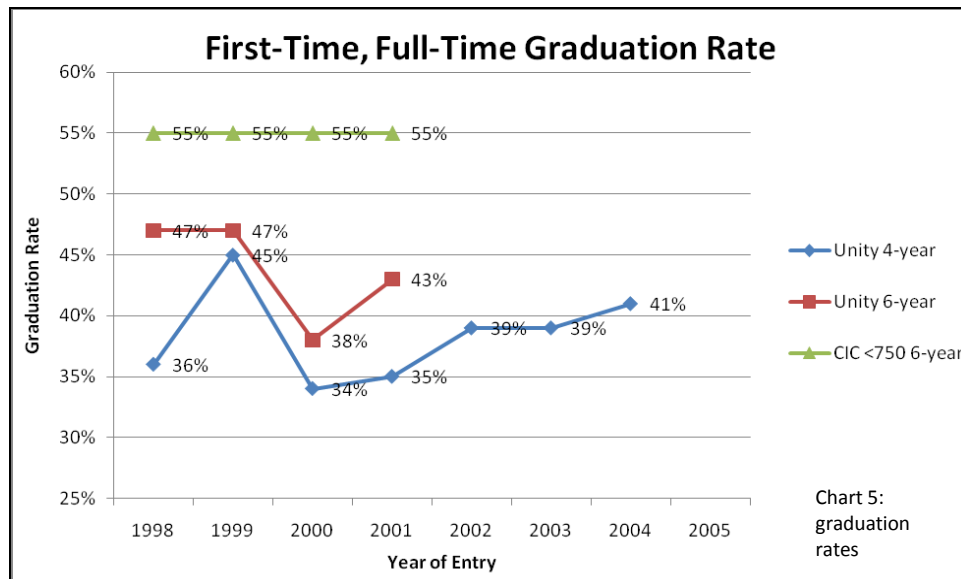


In addition to internal trends, the comparative NSSE data has given us clear direction. Chart 4, a snapshot of the survey results for first-years in 2008-09 as compared against our NSSE benchmark group and the top 10% of all NSSE participants, illustrates what we've seen in other years: we compare well against, not only our peer group, but the top 10% nationally, in four of the five areas, and poorly in one. That our students' experience of academic challenge is wanting is consistent with our 2006 Strategic Plan priorities in the academic area, and with our aims in the Academic Master Plan process. It is also part of why, in 2008-09, we established an end-of-semester Student Conference, inviting students across campus to submit culminating work for presentation and judging in a variety of criteria. Participation from students and faculty, across classes and years, has been very heartening.



Finally, in addition to improving our gender ratio and the MELMAC initiatives, our Student Affairs office has successfully advocated for and implemented student satisfaction and engagement programs. We have worked to have more class-free evenings, in response to students' requests for more time for club and other co-curricular activities. A well-trained staff of student paraprofessionals serve as resident assistants, and they employ annual surveys of residents to fine-tune and improve residential services. In 2008-09, Student Affairs launched the "Dean's Cup," a program in which residence halls can compete for points through a variety of events and activities, all aimed to foster positive and productive community engagement throughout the year. The Dean's Cup was recognized with "Program of the Year" awards from both the Maine Association of Student Affairs Practitioners and NASPA, the leading national association of student affairs administrators. Also, under the auspices of our cross-departmental Enrollment Management Committee, we will be implementing a new parent communication plan in 2009-10, to more strongly partner with parents in supporting students' success, as well as planning for Unity College's first-ever honors program.

We believe that first to second year retention is improving, and we are hopeful that we can extend this improvement through to graduation rates. For the last five years including spring 2009, we have averaged 101 total graduates per year. While our six-year graduation rate continues to lag behind the average for other small independent colleges, as we see in chart 5 our four-year graduation rate for first-time full-time students is slowly improving, climbing from a low of 34% for the fall 2000 cohort to 41% for the fall 2004 cohort. We have been



focused on the profile of our entering classes and their return for a second year, and we now need to build on our success to focus just as closely on our students' learning and progress through the middle and final years of their education. The ongoing curricular review and revision work will be at the heart of this effort, as will development of making more effective use of advising as students settle into their major programs.

Focus Area Two: Enhancing Revenue Sources

In 2007 the Commission recognized Unity's progress in the area of financial resources. Our participatory budget process, combined with sound fiscal management, has led to an increasingly stable financial picture for the college. It has also resulted in the establishment of a modest endowment and improvement in staff and faculty salaries. At the same time, noting the challenges of operating as a tuition-driven institution faced by many small colleges, the Commission requested this update regarding revenue enhancement. Since 2007 we have continued to grow our philanthropic and alternative revenue capacity. While we recognize the need for continued work, we are pleased to report on positive trends.

