*The **Hospitality** and*
***Culinary Management***
*Program at*

**HOWARD**
COMMUNITY COLLEGE
*You Can Get There From Here.*

# Strategic Plan for
# Academic Years 2012-2016

## Presented to
## The Hospitality and Culinary Management Program
## of Howard Community College

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# Vision, Mission, Values

## Vision

The Hospitality and Culinary Management Program will be a preferred educational choice in the State of Maryland.  The program will be regarded as current, forward-looking, high quality, accessible to and supportive of students, open to change and productive of quality graduates.

## Mission

The Hospitality and Culinary Management Program will evolve into a premier resource and learning center for students and current professionals.  This program will serve students and the industry workforce by providing high-quality academic courses and programs appropriate to hospitality needs; state-of-the-art learning facilities; high quality, real-life experience for students, and professionally qualified and experienced faculty to guide students to achieve their goals.

## Values

The faculty, staff, and administrators of Howard Community College and the Hospitality and Culinary Management Program embrace the following values.

We strive to deliver educational programs that are reflective of strong academic and experiential components.

We provide supportive and ample student services to assist students in achieving their educational and career goals.

We ensure there is sufficient variety in offerings to serve diverse students who seek new careers, change of careers, or explorative personal opportunities.

We believe that state-of-the-art facilities, both theoretical and experiential, are necessary to support learning.

We believe that career programs need to have existing processes to provide ongoing input by the professional community.

# Strategic Goals

## Strategic Goal 1: Program Support (Student Success)

Design and implement industry-standard curricula and other student support areas that will facilitate student success.

## Strategic Goal 2: Partnerships

Develop academic and professional partnerships needed to facilitate the success of the Hospitality and Culinary Management program.

## Strategic Goal 3: Facilities

Expand and improve existing facilities to effect quality education, state-of-the equipment, and increased enrollment.

## Strategic Goal 4: Funding

Identify funding sources that facilitate the operation and expansion of the program and its various elements.

## Strategic Goal 5: Marketing/Branding

Develop and employ an effective branding plan designed to project favorable program image to the industry and potential students.

# Organizational Structure

The program operates under the following organizational structure which is similar to most other community colleges.
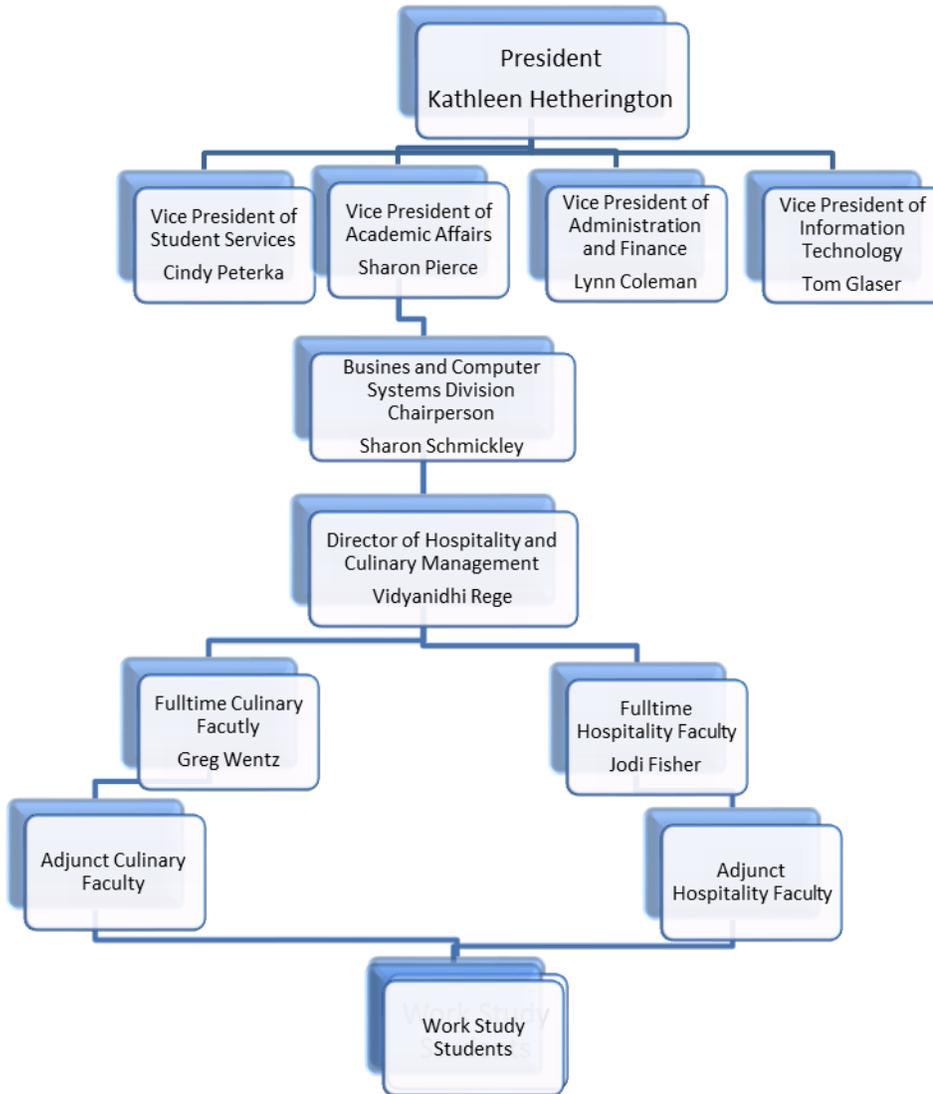
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                        President
                   Kathleen Hetherington

    Vice President of    Vice President of    Vice President of    Vice President of
    Student Services     Academic Affairs     Administration       Information
                                              and Finance          Technology
    Cindy Peterka        Sharon Pierce        Lynn Coleman         Tom Glaser

                   Busines and Computer
                   Systems Division
                   Chairperson
                   Sharon Schmickley

                   Director of Hospitality and
                   Culinary Management
                   Vidyanidhi Rege

    Fulltime Culinary                         Fulltime
    Facutly                                   Hospitality Faculty
    Greg Wentz                                Jodi Fisher

    Adjunct Culinary                          Adjunct
    Faculty                                   Hospitality Faculty

                   Work Study
                   Students
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Figure 1. Hospitality and Culinary Management Program organizational structure.

# Development of the Strategic Plan

Howard Community College is a public institution of Howard County with the mission to help its citizens reach their educational goals.  That may include obtaining a two-year college degree, completing the first two years of a four-year degree, entering a new career, sharpening job skills, or exploring personal interests.  That's why at HCC we say, "*You Can Get There From Here!*"

The College has three strategic goals constructed in collaboration with internal and external communities and approved by the Board of Trustees.  The current College Strategic Goals for 2010 to 2015 are:

- student success and lifelong learning,
- organizational excellence, and
- building community.

The need for a strategic plan for the College's Hospitality and Culinary Management Program was recognized as the program grew in numbers and offerings.  To identify major outcomes, a direction and means of implementing them, and the resources needed to accomplish this, a strategic planning process was begun in May of 2010.  Responsibility for developing the strategic plan was vested in a leadership team composed of internal administrators, faculty, and staff, with some industry representation.  The initial steps taken by this team included recommending a strategic planner, forming the underpinnings of the process, identifying the task force, and serving as a liaison between the College and the task force.

