

Unitek Values Overview

Care First

At Unitek, caring first means placing students, patients, faculty, and one another at the center of how we work. Every decision begins with the question of how it will affect those we serve and the colleagues who support them. Caring is reflected not just in intention, but in action: listening carefully, communicating clearly, and ensuring that students have the support they need to graduate, pass their licensure exams, and succeed in their careers. It also means creating an environment where colleagues feel supported, respected, and able to do their best work. By leading with care, we strengthen trust, reinforce our shared purpose, and ensure that our mission remains real in the day-to-day experiences of students and colleagues alike.

Own It

Owning it means taking responsibility for outcomes, not just tasks. At Unitek, our team steps forward to solve problems rather than waiting for someone else to act. Issues are surfaced early, decisions are made with clarity, and commitments are followed through consistently. Ownership also means holding ourselves and one another accountable for results, learning from mistakes, and doing what it takes to move the work forward. In a culture where everyone owns their role and its impact, silos break down, collaboration improves, and progress happens faster.

Drive Outcomes

Driving outcomes means putting relentless focus on results that matter. At Unitek, student success is measured through meaningful indicators such as student graduation, licensure pass rates, job placement, and the overall student experience. Key operational and financial measures ensure the organization is healthy and growing, enabling further success. Teams obsess around how to improve outcomes for their stakeholders and their efforts drive clear priorities and measurable goals, ensuring that work contributes directly to these outcomes. Driving outcomes requires discipline, focus, and a willingness to make decisions that move the organization forward. By staying focused on results rather than activity, we ensure that our work consistently advances our mission and strengthens the impact we have on students and communities.

Grow Together

Growing together means developing people while strengthening the organization. At Unitek, learning and improvement are shared responsibilities. Leaders invest in coaching and developing their teams, employees seek feedback and expand their skills, and colleagues support one another's growth. Students grow in their journeys, becoming best-in-class healthcare professionals and give back to the next generation of learners in their careers as well. Clear pathways for development and advancement help employees build meaningful careers while contributing to the organization's success. As individuals grow in capability and confidence, the organization grows stronger as well, creating a culture where improvement is continuous and success is shared.

Unitek Culture – Three Year Vision of the Future

Three years from now, Unitek is recognized internally and externally for disciplined execution in service of students, standing as the largest and most successful nursing and allied health higher education institution in the country. Our culture is not defined by slogans or statements on a wall, but by the way we work together every day and the results we consistently deliver.

Students remain at the center of every decision we make. Graduation rates, licensure pass rates, placement outcomes, and student satisfaction are visible across the organization and discussed openly. Every employee understands how its work directly contributes to those outcomes, and conversations begin with impact rather than activity. Students proudly wear the UCN logo.

We operate as one company. Functional silos no longer slow progress because collaboration across departments is routine and expected. Teams solve problems together with clarity around who owns decisions and who provides input. Meetings are focused, priorities are clear, and decisions move forward with speed. Accountability is understood and embraced at every level.

Goals are aligned from the executive team across the organization. Enterprise priorities are few, measurable, and sustained, creating consistency and focus. Incentives reinforce shared outcomes rather than individual optimization, and success is understood as collective rather than isolated.

Leadership is decisive, visible, and accessible. Leaders communicate priorities clearly and follow through on commitments. They invest in coaching and developing their teams while addressing performance issues directly and fairly. High standards and strong support exist side by side, creating an environment where excellence is expected and achievable.

Employee development is structured and transparent. Managers are trained to lead well. High performers see clear pathways for growth, and internal mobility is both encouraged and attainable. Feedback is frequent, constructive, and rooted in shared goals. Employees understand what excellence looks like and are given the tools to reach it.

Shared experiences reinforce connection to the mission. Leaders and corporate teams regularly spend time in classrooms, admissions, and clinical settings to stay grounded in the student journey. Graduation ceremonies and key milestones are celebrated regularly, strengthening the sense that each role contributes to something larger.

Ownership defines how we work. Problems are surfaced early and addressed directly. Issues are not passed along without resolution, and colleagues step in to support one another when outcomes are at risk. Trust grows because commitments are kept and follow through is consistent.