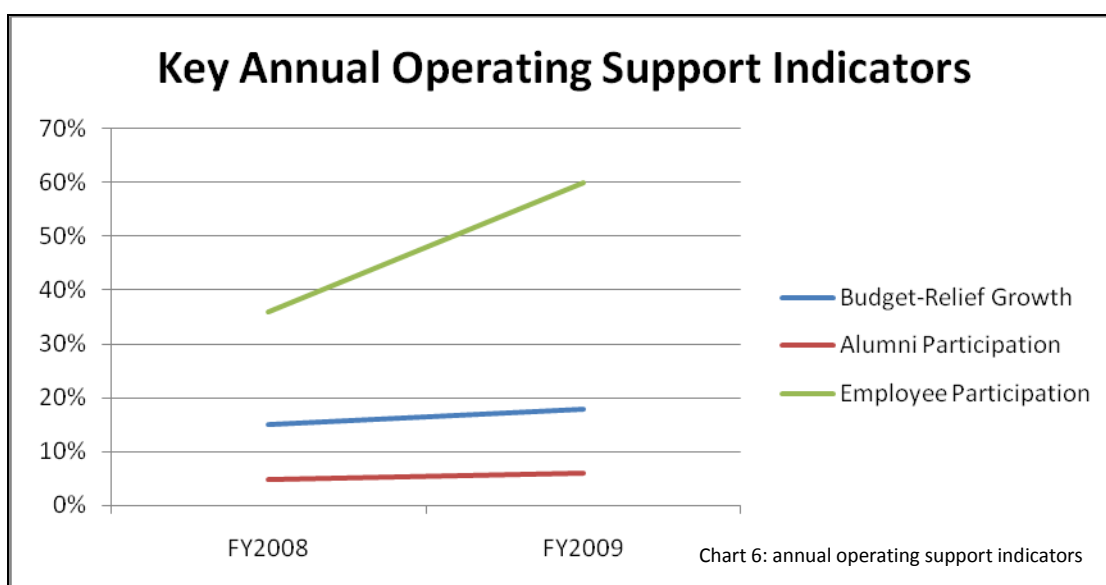
Continued vigilance with respect to the balance between tuition, discount rate, and student enrollment has remained a priority for Unity. Recognizing that unchecked escalation of an institution's discount rate can limit long-term revenue potential, we have monitored this balance carefully since our interim report in 2007. Noel-Levitz reported an average discount rate of approximately 34% in their most recently completed Discounting Report. They suggest that institutions exceeding this rate increasingly expose themselves to risk of lost revenue. By carefully managing our expenditures and tuition increases, Unity College has maintained a discount rate below 29% for the past two years. We expect to see an increase in the current year to at most 31.5%, related in part to our efforts to increase selectivity. This management of tuition and discount—our 2009-10 tuition, \$20,540, keeps us moderately-priced by all relevant comparisons—coupled with continued investment in delivering quality academic programs, has allowed Unity College to position itself as a “best value” college. In turn, we continue to see increases in admissions inquiries and applications. During the past three years, inquiries have grown by 20% in 2007, 9.5% in 2008, and 40% in 2009. Applications have also grown during the same period: 28%, 10.6%, and 6.5% respectively. These patterns suggest that the college's management of tuition and discount rate has had a positive impact on student enrollment and long-term revenue.

As noted in our 2007 interim report, the college added a Vice President for College Advancement to lead the college's development efforts in August of 2007. Following a careful evaluation of the organization of the office, opportunities for enhanced revenue other than philanthropy, and further analysis of existing capital priorities, the Office of Advancement underwent a restructuring designed both to create immediate revenue and to position the college for continued revenue growth. Among other changes, a staff member was redeployed to serve as Director of Prospect Research and Grant Administration, to facilitate the college's grant success, and begin identifying an appropriate donor base for cultivation. Summer 2008 saw conversion of the development database to Blackbaud's Raisers Edge, as the previous database did not allow for the extensive tracking, segmentation, and analysis of information essential to establishing a strong giving program. Finally, in fall 2008 the college abandoned an unsuccessful capital drive launched in 2005. Analysis of the project revealed that renovation plans were not feasible, and that the appropriate fundraising base had not been built before launching the campaign. These and other changes have produced a more grounded and effective office.

While an uncertain economic climate and the long-term nature of building successful fundraising programs have made for moderate progress, Unity College has demonstrated growth in some important areas of fundraising success. In our August 2007 report, we noted the college's receipt

of our largest gift in the form of the Unity College Centre for the Performing Arts and the Field of Dreams. We also noted a successful grant application for a specific project. While these philanthropic successes create exciting opportunities for the college, we recognize that they are not necessarily renewable resources and do not create a long-term revenue stream for the college. A primary area of focus of the college's development resources over the past two years has been in annual giving, specifically budget-relief monies.

While data and gift recording information limits our ability to analyze giving trends historically, we have been tracking key indicators of annual operating (budget-relief) giving for the past two years: annual operating support growth, alumni participation, and employee participation. Each of these serves as an important gauge of philanthropic capacity and we are pleased to note that, while we recognize the college has significant work to do, we are seeing an upward trend in each of these indicators. Chart 6 illustrates these trends.



On a whole, current operations support has outpaced national average growth rates for the past two years. In the fiscal year ending June 30, 2008 (FY2008), this important source of revenue grew by 15%, and it grew by 18% in FY2009. Contributions earmarked for current operations grew 6% nationally in FY2008 among higher education institutions participating in the Council for Aid to Education's Voluntary Support of Education Survey (VSE); 2009 figures are not available yet but most reports suggest that growth will likely slow.