**Leadership Team members included:**
Sharon Schmickley
Chairperson, Business and Computer Systems Division

Vidyanidhi Rege
Director, Hospitality and Culinary Management Program

David Lycett
NAF High School, CES Hospitality

Gregory Wentz
Faculty Coordinator
Culinary Management Program

Martha Matlick
Business and Computer Systems Division Consultant

Eileen Kaplan
Business and Computer Systems Division

The leadership team determined that an external resource skilled and experienced in the strategic planning process and free from biases would be a productive addition to the strategic planning effort. Therefore, the team hired Butch Wardlaw, CEO of The Wardlaw Group. His background includes expertise in strategic planning, strategic communication, organizational leadership, and group process facilitation. Wardlaw  has assisted more than 20 groups with various facets of strategic planning. These groups include federal and state agencies as well as public and private corporations.

The leadership team then formed a Strategic Planning Task Force to identify major goals, resources, and plans for implementation.  Experienced career persons, who represented the breadth of the industry and who could provide the most viable link between the College and the career for which it prepares graduates, served in the role.


**Task Force members included:**
Dan Bell
Vice President, Leisure and Entertainment
MICROS Systems, Inc.

Michael Birchenall
Editor, Food Service Monthly

Joseph Bojanowski
President, PM Hospitality Strategies Inc.

Jonathan Deutsch, Ph.D.
Director, Associate Professor Culinary Arts,
Kingsborough Community College

Ed Sherwin, FMP, CP-FS
President, Sherwin Food Safety

LaDeana Wentzel
Director, Workforce Development
Restaurant Association of Maryland

Amy Winston
VP, Membership Development
Maryland Hotel and Lodging Association

The Strategic Planning efforts began in May 2010 and continued through May 2011 to produce a plan which is intended to serve the program for the next five years—from FY 2012 through FY 2016. The College and program staff recognize the significant efforts of the professionals who served in this process. The College sees the resultant plan as a significant aid in leading the Hospitality and Culinary Management Program through the next phase of its operation. It is the intent of the College that the details of the plan will be a central force in providing direction for the program.

# Background

## National Industry Trends

According to the *National Restaurant Association Pocket Fact Book*, restaurant-industry sales are projected to total $604 billion in 2011 and equal 4 of the U.S. gross domestic product. The overall economic impact of the restaurant industry is expected to exceed $1.7 trillion in 2011. Every dollar spent by consumers in restaurants generates an additional $2.05 spent in our nation's economy. The restaurant industry is projected to employ 12.8 million people in 2011, or nearly 10% of the U.S. workforce. The restaurant industry is expected to add 1.3 million jobs over the next decade, with employment reaching 14.1 million by 2021. Every additional million dollars in restaurant sales generates an additional 34 jobs for the economy.

## Maryland Industry Trends

According to the National Restaurant Association, restaurant jobs represent 9% of jobs in the state of Maryland. In 2011, Maryland's restaurants are projected to register $9.4 billion in sales and employ 238,700 people. By 2021, the number of Maryland restaurant employees is expected to increase to 256,900, an increase of 7.6% (or 18,200 new jobs). Every extra $1 million spent in Maryland's eating and drinking places generates an additional 24.4 jobs in the state.

## Howard County Tourism Data

- Tourism generated $528.72 million in expenditures from domestic visitors in 2009.
- The tourism industry generated over 5,000 direct jobs in 2009.
- Tourism generated $16.1 million in county tax receipts in 2009.

## Program Development

Since the early 2000's to date, Maryland, via its Maryland State Plan for Post-Secondary Education, has identified the field of Hospitality (and Culinary) education to be one of particular need. Linked to this, and to the needs expressed by the industry itself, Howard Community College (HCC) began its Hospitality Management program—an associate degree as well as Certificate of Proficiency—in spring of 2003. One class with about 10 students became the cornerstone.

This activity has been influenced by the characteristics of Howard County and its surroundings.  A population that is ethnically diverse, upper scale, mobile, and inclined to participate in activities of the community contributes to an abundance of restaurants, lodging sites, travel, organizational meetings, and individually-owned service companies. The county's location in the Baltimore-Washington corridor is supportive of opportunities for education and placement. Conversely, many local parents visualize their children as graduates of upper level colleges and universities. Howard Community College and the Hospitality and Culinary Management Program have engaged in efforts to create and strengthen a positive view of the benefits of such educational preparation and offered learning options commensurate with features of the community.

In 2005 a full-time program director was hired to provide more directed growth of the Maryland Higher Education Commission (MHEC) approved Hospitality Management career program. In 2006, a Culinary Management program was instituted and a full-time faculty member was hired in 2008.  In 2009, a proposal for major curricular modifications was submitted and approved.  The result is the current set of offerings which includes a Culinary Management Program with three degree options and two certificates and a Hospitality Management Program with three options and linked certificates.  Multiple articulation agreements with upper-level programs exist to facilitate the transfer of our graduates. Three full-time faculty/staff and 8 to 10 adjunct faculty are responsible for the programs.

As of the Fall Semester 2010, the program enrollment had grown to 142 unduplicated students and 240 total enrollments—beyond the projections estimated in most recent MHEC proposal. Approximately 60% of the students are in the culinary field and the remainder are oriented to a career in hospitality. The students are ethnically diverse; represent many nationalities; range in age from 18 to the 60's; are predominantly female (67%); and seek new careers, upgraded skills, a transfer to four-year institutions, and personal growth.  About 46% are part-time students, while 54% attend full-time.  Close to 90% of the students work in the industry during their attendance at the College.

To accommodate the steady growth in student enrollment, the College began expansion and improvement of new facilities. Beginning in spring of 2011, the Howard Community College facilities plan provides for renovations to achieve two kitchens, four classrooms, computer access, and updated equipment. These new facilities will be available for use in fall 2011 and will be adequate for projected enrollment for the next three years (through 2014).

# The Way Ahead

## (Overarching Strategy for the next five years)

This strategic plan is guided and girded by the vision, mission, and values of The Hospitality and Culinary Management Program. Elements of these statements of belief provide the underpinnings of the strategic plan. The outputs include:

- Positive community perception of the programs,

- Industry acknowledgement,

- High quality curricula and facilities,

- Access to a diverse student body, and

- Strong academic, experiential, and support components.

This strategic plan sets the path forward for our program over the next three to five years and will establish the foundation for long-term growth and success over the next decade and beyond.

The plan is based on several interrelated dynamics including projected enrollment, sustainable budget growth, successful marketing and branding, the ability to leverage industry partnerships, the ability to ensure students have a rewarding and professional experience in our programs, and the ability to secure additional facilities and incorporate new programs commensurate with our vision for the future.

We will use the specific data elements listed below to measure program effectiveness (all data current as of fall 2010).

- Enrollment is anticipated to grow at a rate of about 10% per year through 2015.  With an enrollment of 142 students and 240 course enrollments, the results will be about 236 unduplicated students and a course enrollment of 390.  It is expected that 60% of these students will be in culinary program options.

- Retention of students from fall to spring will mirror or exceed that of the College which is currently 69%.

- Course success in the hospitality and culinary courses will achieve 90% compared to the College rate of 85%. Graduate placement will achieve a rate of 90%.

- Successful transfer to four-year institutions will be 35%.

- Facilities in place for fall of 2011 will expand to serve increased enrollment. Facility growth beyond the fall of 2011 will be based primarily on our ability to identify and obtain funding and in-kind donations from sponsors and partners. These facilities will include a public-facing retail facility that will allow our students to gain additional entrepreneurial experience as part of their curriculum.