The culture is focused, accountable, collaborative, and proud. Employees can clearly articulate what Unitek stands for and see that reflected in daily behaviors and decisions. Culture is no longer a topic reserved for workshops; it is evident in stronger student outcomes, faster execution, clearer leadership, and a workforce that knows exactly what it is responsible for and why that responsibility matters.

Cultural Transformation Roadmap

2026

Communication

- Develop internal two-way communications strategy
- Launch 1-minute CEO video messages
- Increase ELT campus visits and expand leadership presence
- Host campus listening sessions led by Campus Presidents
- Implement monthly pulse surveys
- Improve delivery of project updates beyond email
- Increase use of intranet for comms & explore internal communication tools (e.g., Staffbase)
- Clarify/document communication purpose before creating materials
- Determine additional non-email communication mediums (video, etc.)

Employee Engagement & Development

- Launch employee recognition program
- Celebrate wins, milestones, holidays consistently
- Strengthen onboarding programs
- Enhance orientation for new and existing employees
- Offer ongoing functional training
- Begin development of competency-based career pathways
- Explore education as a formal employee benefit
- Start academic leadership development (first group)

Outcome Orientation

- Clearly define and publish organizational goals & priorities
- Set and communicate 1-year and 5-year organizational goals
- Prioritize top 3–5 organizational initiatives
- Implement enterprise scorecard with quarterly/yearly tracking
- Track/meet compliance deadlines (ongoing)

Organizational Agility

- Establish dedicated project management team
- Implement cleaner, more integrated IT systems
- Launch new HRIS for tracking and reporting
- Begin development of AI policies/governance and encourage practical use of AI tools

Leadership Strength

- Develop corporate leadership training plan
- Embed coaching conversations into performance development
- Train leaders on clarity of execution
- Strengthen recruiting/selection processes
- Establish an annual leadership development/training goal

Values

- Launch values campaign
- Begin embedding values into training, recognition, incentives, TA, interviews, coaching, etc.

2027

Communication

- Continue maturing internal communication strategy and celebrate employee value stories
- Continue ELT and leadership campus visits
- Reinforce alignment through shared language and vocabulary

Employee Engagement & Development

- Complete competency-based career pathways
- Create role-specific development plans and launch career pathing initiatives
- Expand faculty development and classroom-style learning
- Build profiles of successful roles to clarify expectations
- Determine/assess employee skillsets to identify gaps
- Share employee experience videos

Outcome Orientation

- Align goals from top down across the organization
- Ensure alignment across teams and departments
- Establish and track KPIs and focus on a small number of high-impact goals
- Launch incentive strategy

Organizational Agility

- Develop Process Design & Enhancement group and strategy
- Train teams on clarity and agile practices
- Continue IT system and HRIS implementation
- Finalize AI governance guidelines and form an AI Council

Leadership Strength

- Train leaders to use data effectively in decision making
- Launch mid-level management development programs and simulations and provide mid-manager training on goal-setting
- Create and implement leadership development plans
- Formalize succession planning for key roles

Values

- Continue values campaign and deepen integration into leadership practices, hiring, recognition, coaching

2028

Employee Engagement & Development

- Complete career pathing initiatives begun in 2027
- Continue ongoing development programs based on identified skill gaps

Outcome Orientation / Other Areas

- Ongoing scorecard tracking, audit/compliance, KPI improvement
- Maintain agility, AI standards, and leadership pipelines established in 2026–2027

Other Key Cultural Decisions

1. Corporate office will be called Unitek HQ (vs. home office, corporate, etc.)
2. Unitek will model the look, feel, and experience of the healthcare environment, with the tone and uniform of that environment
3. We will call Unitek employees the “Team” in aggregate and “colleagues” in an individual context
4. One Unitek Day will be a shared experience for strategy, culture, and impact – more to be determined around it
5. Future assessment of cultural maturity and alignment to the desired end-state will be understood across the following dimensions:
 - a. Student-centricity
 - b. Leadership support & growth
 - c. Results / outcomes oriented
 - d. Decision-making & decisiveness
 - e. Alignment of goals & incentives
 - f. Collaboration (cross-departmental)
 - g. Rituals & shared experiences
 - h. Employee development & learning

Still to be determined:

1. Unitek Learning vs. Unitek College of Nursing distinctions
2. Changes or refinements to the Mission & Vision of Unitek