We have also chosen to focus on annual operating support since it serves as a key entry point into the college's philanthropic stream for most donors. Improving participation rates indicates a growing prospect pool of future donors. Participation rates are also key indicators that grantors and significant donors use when determining awards or donations to organizations. While Unity remains far below national averages for alumni participation, we have noticed an upward trend over the past two years. Alumni participation grew from 4.5% in FY2008 to 6.1% in FY2009, demonstrating the growing engagement of our alumni community in the college's fundraising efforts. This was largely a result of a renewed focus on annual giving including better segmentation of our alumni database and more effective direct mail appeals. Recognizing that

the VSE 2008 average for private baccalaureate colleges was 23%, Unity College remains committed to growing alumni participation rates. Strategies over the coming years include: continued segmentation and personalization; a more active alumni relations program; and better education of our student body regarding the impact of alumni support.

We also saw our employee participation rate grow from 36% in FY2008 to 60% in FY2009. This represents a dramatic increase and demonstrates the growing legitimacy of fundraising at the college. It also signals a campus-wide commitment to the vision of President Thomashow, the Board of Trustees, and the administration. While we recognize that our employee base will not (and should not) be a primary source of significant funds, we note that this improvement in our employee participation rate is an important indicator of the college's ability to continue to build its philanthropic program.

Since 2007, another focus of our advancement efforts has been to transform the college's Board of Trustees from a managing board to a governing and philanthropic board. This is extremely important given that a successful development program must begin with those in leadership. We have added several new board members both through growth and attrition that have drastically changed the philanthropic capacity of the Board of Trustees. Board giving to current operations grew 150% in FY2008 and 71% again in FY2009. Given that the college is not currently engaged in a capital campaign and board members have not been solicited for capital gifts, this is an appropriate area to see the significant growth of board support. We fully expect that these board members, now engaged in the success of the college, will continue to invest generously on an annual basis. We also expect that the core group of lead donors for a capital campaign will emerge from this growing group of generous board members. We fully expect to recognize these gifts in two years (FY2011) as the college identifies its most pressing strategic priorities and moves forward on them.

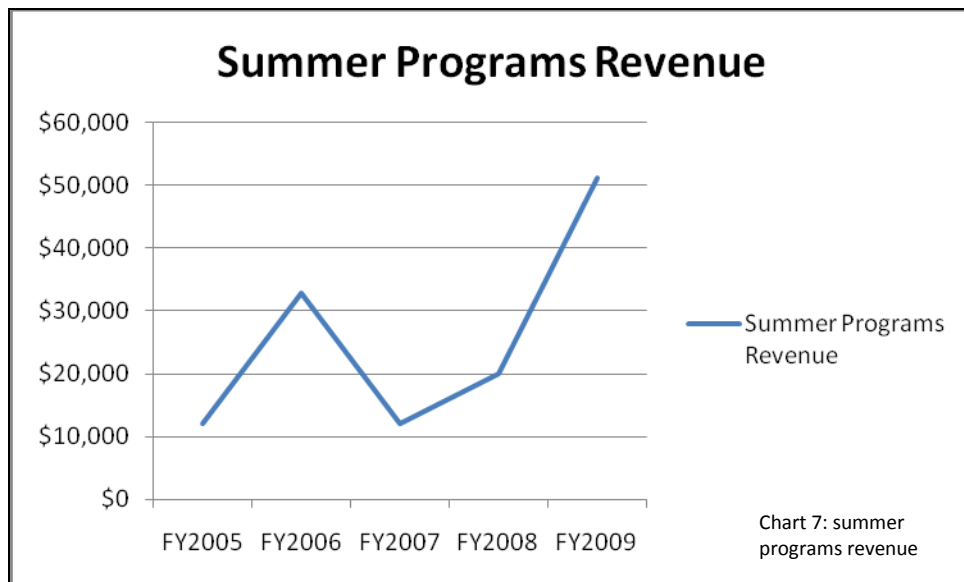
While attending to operating support growth, we have also increased our grant-seeking activities. During FY2009 Unity College applied for fifteen grants of varying size, a significant increase over previous years. The nature of the granting organizations being solicited has also significantly changed to include several more prominent and competitive organizations. While we were not successful in all of our applications, we are pleased to report that we were selected to participate in Rocky Mountain Institute's Accelerating Campus Climate Mitigation project which included a \$42,000 seed grant from the Kohlberg Foundation, selected as a Sustainability Solutions Partner as part of the Maine Experimental Program to Stimulate Competitive Research (EPSCoR) grant which will lead to \$100,000 to fund interdisciplinary faculty and student research in 2010, and received funding from Jane B. Cook Charitable Trust, as well as five other grants. Our success rate, combined with the college's ability to compete for more prestigious awards suggests that continued focus and investment in this area should yield increasing results for the college moving forward.

We have also made significant progress in cultivating some of our existing donor base. This is most evident in our relationship with the Unity Foundation. While the college has not received significant support from the Unity Foundation in the past, we have established an excellent working relationship with the Foundation over the past two years. Early in 2009, we entered

serious discussions about a significant gift from the Foundation, in the range of \$500,000-\$1,000,000. We expect to finalize these discussions and receive a commitment in the current fiscal year that began July 1, 2009.