The Hospitality and Culinary Management Program's strategic goals also serve as the major operating domains upon which we've built and will continue to grow the program. The key to strategic program success is twofold:

1. the ability to identify in detail the specific strategies and tactics to achieve the specified goal and supporting objectives for each domain; and

2. the ability to synchronize the various strategies developed for each domain into a single, coherent overarching strategy.
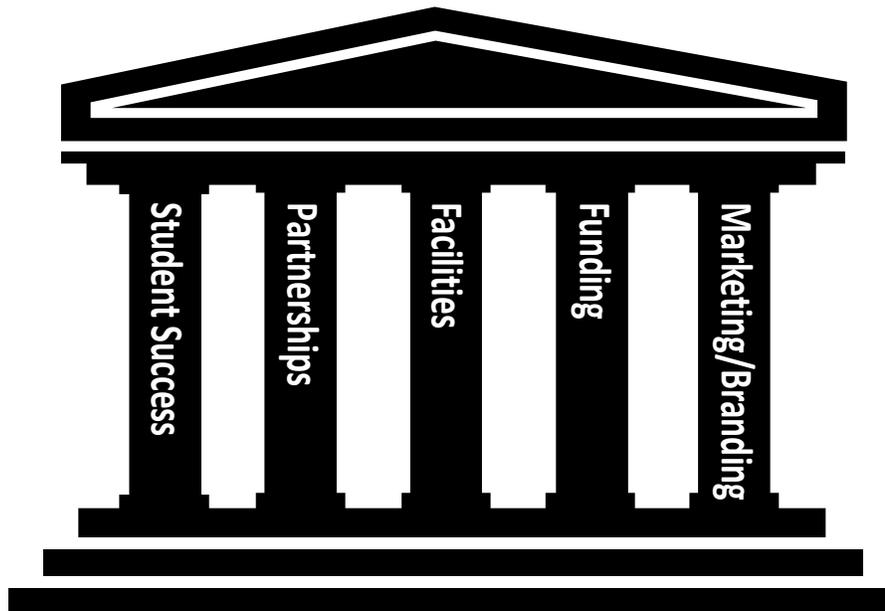


Figure 2. Strategic planning domains.

# Synchronizing Efforts
# Across the Five Domains

The five major domains are, at the same time, interdependent and unique. This plan will accomplish very little unless we achieve success in each domain. Given the finite resources of Howard Community College, it is critical that we use innovative methods and techniques to achieve our goals and that our collective efforts are well synchronized. Our focus in developing this plan is to achieve steady and sustainable growth in student enrollment, funding, and facilities while also evolving the program into a regional center for hospitality and culinary excellence. While the approved budget and facilities expansion plans provide a solid foundation for future success, they are insufficient to achieve the vision. Therefore, this plan relies upon partnerships with industry, identification of alternative funding sources, and identification of sources for donating equipment and other resources.

Strategic goals, objectives, strategies, projected outcomes, and measurements of success for the Hospitality and Culinary Management Program are identified in the following pages. The strategic goals are complementary to our overall mission and focused on achieving success. Each goal is supported by specific objectives that provide incremental outcomes that lead toward goal accomplishment. To ensure this plan is functional, we have developed objectives that are specific, measurable, attainable, and realistic. Each goal includes broad strategies as well as specific methods and techniques for accomplishing each objective and ultimately getting the job done. Where possible, responsibility for the success of each goal and objective has been assigned to a specific person or group. Long term success is highly dependent upon continuous monitoring of activities, measuring success, collecting lessons learned, and making adjustments to the plan. The leaders of the Hospitality and Culinary Management Program are accountable and outcome-oriented, but sufficiently flexible to evolve with the changing landscape. We will use this plan as the driver for all organizational endeavors. This "living document" will be reviewed and updated annually by the program director.

The College recognizes that all of the five goals and their related objectives will not be in constant priority, but that each goal will be represented in the efforts of staff over the five years of the strategic plan. For example, branding/marketing strategy is dependent upon the specifics of the other four strategic goals. During the early stages of this strategic plan, branding/marketing becomes the initial priority of effort because of the need to create the new brand, develop and update communication tools, and perform outreach. Because of the importance of outstanding curricula and faculty to attract students, program support will also be a priority domain in year one. In order to meet the ambitious goals of this plan, acquiring new sources of funding as well as donated facilities and equipment will become extremely important in years two and three of the plan. To ensure success, we must build a strong foundation for acquiring new sources of funding and donated facilities and equipment during year one of the plan. Establishing partnerships with industry and identifying and applying for grants are critical to the long-term funding and facilities efforts; therefore, the work within these three domains must be tightly coordinated.

# Strategic Goal 1
# Program Support (Student Success)

*Design and implement industry-standard curricula and other student support areas that will facilitate student success.*

Overall, if the work within each domain is successful and well synchronized with the efforts of the other domains, years four and five will result in achievement of the ambitious goals and objectives of this strategic plan.

The following chart is a representation of the priority of effort for both planning and implementation of our goals and objectives over the five years. The expectation is that all goals and objectives will be accomplished within five years.

Table 1
*Prioritization and Effort*

| Year of Operation | Areas of Prioritization and Effort | | | |
|---|---|---|---|---|
| | Priority I | Priority II | Priority III | Priority IV |
| FY-2012 | Goal 1, Objective 1 and 3 | Goal 2, Objectives 2a & 3 | Goal 4, Objectives 1, 3, 4, and 6 | Goal 5, Objectives 1-5; Goal 2, Objective 1 |
| FY-2013 | Goal 1, Objective 2 | Goal 2, Objective 3 | Goal 3, Objectives 1-2 | Goal 4, Objectives 2-6 |
| FY-2014 | Goal 2, Objective 2b | Goal 3, Objectives 1-3 | Goal 4, Objectives 2-6 | Goal 5, Objective 5 |
| FY-2015 | Goal 1, Objective 4 | Goal 2, Objective 4 | Goal 3, Objectives 2-3 | Goal 4, Objectives 2-6 |
| FY-2016 | Goal 1, Objective 1 | Goal 4, Objectives 2-6 | Goal 5, Objective 5 | |

# Overview and Strategic Outcomes

If the program support (student success) goal has been effective, the Hospitality and Culinary Management Program will deliver industry-standard curricula that meet or exceed the needs and expectations of both employers and faculty at baccalaureate transfer institutions.  This success can be measured by awarding third-party industry certifications such as:

- National Restaurant Association Education Foundation ServSafe,
- ManageFirst and American Hotel & Lodging Association Educational Institute Certifications,
- Achieving program accreditation from relevant industry groups such as the American Culinary Federation and the Accreditation Commission for Programs in Hospitality Administration,
- Having a baccalaureate transfer rate at or above 35%,
- Having a job placement rate at or above 90%,
- Having a program retention rate at or above 68%.

The effective teaching and learning aspects of the program will be well-supported by co-curricular interventions such as field trips, chefs in residence, trade show visits, study abroad, internships, guest lectures, and service learning/community engagement, to name a few.

In day-to-day practice, success can be determined not only by meeting the quantitative metrics above but by attaining the qualitative measures below:

- Establishing a sense of community among the students and faculty,
- Having a prominent and well-respected role in the academic life of the Howard Community College campus,
- Having a positive perception among high school students, teachers, counselors and parents,
- Having close reciprocal relationships with industry,
- Being recognized by peers at similar institutions as innovators and leaders in community college hospitality and culinary education.

The Student Success strategy for our Hospitality and Culinary Management Program will be implemented through the achievement of the four supporting objectives detailed below.

**Objective 1** – Recruit and retain highly qualified faculty and staff.

Faculty is at the heart of this program.  Students learn not only the curriculum content from their professors but also professional demeanor and expectations.

Faculty also provides a key role in academic advisement and building student connections to industry and further study.