One area that continues to have significant growth potential for the college is planned giving. Given limited resources and more pressing development concerns, we have not focused on this since our 2007 review. As discussed above, we have strategically focused on generating more current operating income. However, we do plan to implement a planned giving program during the next three years. In the meantime, we have formalized our planned giving procedures and begun to offer some basic planned giving options to some of our donors. As a result, we did execute two formal bequest intentions in FY2009.

While fundraising is an essential and growing revenue stream for the college, in 2007 we also discussed summer programming as a potential revenue source for the college. As part of the 2008 restructuring, responsibility for summer programs was moved from the Office of Student Life to the Office of College Advancement. The duties for promoting and running summer programs were assigned to the Alumni Relations and Events Coordinator. With active promotion, we are pleased to report that we have seen significant growth in summer programming that has led to increased revenue and exposure for the college.



As chart 7 illustrates, summer programs revenue remained fairly stagnant 2005 through 2008, with an exception in 2006 when we benefitted from a one-time facility rental. After moving summer programming to the advancement office, we began to actively promote our facilities and form partnerships with programs with clear potential for long-term revenue and positive exposure for the college. Development of programs highlighting our environmental mission, such as a week-long climate-change workshop for educators in partnership with Orion Magazine, has been of particular interest. We realized the first return on these efforts in FY2009 when our summer programs revenue jumped to \$51,212. This significant jump in revenue was accompanied by an increase in campus visitors but minimal increase in costs, since most of the additional activity was absorbed into existing budgets and operations.

In addition to the recent growth in summer program revenue, we were very excited to enter into a long-term agreement for summer campus use with Maine Arts Camp. Currently operating at another school, Maine Arts Camp personnel began exploring new sites for summer 2010. They looked seriously at six new sites and chose Unity College. In May 2009 we agreed to favorable terms for the college and concluded the long-term agreement, guaranteeing a minimum of \$80,000 in revenue, with the potential for as much as \$200,000. The size and timing of their camp do not preclude continuing several other programs already operating on campus

This arrangement creates additional costs; however most will redistribute within the college in the form of additional staff hours. In effect, Maine Arts Camp will serve as an anchor program that the college can use to fund the move to twelve-month operations. For example, most of our dining services staff is hired on ten-month contracts, raising the marginal costs of summer operation, interrupting employment for several of our staff, and creating additional stress as dining services prepares for the return of students each fall. By providing a revenue stream to move dining services to a twelve-month operation, we lower the costs of summer operations while also addressing recurring personnel and operational issues. The costs of other summer programs will drop as a result, increasing the marginal revenue on each summer participant.

CONCLUSION

The close review necessitated by this progress report has been useful in verifying for us three things: we are on the right track, we have more work to do, and we believe we know what that work is. We are seeing positive trends in enrollment, retention, and graduation; our net tuition revenues have remained solid; grants and summer programs are suggestive of early progress in diversification of revenue streams; and several key indicators of readiness for significant and successful fund-raising are improving. The senior leadership's strong alignment around Unity's strategic priorities in enrollment and retention, academic quality, facilities review and improvement, and philanthropic success—in short, institutional sustainability—belies that leadership's brief tenure at the college to date.

Our 2007 Fifth-Year Interim Report concluded that during this “watershed era” in Unity College’s history, we must pursue the opportunities unique to an environmental college in the 21st century, even as we address important issues common to small tuition-driven colleges. So, for example, we cannot fail to pursue such possibilities as a new immersive semester in a national park for our Conservation Law Enforcement students, whose business model would be rather novel; yet we must consider it in light of the fundamentals of net revenue, college capacity, program quality, admissions forecasts, etc. This progress report offers a glimpse into how we are forging that balance: tending diligently and week-by-week to fundamentals of enrollment and revenue enhancement, while investing in the distinction afforded by our mission by foregrounding sustainability, partnering in pursuit of environmental grants, and re-tooling our curriculum, among other things. It is quite fitting that President Thomashow has dubbed 2009-10 the “Year of Roots and Wings” for the college—as we continue to correct and nourish the college’s underlying soils, we are also trimming and training its crown. We appreciate the opportunity for this instructive review, and welcome the Commission’s feedback.

APPENDIX I:

DATA FORMS



New England Association of Schools and Colleges
Commission on Institutions of Higher Education
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 phone: (781) 541-5414 • fax: (781) 271-0950
<http://cihe.neasc.org>

FINANCE AND ENROLLMENT (F&E) DATA FORMS 2/5/09

This Excel workbook contains data forms to supplement reports on finance and enrollment. Much of the information requested is readily available on institutional audited financial statements, yearly IPEDS reports, and other institutional reports and publications. When entering financial data, please round to the nearest thousand.

Instructions are contained in embedded comments in each form. Move the cursor on top of the red boxes with a "?" to see the comments. This workbook has been formatted so that all comments will be printed out at the end of each data form. If you do not wish to print the instructions, you can change this on the "Sheet" tab of the "Page Setup" menu. Some forms contain cells that will automatically calculate totals. These cells have "0s" in them and are locked so that you cannot enter data into them or inadvertently change the formula. To add rows or adjust column widths, unprotect the sheet by selecting the "Protection" option from the "Tools" menu. You will be prompted for a password, which is ark. The password is case sensitive.