Classes will be staffed with teachers with appropriate teaching credentials (e.g. Master's or higher) and relevant industry experience. An outside hospitality educator should function as a recruiter/search consultant for identifying and recruiting new faculty. Student ratings and teaching evaluations will be above satisfactory. Faculty will be educators first (neither burnt out nor novice industry people) who work to hone their craft through professional development, classroom innovation, and doing everything in their power to ensure student success.  Successful program alumni should be an active part of the instructional program, teaching classes, giving guest lectures, hosting site visits, and serving as internship preceptors and student mentors.

Faculty development opportunities should be offered frequently to faculty, both full- and part-time via visits to tradeshows, conferences and support for professional credentials such as Certified Hospitality Educator, Certified Culinary Educator, Food Management Professional and advanced degrees. Howard Community College should make an effort to recruit top-tier faculty.  One key consideration will be differential pay for "superstar" faculty.  This could be structured through an endowed professorship, distinguished chef-in-residence, or differential pay to support high-demand faculty as has been done elsewhere for technical programs like nursing or aviation.  There should also be pay/workload consideration for the significant non-teaching student support necessary for a successful hospitality and culinary program: setting up internships, leading competition team, tutoring sessions, catering events, recruiting from high schools, and so on.

With three full-time and eight part-time faculty members at the time of this writing, the Hospitality and Culinary Program lags behind the College goal of 50% of student credit hours taught by full-time faculty.  With nearly fifty students per full-time faculty member, students may lack the outside-of-class attention they deserve. The contingent nature of part-time faculty does not allow for the additional benefits full-time faculty members provide in terms of mentoring, student advising, service to the College, classroom innovation, community representation of the program, and program and curriculum development.  Consistent with that goal and projected growth, faculty needs over the period of this plan is as follows:

Table 2
*Projected Faculty Needs*

| Year | Unduplicated Enrollment (at 10% annual growth) | Full-Time Faculty | Adjunct Faculty | Ratio of Student Credit Hours Taught by Full-Time Faculty | Ratio of Student Credit Hours Taught by Adjunct Faculty |
|---|---|---|---|---|---|
| AY 2010-2011 (actual current) | 142 | 3 | 8 | 33% | 67% |
| AY 2011-2012 | 156 | 4 | 8 | 46% | 54% |
| AY 2012-2013 | 172 | 4 | 9 | 42% | 58% |
| AY 2013-2014 | 189 | 5 | 9 | 50% | 50% |
| AY 2014-2015 | 208 | 5 | 9 | 46% | 54% |
| AY 2015-2016 | 229 | 6 | 10 | 53% | 47% |

Success in this objective will be measured by recruiting, retaining and developing excellent faculty as indicated above, who meet the criteria above and who exceed the College average in standardized student evaluations and supervisor observations.

**Objective 2** – Establish standards to maintain state-of-the-art technology and equipment.

The acquisition of equipment necessary to support educational programs needs to flow from the curriculum and not just be window dressing. Facilities must be adequate to provide training for traditional and non-traditional students. Where technology is made available to students (for example kitchen inventory software or a hotel room division management simulation), appropriate curriculum needs to be developed so that the technology is used.

Equipment and technology need to be industry-standard and prepare students for a variety of career settings. Labs should be "gold standard" for industry in terms of sanitation, maintenance and equipment. Leading edge equipment (for example, induction cooktops, combi-ovens, immersion circulators, blast freezers, stock chillers, and flash ovens) should be made available for student learning.

In order to measure success in this area, faculty, along with an industry advisory board, should conduct an annual review of equipment needs in light of curriculum in addition to an ongoing dialog about current and emerging industry practice.  Faculty should attend regional or national trade shows to be exposed to current industry-standard products. New leading edge equipment should be purchased (or donated to the program) annually.  Relationships should be established both with manufacturers for potential donations and training and with regional equipment distributors.

**Objective 3** - Attain effective relationships with industry professionals to ensure a current and forward-looking curriculum.

In a dynamic industry like hospitality, it becomes vital to constantly re-energize curriculum with the support of industry mentors and other hospitality educators. First, the Howard Community College curriculum is developed with input from the advisory board and remains conscious of accreditation standards and four-year transferability. Materials are current and consistent with undergraduate materials used at senior colleges.  The advisory board should be comprised of a series of working teams (curriculum, equipment and facilities, fundraising), who do more than give advice but are active partners in fulfilling the mission and goals of this strategic plan.

The curriculum at Howard Community College includes a variety of features to enhance traditional study including: study abroad, guest lecturers from industry, a chef-in-residence and manager-in-residence program, site visits and an integrated internship program.  In addition, given the fast-paced dynamic nature of the hospitality industry, a current topics course should be established whereby pressing issues could be studied. A course such as Culinary Improvisation should be introduced to explicitly teach soft skills and hard-to-teach culinary skills (leadership and teamwork, flavor and palate development, problem solving, communication).
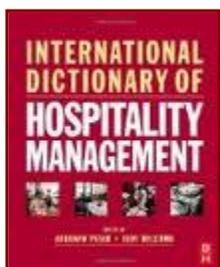
To ensure success, the faculty, with a subcommittee of the advisory board, reviews each course as well as the entire curriculum annually for tweaks in addition to a comprehensive review and revision every five years.  Current issues can be infused in core courses.  Each instructor should be observed by a peer each semester, and student evaluations should be reviewed with a program head.  Further quantitative and qualitative feedback on the preparedness of students should come from program graduates as well as internship preceptors and employers.

An ultimate measure of success will be that students will be in demand for internships, cooperative education, and permanent job placement.  In turn, employers will refer their employees to Howard Community College for training and education.

# Advisory Board Committee

An Advisory Board is defined as a group of professionals from the field related to the academic program. The board serves to provide a strong link with the academic and career fields. This body is external to the college and is seen as a mechanism to help the program maintain a strong and up-to-date curriculum which meets the needs of students and employers.  Members of the Board are advisory, recommending directions, methods, and contacts which will benefit the College program and its attainment of the strategic goals. The members work directly with the director of the program.

The board will consist of 10 to 12 members from the fields of education and various segments of the industry.  Members will serve for a term of four years on a rotating basis.

Sub-committees may operate as part of the whole Advisory Board.  These will be determined on the bases of need and may be created, maintained, or disbanded when the specific need is met.

**Objective 4** - Amplify current Howard Community College programs and student support services to ensure student success and transition within the curriculum and career choices.

It is important that all College resources be made available to hospitality students, especially in the event that some hospitality/culinary/gaming courses are conducted off-campus.  In the event that these offices do not have the capacity to serve the growing hospitality program, additional hires should be made within hospitality.  The hospitality and culinary management program needs to be viewed by the campus community, prospective students, and parents as an excellent educational option.

These resources include, but are not limited to:

- **Library**
- **Student Life**
- **Career Planning/Counseling**
- **Personal Counseling**
- **Job Research Services**
- **Tutoring**
- **On-line Tutoring**
- **Co-op/Internships for Students**
- **Job/Career Fairs**
- **Resources for Students with Disabilities**
- **Learning Assistance and Tutoring**
- **Workshops and Events**

Due to the specialized nature of culinary and hospitality, an academic and career counselor with specialized expertise in the field should be assigned to the program.

In order to implement this objective, hospitality should partner with other areas to reinforce relevant curriculum. For example, language classes that teach French or kitchen Spanish, a nutrition lab science, food history, and food chemistry can all be used to both meet general education requirements and enhance culinary/hospitality study. Partnering with facilities personnel on GreenSeal Certification for kitchens, a composting program and gardening will further enhance curriculum.

The measure of success for this objective is related to the overall measure of success of the student with regard to successful course completion, retention and graduation.

# Strategic Goal 2 – Partnerships

*Develop academic and professional partnerships needed to facilitate the success of the Hospitality and Culinary Management Program.*

## Overview and Strategic Outcomes

In an environment of downsizing and financial restraints, most educational institutions are faced with the challenge to acquire adequate resources to meet their objectives, while graduates must be prepared to enter industry with an adequate level of competence to face the challenge of a dynamically changing and increasingly competitive world. The establishment of strategic academic and professional partnerships will provide support to the Hospitality and Culinary Management Program's goals to create and maintain a positive industry and community perception of its programs and to offer a high quality curriculum and student academic experience.

Academic partnerships will consist of articulation agreements with high school and baccalaureate hospitality and culinary programs, the American Culinary Federation (ACF), and the Accrediting Commission for Program in Hospitality Administration (ACPHA), while professional partnerships will be formed with appropriate industry segments.

The Hospitality and Culinary Management Program articulation agreements with high schools and baccalaureate hospitality and culinary programs, together with program accreditation, will attract hospitality and culinary career-oriented students.  Advancing students through articulation agreements better prepares students academically and gives them ease of access to the type of education and training necessary to succeed in the hospitality and culinary industry. Accreditation conveys the program's image of professionalism and validates that the program meets and exceeds nationally set high educational standards, which in turn helps to attract prospective students and potential employers.

Through professional partnerships, the College will receive support from industry in areas such as curriculum and facility upgrading, professional development for faculty and advice from industry advisory committees, while the industry gets access to high quality graduates, equipment and training personnel, and the students receive financial assistance through scholarships and work placements, as well as the assurance of relevant education and training.

The Partnership strategy for the Hospitality and Culinary Management Program will be implemented through the achievement of four supporting objectives.

**Objective 1** – Initiate articulations with high school and baccalaureate hospitality and culinary programs.

High school articulation agreements prepare students academically for the type of education and training necessary to succeed in the Hospitality and Culinary Program at Howard Community College, and articulation agreements with colleges and universities that have established culinary and hospitality programs ensure that Howard Community College is preparing those students intending to pursue a four- year degree. These articulations will enhance the credibility and profile of HCC programs and provide positive exposure for the program to prospective students.

The program director will develop a list of targeted high schools, colleges and universities, oversee the drafting of appropriate articulations, and manage the process until the articulations are established. When new curriculum is introduced, articulation agreements will be updated as a component of the articulation process. Success of the articulation agreement initiative will be measured in terms of the following:

- articulation agreements established with the Howard County Public School System and with Carroll County Public School System,
- articulation agreements established with colleges and universities doubles to 26, including at least five signature programs: (such as UNLV, Houston, and FIU),
- course and transfer requirements have been established and are reviewed annually,
- achievement of the target of 10% of students seeking a certificate, 33% of students entering the program with the intent of achieving an associate's degree and 48% transferring to a baccalaureate program, and
- achievement of the target of 35% of students advancing to colleges and universities with established articulations.

The program will have top-of-mind awareness among Howard County high school students interested in pursuing a career in the culinary and hospitality field and their parents, resulting in the program achieving its enrollment goal of 10% growth for each year of the plan.

**Objective 2** – Achieve accreditation from the American Culinary Federation (ACF) and the Accrediting Commission for Programs in Hospitality Administration (ACPHA). This objective consists of two related functions.

*Objective 2a – Develop the Plan to Achieve Accreditation*

To achieve accreditation, the program director will form a committee to review accreditation guidelines, prepare for, and steer the accreditation process.  A key component in achieving these accreditations will be the committee's ability to garner a commitment from Howard Community College to devote the necessary resources and provide the ongoing support necessary to maintain the program and facilities at a level that meets the standards of the accreditation body.

*Objective 2b – Achieve Accreditation*

Accreditation conveys the program's image of professionalism and validates that the program meets or exceeds national higher educational standards. Achieving and maintaining these accreditations is instrumental in raising the program's profile and enhancing its ability to attract prospective students, potential employers and program sponsors. The accreditation also ensures that curriculum quality is high and that faculty members are knowledgeable about current industry practices. Success of the accreditation initiative will be measured in terms of the following:

- ACF and ACPHA accreditations are achieved in year three of the five year plan.
- College administrators commit resources to maintain the program at a level that meets accreditation standards and that accreditations are maintained through the duration of the five year plan.
- The industry views the program as a key source to recruit future employees and has a desire to be involved with the program as a result. Representatives from all targeted area employers participate in campus recruiting fairs.
- The program achieves the target of 81% of students entering the program with the intention of achieving an associate's degree or transferring to a baccalaureate program.

**Objective 3** – Establish reciprocating partnerships with appropriate segments of the hospitality industry.

Partnerships will be established to create a collaborative relationship between the program and key members of the industry. These partnerships will provide the program with relationships that will be leveraged to garner input into the design of curriculum, to provide internships, to provide mentorships, to facilitate the placement of the program's students and to contribute to the program's funding and scholarship initiatives. The partnerships will also position the program as a primary resource for certification and professional development programs for the partners' employees.

The program director will develop a list of targeted companies, associations, and individuals and create a plan to enlist them in a partnership with the program. A key component of the plan will be to establish an advisory committee consisting of a core group of supporters from restaurant companies, hotel companies and industry associations based in the Baltimore/Washington Metro area. Among these targeted companies are MICROS, Marriott International, Hilton Worldwide, Choice Hotels International, Interstate Hotels and Resorts, Clyde's Restaurant Group, Great American Restaurants, McCormick and Company, and Phillips Seafood. Success of the industry partnership initiative will be measured in terms of the following:

- The program has an advisory committee consisting of key members of the industry established in year one of the plan and to remain in place for the duration of the plan.
- The program has formal partnerships with 10 companies. Each partnership is unique with varying levels of commitment to the program including funding, sponsorships, guest lecturers, internships, student employment, and curriculum development.
- Partners provide information and case studies for instructional use each semester.
- Ten students are placed each year into internships with the program's strategic partners.
- Each partner company mentors a minimum of one student from the program.
- Partner companies utilize the program for certifications and professional development courses, contributing to the program achieving its enrollment goals of 10% growth for each year of the plan.

- The program has top-of-mind awareness among restaurant and hotel companies located in the Baltimore/Washington Metro area as a recruiting source for highly qualified candidates allowing the program to achieve the goal of placing 90% of its graduating students.

**Objective 4** – Develop appropriate international student learning experiences.

To provide students with the highest quality educational experience and position the student to take advantage of the rapid international expansion of U.S. based hospitality companies, the program will provide the opportunity for its students to study abroad. The program will leverage its academic and industry partnerships to provide students with access to accredited study programs and international internship opportunities. Students can earn credit for participation in a broad range of international work study and other exchange programs.

The program director will explore study abroad programs and determine which programs offer the best fit for the program and its students. A committee, consisting of Hospitality and Culinary Management Program and Howard Community College administrative staff, will be formed to establish the program and reciprocal agreements with appropriate institutions abroad. The committee will also establish international internship opportunities with the program's strategic partners and a protocol for matching students to those opportunities. Success of the international learning experience initiative will be measured in terms of the following:

- The international study program is established by year three of the plan.
- Existing partnerships with four-year hospitality and culinary programs are used to provide opportunities for international study programs.
- International internship opportunities are established with each of the programs strategic partners that have international operations.
- Four students per academic year are enrolled in study abroad programs.
- Two students per academic year receive international internships.
- Two graduating students per year are hired into jobs outside the United States.

# Strategic Goal 3 – Facilities

*Expand and improve existing facilities to effect quality education, state-of-the-art equipment, and increased enrollment.*

## Overview and Strategic Outcomes

Proper facilities and state-of-the-art equipment are critical to program success. This strategic plan is built upon our ability to continue expanding and improving existing facilities and to obtaining sufficient new facilities to accommodate projected long-term growth and establish the conditions that will allow the Howard Community College Hospitality and Culinary Management Program to become the premiere facility we envision.