Commission staff members are always willing to assist institutions with reporting requirements. Please call the Commission office (781-541-5414) if any questions arise regarding the Finance and Enrollment (F&E) Data Forms.

INSTITUTIONAL INFORMATION

Institution Name: Unity College

OPE ID: ? 6858

Carnegie Classification: ? accalsureate II

Financial Results for Year Ending:		Annual Audit	
		Certified: Yes/No	Qualified Unqualified
Most Recent Year	? <u>06/30</u>	<u>Yes</u>	<u>Unqualified</u>
1 Year Prior	-	<u>Yes</u>	<u>Unqualified</u>
2 Years Prior	-	<u>Yes</u>	<u>Unqualified</u>

Budget / Plans
 Current Year: -
 Next Year: -

Contact Person: ? Holly Hein

Title: Registrar

Telephone No: 207-948-3131

E-mail address: hein@unity.edu

F&E Data Forms - Financial Position/Statement of Net Assets						
FISCAL YEAR ENDS month & day: (/)		2 YEARS PRIOR (FY 2006)	1 YEAR PRIOR (FY 2007)	MOST RECENT YEAR	Percent Change 2 yrs-1 yr prior 1 yr-most recent	
ASSETS						
?	CASH AND SHORT TERM INVESTMENTS	\$3,638,269	\$4,203,117	\$4,210,861	15.5%	0.2%
?	CASH HELD BY STATE TREASURER			-	-	-
?	DEPOSITS HELD BY STATE TREASURER			-	-	-
?	ACCOUNTS RECEIVABLE, NET	\$70,192	\$97,693	\$129,350	39.2%	32.4%
?	CONTRIBUTIONS RECEIVABLE, NET	\$66,808	\$75,825	\$39,950	13.5%	-47.3%
?	INVENTORY AND PREPAID EXPENSES	\$178,481	\$166,951	\$229,227	-6.5%	37.3%
?	LONG-TERM INVESTMENTS	\$3,299,700	\$3,007,354	\$2,337,744	-8.9%	-22.3%
?	LOANS TO STUDENTS	\$46,166	\$46,905	\$41,596	1.6%	-11.3%
?	FUNDS HELD UNDER BOND AGREEMENT			-	-	-
?	PLANT, PROPERTY AND EQUIPMENT, NET	\$7,833,051	\$8,205,119	\$8,384,887	4.7%	2.2%
?	OTHER ASSETS	\$722,778	\$621,965	\$774,897	-13.9%	24.6%
	TOTAL ASSETS	\$15,855,445	\$16,424,929	\$16,148,512	3.6%	-1.7%
LIABILITIES						
?	ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	\$846,643	\$1,103,315	\$1,052,449	30.3%	-4.6%
?	DEFERRED REVENUE & REFUNDABLE ADVANCES	\$243,014	\$258,553	\$312,639	6.4%	20.9%
?	DUE TO STATE			-	-	-
?	DUE TO AFFILIATES			-	-	-
?	ANNUITY AND LIFE INCOME OBLIGATIONS			-	-	-
?	AMOUNTS HELD ON BEHALF OF OTHERS			-	-	-
?	LONG TERM DEBT	\$2,188,611	\$2,538,916	\$2,454,327	16.0%	-3.3%
?	REFUNDABLE GOVERNMENT ADVANCES	\$45,294	\$45,927	\$45,993	1.4%	0.1%
?	OTHER LONG-TERM LIABILITIES			-	-	-
	TOTAL LIABILITIES	\$3,323,562	\$3,946,711	\$3,865,408	18.7%	-2.1%
NET ASSETS						
	UNRESTRICTED NET ASSETS	\$8,911,674.00	\$8,945,138.00	\$8,608,630.00		
	INSTITUTIONAL			-	-	-
?	FOUNDATION			-	-	-
	TOTAL	\$0	\$0	\$0	-	-
	TEMPORARILY RESTRICTED NET ASSETS	\$2,224,091.00	\$2,049,370.00	\$1,972,268.00		
	INSTITUTIONAL			-	-	-
?	FOUNDATION			-	-	-
	TOTAL	\$0	\$0	\$0	-	-
	PERMANENTLY RESTRICTED NET ASSETS	\$1,396,118.00	\$1,483,710.00	\$1,427,890.00		
	INSTITUTIONAL			-	-	-
?	FOUNDATION			-	-	-
	TOTAL	\$0	\$0	\$0	-	-
	TOTAL NET ASSETS	\$0	\$0	\$0	-	-
	TOTAL LIABILITIES AND NET ASSETS	\$3,323,562	\$3,946,711	\$3,865,408	18.7%	-2.1%