This plan builds upon our excellent foundation in facilities and facilities management by setting high standards for success in obtaining new facilities both on and off-campus. Recognizing that our limited budget does not support the level of anticipated growth, this plan relies upon industry partners, donors, and innovation to achieve the desired end state. The facilities goal will be implemented through the achievement of the three supporting objectives detailed below.

Benchmarked facilities' standards will be obtained from the major crediting agencies such as Accreditation Commission for Programs in Hospitality Administration (ACPHA) and American Culinary Federation (ACF) as well as the following hospitality and culinary schools:

- Anne Arundel Community College,
- Elgin Community College,
- Kingsborough Community College, and
- Trident Technical College.

**Objective 1** – Expand existing campus facilities to include additional classrooms and kitchen laboratories.

There is one kitchen/classroom and one large classroom/dining/meeting area designated for the program. Program enrollment as of fall 2010 had grown to 142 unduplicated students and 240 total enrollments, with 60% in the culinary field. This translates to 12 sections with an average enrollment of 12 students each in culinary laboratory classes, with the remainder oriented to careers in hospitality management. Beginning in spring 2011, the Howard Community College facilities plan provides for renovations to achieve two kitchens, four classrooms, computer access, and updated equipment. These new facilities will be available for use in fall 2011 and according to the strategic plan will be adequate for enrollment at that time. Facilities expansion will serve anticipated increased enrollment and include plans for a public retail facility that allows students to gain additional entrepreneurial experience as an integral component of the curriculum.  The proposed gaming curriculum will need to be developed including consideration of staffing, enrollment, budget, facilities and equipment needs.

**What will this look like after it has been successful (three to five years)?**

Outputs of the strategic plan include: positive community perception, industry acknowledgement, high quality curricula and facilities, and strong academic, experiential, and support components. Enrollment is anticipated to grow at a rate of about 10% per year through Fiscal Year 2016.  Based on current enrollment data, the results will be about 240 unduplicated students and course enrollment of almost 400, with 60% in culinary programs. This would translate to 20 sections with an average enrollment of 12 students in each culinary laboratory class.  In order to meet future student needs, it is desired to potentially add one additional cooking/culinary facility, one baking facility, one demonstration kitchen/amphitheater, and a classroom/laboratory for the gaming curriculum either on or off campus in addition to existing facilities and classrooms available as of fall 2011. Facility growth beyond fall 2011 will be based primarily on the institution's ability to identify and obtain appropriate funding, including in-kind donations from sponsors and partners.

(From the student success strategic goal): The acquisition of equipment and technology necessary to support the educational program needs to flow from the curricula. Facilities must be adequate to provide training for traditional and non-traditional students. Where technology is acquired for student instruction, such as laptop and tablet computers and software, appropriate curricula must be developed, or revised, in order to assure that the technology is used. Equipment and technology needs to be industry standard. In order to measure success in this area, there should be an annual review of how equipment and technology are being utilized, and a determination of whether new and more advanced equipment and technology should be acquired.

**Objective 2** – Develop a retail/foodservice facility for serving the public.

Currently the program does not operate a retail/foodservice service or facility. What will this look like in three to five years after it has been successful? How will this objective be accomplished? In order to successfully accomplish this goal, the following strategies must be defined and implemented:

- identify and obtain an appropriate retail/service concept, e.g. coffee shop, snack bar, retail bakery, on and/or off-campus catering, full service restaurant, etc.;
- develop a business proposal for the new retail facility (The business proposal will consist of a defined concept, supporting menu, and supporting marketing plan. This proposal should also include key information such as: hours and days of operation, products to be served, and target audience.);
- seek a collaboration or partnership with an existing retail concept such as Starbucks, Sodexo, Cinnabon, etc.;
- determine who will be managing and supervising the day-to-day operations of the retail facility;
- define the relationship between the program and existing on-campus food service and catering operations;
- write a *pro forma* to determine potential income and expenses (If there is a profit, where will those funds go? If there is a deficit, how will the loss be covered? Is there a budget for food, labor, and supplies?);
- identify potential locations on campus based on availability, traffic, and visibility;
- determine administrative details, including licenses and permits, insurance, occupancy costs, maintenance, and other related costs;

This goal will be deemed successful if a facility is opened and a retail business exists.

**Objective 3** – Locate potential sites off-campus for additional classrooms and culinary labs.

Currently the program operates on the main campus only.

What will this look like in three to five years after it has been successful?
If successful, satellite sites will be identified to provide classroom and/or culinary laboratory instruction.

Adequate budget will be allocated for design, construction, occupancy, utilities, furniture, equipment, tools, supplies, and associated costs. The estimated budget for current facilities expansion is one million dollars ($1,000,000), including design, construction, acquisition of equipment and furnishings, and installation. The estimated budget for future classrooms, laboratories, and retail facility is approximately $1.5 million. This would not include occupation costs for an off-campus facility.

Curricular and support details must be identified, including supervision, security, staffing, and scheduling. Additionally, there must be adequate enrollment at satellite centers to justify the institution's investment. Finally, a long-range business plan must be developed to define specific financial and enrollment goals in order to maintain the sustainability of off-campus sites.

**How will the plan be implemented?**
- Write a business plan for the program, to include timelines for implementation of facilities, services, and programs.
- Benchmark to similar concepts at other two year colleges in Maryland and out-of-state: Anne Arundel, Allegany, BIC, Johnson & Wales, and CIA.
- Identify appropriate equipment, tools, and supplies for instruction.
- Identify utility needs to support equipment.
- Identify an architect, kitchen designer, suppliers.
- Involve students in set up, operation, and management of the facility.

# Strategic Goal 4 – Funding

*Identify funding sources that facilitate the operation and expansion of the program and its various elements.*

## Overview and Strategic Outcomes

The overarching strategy for funding Howard Community College's Hospitality and Culinary Management Program over the planning horizon is to have a focused, dedicated and committed program in place to achieve the funding needs annually and as aligned with Howard Community College's growth projections in the coming years. In order to accomplish our goals, the Hospitality and Culinary Management Program Director will lead the overall fundraising effort. The program director will be responsible for, in part:

- developing the program's value proposition to existing and potential donors,
- determining budget requirements,
- determining the best approaches to fund the needs of the program, and
- determining the candidate list of whom to approach and how to approach them.

In order to achieve sustainable growth, funding will take on an entrepreneurial "spirit" and solicit the support of a team of local political leaders, private lenders, and Howard Community College leaders. The program has and will continue to develop a solid base of core contributors - this base of core contributors will be the foundation upon which new donors are secured.

**Value Proposition:**
*We offer students throughout the region a visionary, highly effective hospitality and culinary educational program that includes highly-qualified faculty, industry-standard curricula, and state-of-the-art equipment and facilities. By operating this type of program, we provide industry partners a source for obtaining highly qualified workers as well as a place for their existing workforce and management to upgrade skills. We offer donors our promise to make the absolute best use of donated funds to continuously improve our Center.*

Relationship building between the College, core contributors, and prospective contributors will be developed in order to build a sense of community, loyalty, and pride associated with the Howard Community College Hospitality and Culinary Management Program.

Progress and success of the funding program will be regularly measured by the leader of the funding team and results will be shared monthly with key constituents.

There will be a clear view of funding goals, progress against those goals, and an effort to generate excitement around exceeding the goals with participation from as many internal (HCC) and external partners, individuals, and other contributors as possible.

Funding requirements will tie to the objectives identified by the Hospitality and Culinary Management Program and various subgroups and will include:

- a 10% enrollment increase annually,
- improvement of existing facilities,
- an off-campus retail facility,
- marketing/branding funding requirements, and
- overseas study program funding requirements.

The funding strategy for our Hospitality and Culinary Management Program will be implemented through the achievement of six supporting objectives.

**Objective 1** – Develop the funding requirements for the program that will make it competitive and state-of-the-art.

In order to achieve the vision that the Hospitality and Culinary Management Program becomes the preferred educational choice in the State of Maryland, funding will need to be in place to support growth in terms of student enrollment, marketing, programs, facilities, and partnerships.

Total estimated expenditures for the next five years, exclusive of salaries, is as follows:

FY12: $192,170
FY13: $232,920
FY14: $273,670
FY15: $659,420
FY16: $1,935,170

The program director or his designated representative will conduct periodic reviews of budget requirements and progress in achieving annual funding objectives to ensure the program keeps pace with the stated funding objectives (10% growth in student population, establishing a public-facing retail facility, continuously improving existing facilities, supporting marketing and branding requirements, and funding an overseas study program).

Fundraising progress will be monitored and measured by a funding committee (comprised of internal and external members) that meets quarterly (more frequently as necessary).  The funding committee will report progress to the program director who has overall responsibility for funding initiatives. The program director will give consideration to hiring a professional fundraiser in year two or year three of the strategic planning period. If the program director moves forward with hiring a professional fundraiser, the annual cost will be added to the funding requirements above.

For planning purposes, the following table indicates the percentage contribution by each of the funding sources available to Howard Community College's Culinary Program:

Table 3
*Expenditure Estimates (Including HCC Operating Budget)*

| Year | Operating Budget* | Grants | In-Kind | Donations | Total |
|------|-------------------|--------|---------|-----------|-------|
| FY-11 | $ 71,450 | | | | |
| I   (FY-12) | $ 72,170 | $ 20,000 | 0 | $ 100,000 | $   192,170 |
| II  (FY-13) | $ 72,920 | $ 30,000 | 0 | $ 130,000 | $   232,920 |
| III (FY-14) | $ 73,670 | $ 40,000 | 0 | $ 160,000 | $   273,670 |
| IV (FY-15) | $ 74,420 | $ 50,000 | $   350,000 | $ 185,000 | $   659,420 |
| V  (FY-16) | $ 75,170 | $ 60,000 | $1,600,000 | $ 200,000 | $1,935,170 |

*Represents a 10% increase/year

The revenue estimates in Table 3 (above) are based on the projected percentages for each revenue source depicted in Table 4 (below). Revenue percentages may be adjusted annually based on the success of each category.

Table 4
*Revenue Estimates by Source*

| Year | HCC | Grants | In-Kind | Donations | Total |
|------|-----|--------|---------|-----------|-------|
| I   (FY-12) | 38% | 10% | 0% | 52% | 100% |
| II  (FY-13) | 31% | 13% | 0% | 56% | 100% |
| III (FY-14) | 27% | 15% | 0% | 58% | 100% |
| IV (FY-15) | 11% | 8% | 53% | 28% | 100% |
| V  (FY-16) | 4% | 3% | 83% | 10% | 100% |

Program requirements by subgroup include the following:

Table 5
*Estimated Expenditures*

| Year | Category | | | | |
|------|----------|--|--|--|--|
| | Marketing | Overseas Study | Scholarships and Program Support | Equipment and Facilities | Total |
| I   (FY-12) | $ 20,000 | $ 25,000 | $   75,000 | 0 | $  120,000 |
| II  (FY-13 | $ 25,000 | $ 35,000 | $ 100,000 | 0 | $  160,000 |
| III (FY-14) | $ 30,000 | $ 45,000 | $ 125,000 | 0 | $  200,000 |
| IV (FY-15) | $ 35,000 | $ 50,000 | $ 150,000 | $   350,000 | $  585,000 |
| V  (FY-16) | $ 40,000 | $ 55,000 | $ 175,000 | $1,590,000 | $1,860,000 |

Specific needs per category:

Marketing
- Printed Materials (brochures/folders)
- Give-a-ways
- Video/mini Discs
- Website Hosted Outside of College
- Print and Electronic Advertisements

Overseas Studies
- Scholarships
- Marketing
- Print and Electronic Advertising
- Overseas Travel for Faculty

Scholarships and Program Support
- Hospitality and Culinary scholarships
- Educational Visits
- Guest Lecturers
- Career Fairs

Facilities
- Demonstration Kitchen
- Baking Kitchen
- Retail Facility

**Objective 2** – Obtain in-kind and cash donations.

To achieve the projected growth goals, the funding strategy needs to be targeted and executed against the projected funding sources.  This is the area in which developing the College's value proposition to existing and potential donors comes into play.

Creating the "why" behind why organizations or individuals should donate money to the Hospitality and Culinary Management Program will be key to obtaining funding (related to marketing and branding).  Making donors feel proud to be part of the Hospitality and Culinary Management Program will be vital to build up a sense of community and commitment. One of the critical points of performance under this objective is to let donors know what was accomplished with their investment and help them understand how their contributions made a difference. This simple act will serve to motivate donors to make additional contributions in future years.

Recognizing donors throughout the College and community will assist in building and growing a base of core contributors.  Starting with the base of existing core contributors, local organizations such as MICROS, Marriott International, Hilton Worldwide, Choice Hotels International, Interstate Hotels and Resorts, Clyde's Restaurant Group, Great American Restaurants, McCormick and Company, Phillips Seafood, the Restaurant Association of Maryland, the Soccer Association of Columbia, and others can be contacted to join the HCC Family.

Fund-matching programs need to be explored to determine if funding can be secured through the State of Maryland or other governmental sources via grants.  In addition, training programs can be established through the Culinary Program in order to raise money.

Lastly, the program will utilize Foundation Directory Online to determine companies and/or foundations that may be good candidates to approach and secure funding.

**Objective 3** – Develop five effective ways to approach donors.

Determining whom to approach and how to approach them can be tied to Howard Community College's theme of "You Can Get There From Here". Generating early excitement for the program internally and externally will help us build momentum to achieve our objectives. It will be important to include a variety of stakeholders of the Hospitality and Culinary Management Program to become stewards and sales representatives for the program. These stakeholders include students, faculty, industry partners, parents, and other.

Five methods will be used to approach donors:
- let donors know what the funding goal is for the year and tie it to the value proposition,
- begin with core contributors and target prospective donors based upon the needs of the program overall (i.e. Mariner Marketing to contribute to the Marketing needs, TIG Global to contribute to web page design, local construction companies to contribute to facilities' needs),
- leverage references from existing donors to help close new donors based upon value they've received through their partnership with Howard Community College,
- identify 50 to 100 donors and make calls face-to-face, and
- start high within each prospective donor's organization (CEO, President, and Executive Director) and make all meetings and visits as personable as possible.

The program director will be responsible for developing and delivering the approach.  Fundraising events should also be regularly scheduled, and results should be posted monthly for all to see and share.

**Objective 4** – Establish contact with at least ten potential donors on behalf of the program.

We'll be able to track our success rate of closing potential donors over time, but for now, we'll target at least 50 to 100 to pursue.  Once again, we'll target prior donors; going to these donors first will help build momentum as they're already "pre-sold".  The program director needs to ensure the program receives frequent attention. Potential ways to achieve this attention are to invite donors to events, promotions, and other fundraising and/or Hospitality and Culinary Management Program events to keep them involved in the school.

Identify who the top 10, 50, and 100 prospective donors could be in Howard County through existing relationships, industry and partner affiliations, government entities, and tools such as Wealth Engine. Companies could be within the hospitality industry or external. In either case, their participation would be proposed as being a part of the community.