F&E Data Forms - Revenues and Expenses

FISCAL YEAR ENDS month & day: (/)		2 YEARS PRIOR (FY 2006)	MOST RECENTLY COMPLETED YEAR (FY2007)	CURRENT BUDGET (FY 2008)	NEXT YEAR FORWARD (FY 2009)	TWO YEARS FORWARD (FY 2010)
OPERATING REVENUES						
<input checked="" type="checkbox"/>	TUITION & FEES	\$9,813,998	\$10,274,013	\$10,694,000	\$11,430,515	\$12,214,725
<input checked="" type="checkbox"/>	ROOM AND BOARD					
<input checked="" type="checkbox"/>	LESS: FINANCIAL AID	(\$2,607,569)	(\$2,920,583)	(\$3,053,000)	(\$3,543,460)	(\$3,786,565)
	NET STUDENT FEES	\$7,206,429	\$7,353,430	\$7,641,000	\$7,887,055	\$8,428,160
<input checked="" type="checkbox"/>	GOVERNMENT GRANTS & CONTRACTS	\$369,997	\$379,335	\$349,000	\$354,123	\$360,000
<input checked="" type="checkbox"/>	PRIVATE GIFTS, GRANTS & CONTRACTS	\$458,227	\$451,241	\$223,000	\$170,000	\$170,000
<input checked="" type="checkbox"/>	OTHER AUXILIARY ENTERPRISES	\$2,773,585	\$3,032,113	\$3,181,000	\$3,421,300	\$3,538,300
	ENDOWMENT INCOME USED IN OPERATIONS	\$129,242	\$144,958	\$152,000	\$100,000	\$217,000
<input checked="" type="checkbox"/>	OTHER REVENUE (specify): Misc. Income	\$22,423		\$984,000	\$1,057,610	\$1,100,000
	OTHER REVENUE (specify):					
	NET ASSETS RELEASED FROM RESTRICTIONS	\$665,905	\$845,591	\$618,000	\$700,000	\$800,000
	TOTAL OPERATING REVENUES	\$11,625,808	\$12,206,668	\$13,148,000	\$13,690,088	\$14,613,460
OPERATING EXPENSES						
<input checked="" type="checkbox"/>	INSTRUCTION	\$3,192,791	\$3,433,373	\$3,139,000	\$2,975,770	\$3,124,559
<input checked="" type="checkbox"/>	RESEARCH					
<input checked="" type="checkbox"/>	PUBLIC SERVICE					
<input checked="" type="checkbox"/>	ACADEMIC SUPPORT	\$928,654	\$931,106	\$865,000	\$877,837	\$921,729
<input checked="" type="checkbox"/>	STUDENT SERVICES	\$2,010,205	\$2,162,023	\$2,069,000	\$2,058,095	\$2,161,000
<input checked="" type="checkbox"/>	INSTITUTIONAL SUPPORT	\$2,091,416	\$2,076,689	\$2,107,000	\$2,211,073	\$2,321,627
	FUNDRAISING AND ALUMNI RELATIONS					
<input checked="" type="checkbox"/>	OPERATION, MAINTENANCE OF PLANT (if not allocated)	\$1,095,217	\$1,102,194	\$1,442,000	\$1,531,989	\$1,608,588
<input checked="" type="checkbox"/>	SCHOLARSHIPS & FELLOWSHIPS (Cash refunded by public institutions)	\$82,986	\$111,461	\$1,192,000	\$1,356,677	\$1,424,511
<input checked="" type="checkbox"/>	AUXILIARY ENTERPRISES	\$1,210,102	\$1,500,409	\$1,261,000	\$1,288,477	\$1,352,901
<input checked="" type="checkbox"/>	DEPRECIATION (if not allocated)					
<input checked="" type="checkbox"/>	OTHER EXPENSES (specify): Mandatory/non mandatory transfers	\$665,905	\$845,591	\$618,000	\$700,000	\$800,000
	OTHER EXPENSES (specify):			\$167,000	\$83,000	\$87,150
	TOTAL OPERATING EXPENDITURES	\$11,277,276	\$12,162,846	\$12,860,000	\$13,082,918	\$13,802,065
	CHANGE IN NET ASSETS FROM OPERATIONS	\$348,532	\$43,822	\$288,000	\$607,170	\$811,395
NON OPERATING REVENUES						
<input checked="" type="checkbox"/>	STATE APPROPRIATIONS (NET)					
<input checked="" type="checkbox"/>	INVESTMENT RETURN	\$491,785	(\$185,079)	(\$962,000)	\$100,000	\$100,000
<input checked="" type="checkbox"/>	INTEREST EXPENSE (public institutions)					
	GIFTS, BEQUESTS & CONTRIBUTIONS NOT USED IN OPERATIONS	\$166,415	\$87,592	\$8,000	\$650,000	\$650,000
<input checked="" type="checkbox"/>	OTHER (specify): Gain/Loss Prop/Capital			\$184,000		
	OTHER (specify): Gift of land/build	\$1,631,690				
	OTHER (specify):Non mandatory transfer					
	NET NON OPERATING REVENUES	\$2,289,890	(\$97,487)	(\$770,000)	\$750,000	\$750,000
	INCOME BEFORE OTHER REVENUES EXPENSES, GAINS, OR LOSSES	\$2,638,422	(\$53,665)	(\$482,000)	\$1,357,170	\$1,561,395
<input checked="" type="checkbox"/>	CAPITAL APPROPRIATIONS (public institutions)					
<input checked="" type="checkbox"/>	OTHER					
	TOTAL INCREASE/DECREASE IN NET ASSETS	\$2,638,422	(\$53,665)	(\$482,000)	\$1,357,170	\$1,561,395

FISCAL YEAR ENDS month & day (/)		2 YEARS PRIOR (FY 2006)	MOST RECENTLY COMPLETED YEAR (FY2007)	CURRENT BUDGET (FY 2008)	NEXT YEAR FORWARD (FY 2009)	TWO YEARS FORWARD (FY 2010)	
		DEBT					
		BEGINNING BALANCE	\$940,298	\$2,188,611	\$2,538,916	\$2,453,916	\$2,364,916
		ADDITIONS	\$1,259,702	\$470,000			
		REDUCTIONS	(\$11,389)	(\$119,695)	(\$85,000)	(\$89,000)	(\$94,000)
		ENDING BALANCE	\$2,188,611	\$2,538,916	\$2,453,916	\$2,364,916	\$2,270,916
		INTEREST PAID DURING FISCAL YEAR	\$148,734	\$167,801	\$136,000	\$132,000	\$127,000
		CURRENT PORTION					
		BOND RATING					
		DEBT COVENANTS (PLEASE DESCRIBE INTEREST RATE, SCHEDULE AND STRUCTURE OF PAYMENTS):					
		Bangor Savings Bank - Mortgage - 5.53% - \$18,733.11 per month until 5 year interest adjustment - 18 year loan					
		FUTURE BORROWING PLANS (PLEASE DESCRIBE)					

F&E Data Forms - Supplemental Data

FISCAL YEAR ENDS month & day (/)		2 YEARS PRIOR (FY 2006)	MOST RECENTLY COMPLETED YEAR (FY2007)	CURRENT BUDGET (FY 2008)	NEXT YEAR FORWARD (FY 2009)	TWO YEARS FORWARD (FY 2010)
NET ASSETS						
	NET ASSETS BEGINNING OF YEAR	\$9,893,461	\$12,531,883	\$12,478,228	\$11,996,228	\$13,355,408
	TOTAL INCREASE/DECREASE IN NET ASSETS	\$2,638,442	(\$53,655)	(\$482,000)	\$1,359,180	\$1,563,407
	NET ASSETS END OF YEAR	\$12,531,903	\$12,478,228	\$11,996,228	\$13,355,408	\$14,918,815
FINANCIAL AID						
SOURCE OF FUNDS						
	UNRESTRICTED INSTITUTIONAL	\$2,519,002	\$2,886,983	\$3,012,240	\$3,496,155	\$3,736,018
	FEDERAL, STATE & PRIVATE GRANTS					
	RESTRICTED FUNDS	\$88,547	\$33,600	\$40,760	\$47,305	\$50,547
	TOTAL	\$2,607,549	\$2,920,583	\$3,053,000	\$3,543,460	\$3,786,565
	% DISCOUNT OF TUITION & FEES	27.0%	28.0%	29.0%	31.0%	31.0%
	% UNRESTRICTED DISCOUNT	25.0%	27.0%	28.0%	30.0%	30.0%
PLEASE INDICATE YOUR INSTITUTION'S ENDOWMENT SPENDING POLICY:						
5% of 3 year average market value						

F&E Data Forms - Admissions

Student Admissions Data (Fall Term)

?

Credit Seeking Students Only - Including Continuing Education

	2 Years Prior (FY 2006)	1 Year Prior (FY 2007)	Current Year (FY 2008)	Next Year Forward (FY 2009)	2 Years Forward (FY 2010)
Freshmen - Undergraduate					
Completed Applications	348	504	532	550	580
Applications Accepted	326	453	455	468	475
Applicants Enrolled	162	168	165	175	177
% Accepted of Applied	93.7%	89.9%	85.5%	85.1%	81.9%
% Enrolled of Accepted	49.7%	37.1%	36.3%	37.4%	37.3%
 Percent Change Year over Year					
Completed Applications	n.a.	44.8%	5.6%	3.4%	5.5%
Applications Accepted	n.a.	39.0%	0.4%	2.9%	1.5%
Applicants Enrolled	n.a.	3.7%	-1.8%	6.1%	1.1%
 Average of Statistical Indicator of Aptitude of Enrollees: (Define Below)					
Transfers - Undergraduate					
Completed Applications	61	50	65	70	70
Applications Accepted	60	48	61	66	66
Applications Enrolled	23	26	28	30	30
% Accepted of Applied	98.4%	96.0%	93.8%	94.3%	94.3%
% Enrolled of Accepted	38.3%	54.2%	45.9%	45.5%	45.5%
Master's Degree					
Completed Applications					
Applications Accepted					
Applications Enrolled					
% Accepted of Applied	-	-	-	-	-
% Enrolled of Accepted	-	-	-	-	-
First Professional Degree - All Programs					
Completed Applications					
Applications Accepted					
Applications Enrolled					
% Accepted of Applied	-	-	-	-	-
% Enrolled of Accepted	-	-	-	-	-
Doctoral Degree					
Completed Applications					
Applications Accepted					
Applications Enrolled					
% Accepted of Applied	-	-	-	-	-
% Enrolled of Accepted	-	-	-	-	-

F&E Data Forms - Enrollment Summary

FTE and Headcount Enrollments by location and modality

For Fall term*, as of census date

Degree Level/ Location & Modality	Main campus FTE	Other Campus FTE	Branches FTE	Other Locations FTE	Overseas locations FTE	On-Line FTE	Total FTE	Unduplicated Headcount Total	Degrees Awarded, last year
Associate	9						9	9	4
Bachelor	528						528	531	124
Master									
Clinical doctorate (e.g., Pharm.D., DPT)									
Prof. doctorate (e.g., Ed.D., Psy.D., D.B.A.)									
M.D., J.D., DDS									
Ph.D.									
Total Degree- Seeking	537	0	0	0	0	0	537	540	128
Non-matriculated students	1						0	4	n.a.
Visiting Students									n.a.

Certificates
awarded, last
year

Students seeking certificates**	0								
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Note: Enrollment numbers should include all students in the named categories, including students in continuing education and students enrolled through any contractual relationship.

*For programs that are not taught in the fall, select another term for reporting and use the institution's census date.

**Include only Title-IV eligible certificates. In column J indicate the number of certificates awarded last year.

Undergraduate retention and graduation rates

	Reported 2 Years Prior	Reported 1 Year Prior	Reported In Most Recent Year	Goal Next Year	Goal 2 Years Forward
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IPEDS retention rate

Full-Time Associate's degree students	25%	66%	75%		
Part-Time Associate's degree students					
Full-Time Bachelor's degree students	70%	58%	67%		
Part-Time Bachelor's degree students			100%		

IPEDS graduation rate

Associate's degree students	-	2%	1%		
Bachelor's degree students	40%	43%	46%		

Notes:

Undergraduate retention and graduation rates

IPED does not ask for Associate degree level students for retention purposes. We have reported the Associate degree data using the IPEDS methodology.

There are two types of students who matriculate into an Associate degree at Unity College.

1. Some students are only admitted onto the Associate degree upon admission if their academic background is very weak.
2. Students who do matriculate into an Associate degree often change to a four year degree within two years.

The graduation rates for Associate level are low due to very low numbers (in some cases just 1 student).

F&E Data Forms - Enrollment Breakdown

Student Enrollment Data (Fall term, census date)



Credit-Seeking Students Only - Including Continuing Education

		2 Years Prior (FY 2006)	1 Year Prior (FY 2007)	Current Year (FY 2008)	Next Year Forward (FY 2009)	2 Years Forward (FY 2010)
UNDERGRADUATE						
First Year	Full-Time Headcount	169	230	238	240	240
	Part-Time Headcount	-	2	1	1	2
	Total Headcount	169	232	239	241	242
	Total FTE	169.0	230.0	238.7	240.5	241.3
Second Year	Full-Time Headcount	125	96	122	131	132
	Part-Time Headcount	-	-	1	2	2
	Total Headcount	125	96	123	133	134
	Total FTE	125.0	96.0	122.5	131.7	132.2
Third Year	Full-Time Headcount	115	115	90	101	102
	Part-Time Headcount	1	-	-	1	3
	Total Headcount	116	115	90	102	105
	Total FTE	115.0	115.0	90.0	101.3	102.2
Fourth Year	Full-Time Headcount	134	97	85	72	80
	Part-Time Headcount	4	13	3	3	4
	Total Headcount	138	110	88	75	80
	Total FTE	136.8	105.5	86.7	72.1	80.5
Undassified	Full-Time Headcount	-	-	-	-	-
	Part-Time Headcount	9	5	4	2	3
	Total Headcount	9	5	4	2	3
	Total FTE	-	-	-	-	-
Total Undergraduate Students						
	Full-Time Headcount	543	538	535	544	554
	Part-Time Headcount	14	20	9	9	14
	Total Headcount	557	558	544	553	568
	Total FTE	545.8	546.5	537.9	545.6	556.2
	% Change FTE Undergraduate	n.a.	0.1%	-1.6%	1.4%	1.9%
GRADUATE						
	Full-Time Headcount					
	Part-Time Headcount					
	Total Headcount	-	-	-	-	-
	Total FTE					
	% Change FTE Graduate	n.a.	-	-	-	-
GRAND TOTAL						
	Grand Total Headcount	557	558	544	553	568
	Grand Total FTE	545.8	546.5	537.9	545.6	556.2
	% Change Grand Total FTE	n.a.	0.1%	-1.6%	1.4%	1.9%

Notes:

The following breakdowns are used by Unity College:

- 1st Year Student <30 credits earned
- 2nd Year Student 30-59 credits earned
- 3rd Year Student 60-89 credits earned
- 4th Year Student >89 credits earned

F&E Data Forms - Faculty

3 Years Prior (FY 2005)		2 Years Prior (FY 2006)		1 Year Prior (FY 2007)		Current Year (FY 2008)		Next Year (FY 2009)	
FT	PT	FT	PT	FT	PT	FT	PT	FT	PT

Number of Faculty

Professor	10		13		15		8		10	
Associate	17		15		15		15		13	
Assistant	4		5		8		14		13	
Instructor									1	
Other		16		27		24		25		22
Total	31	16	33	27	38	24	37	25	37	22