HCC's Hospitality and Culinary Management Program alumni should also be contacted as a high percentage of the alumni still live within close proximity to the College. Alumni can be a huge resource to the program both from a funding and sales perspective.

Utilize existing free technology to help spread the goals of the funding program as well as to secure funds. Web-based, social media such as Linked-In, Facebook, and Twitter can be leveraged to build loyalty, help facilitate communications quickly, and build a sense of community.

The program director, funding committee, and existing donors would be a starting point to contribute to who the top 100 prospective donors should be. The program director will carry responsibility for ensuring the 100 donors are contacted, track when calls are made, and keep accurate records of donations secured.

**Objective 5** – Research potential grants for the program.

Through HCC's Education Foundation, potential grants will be identified and applications submitted on behalf of the Hospitality and Culinary Management Program. Howard Community College will be most successful identifying grants that have a local impact rather than those of a national flavor; this aligns with building inclusion within the community.

Research should identify those grants where HCC has the best chance of success. A 40% "hit rate" is the goal for a targeted grant, less-so (20%) if it's not a grant pursued with a high degree of confidence.

Howard Community College has a 501c3 status which can be leveraged to secure grants through HCC's Education Foundation. A consortium approach can be considered to apply for larger grants through collaboration with other community colleges. It will also be beneficial to discuss where other Maryland community colleges are securing grant-based funding for their programs.

**Objective 6** – Submit at least three grants on behalf of the program.

In order to keep pace with the funding requirements of the Hospitality and Culinary Management Program, there will be a goal of submitting at least three grants annually.  The grant contribution to the overall funding requirement will grow from 0% in year one to an estimated 25% by the end of the planning period (year five).  There could be tremendous opportunity with grants to really drive growth for HCC's Hospitality and Culinary Management Program.

Pre-qualifying grants will help to achieve a 40% "hit rate" of those grants that are submitted on behalf of the program. Foundations can be explored to determine if there are any personal connections that would help facilitate Howard Community College securing a grant on behalf of the culinary program. Companies such as Marriott and Choice Hotels have existing foundations. Other hospitality industry companies should be explored to determine if there are opportunities for HCC to pursue.

# Strategic Goal 5- Marketing/Branding

*Develop and employ an effective branding plan designed to project favorable program image to the industry and potential students.*

## Overview and Strategic Outcomes

Marketing and branding is essential to the sustainability and growth of the Hospitality and Culinary Management Program. Consistent, strategic efforts utilized across multiple channels will increase overall awareness, visibility, support, and respect for the College's program. The marketing/branding for our Hospitality and Culinary Management Program will be implemented through the achievement of the five supporting objectives detailed below.

**Objective 1** – Rename the program

**Center for Hospitality and Culinary Studies**

It is recommended that the Hospitality and Culinary Management Program be renamed as the Center for Hospitality and Culinary Studies. This renaming will accomplish three important tasks: 1) enhance the identity of the program; 2) achieve competitiveness with other programs, and 3) appeal to potential donors and industry partners.

Marketing/branding strategy and tactics will include:
- developing a strong marketing presentation that emphasizes the value of renaming the program and
- scheduling appointments with administration officials to pitch the idea and recommend specific implementation methodology.

Marketing/branding measurement:
- Renaming the program will occur as soon as possible and all other branding efforts will follow this step. This will be accomplished no later than three months into the strategic plan.
- The program director will coordinate with College staff to ensure the new name is displayed on the Howard Community College website, campus signage, letterhead, and in all other places where the current program name exists. All changes will be completed within month six of the strategic plan.

**Objective 2** – Create and establish the "brand"

In order for the Hospitality and Culinary Management Program to become the preferred program for both prospective students and supporters, branding must be utilized in a consistent and strategic manner. A center logo will be established and included on the website as well as in all marketing materials, including those used to recruit students, donors, and industry partners. Testimonials from both students and industry partners will be obtained and included in relevant marketing materials, for the purpose of promoting the industry as a viable career path and highlighting benefits for industry partners involved with the program. On-campus visibility of the program will be enhanced through signage (also addressed in Objective 4) and the availability of retail products with the program's logo in a campus store. A student dress code will be established and enforced to maintain the professionalism of the program, students, and the overall image of the industry.

Measurements:
The Hospitality and Culinary Management Program logo will be created and selected during the first six months of the strategic plan. It will be incorporated on the website and in all marketing materials by the end of year one.
A minimum of three testimonials from successful students and Hospitality and Culinary Management Program graduates and three testimonials from industry partners who have benefited from the program will be obtained and incorporated into relevant marketing materials in the first year of the strategic plan.

The Hospitality and Culinary Management Program Director will coordinate with facilities staff to update campus signage and maps, increasing visibility and awareness of the program, within year one of the strategic plan and immediately upon the establishment of naming rights and/or completion of new construction.

The program director will coordinate with faculty and students to identify desirable logoed merchandise for sale. Items will be available for purchase by year two of the strategic plan, and sales will be measured on an annual basis with a goal of a 2% increase in the amount of merchandise sold year over year. A student dress code will be established and approved by the program director within year one and enforced beginning in year two of the strategic plan. A survey of College staff and industry partners will be conducted annually (beginning in year one) to assess perceptions of professionalism of the program, students, and their compliance.

It is expected that successful branding of the program will result in a 10% increase in enrollment during years two through five of the strategic plan.

**Objective 3** – Improve current website

*A* visible, relevant, and easily navigable website enables 24/7 marketing and forms an impression, often the first, in the minds of viewers.  Content must remain fresh and up- to- date at all times through regular website maintenance. It will be essential to maintain an intuitive alignment between the Howard Community College and Hospitality and Culinary Management Program web pages. The Hospitality and Culinary Management Program web page should be easy to access from the College home page as well as through a relevant, direct link. The page must also be accessible and easily viewed from both smart phone devices and desktop computers.  The web page should clearly define the program and remain consistent with its branding.

Ideally the program web page will become a tool for student recruitment as well as communication with both current and potential students, while also appealing to multiple audiences (i.e. students, parents, alumni, donors, industry partners, high school guidance counselors, educators, etc.).  Social media tools (blog, twitter, Facebook, etc.) should be used as appropriate to increase engagement and awareness of the Hospitality and Culinary Management Program, and links from the web page should be established.

Measurements:
▪ Redesign of the current website will take place within year one of the strategic plan and the site will be accessible within three clicks of the College home page.  Surveys of Howard Community College students will be conducted each semester to determine ease of access to the site and quick identification (within one minute) of the Hospitality and Culinary Management Program within the College website.
▪ A direct link to the Hospitality and Culinary Management Program page will be established within year one of the strategic plan.

- An appropriate College staff member will be responsible for updates to web content and maintenance on a regular basis. The program director should spot check the website for current information and working links on a bi-monthly basis.
- Social media activity should be driven by its own strategy and goals, with traffic being driven back and forth between the website and varied online tools. Social media activity will be monitored daily, and monthly activity summaries will be provided to the program director.
- Website analytics will be used to determine the number of unique site visits on a monthly basis. The number of overall annual visitors is expected to increase by 10% in each year of the strategic plan.

**Objective 4 –** Create the conditions for a flexible marketing budget.

As the Hospitality and Culinary Management Program's brand becomes well-known and respected among industry partners and donors, opportunities for increased funding and support will be achieved through an increased desire for alignment with the program by supporters. Targeted marketing materials/efforts will recruit potential partners to provide internships, industry expertise, job placement, equipment, funding, sponsorship, funding in exchange for naming rights, and support for other areas of need as they are identified.

Measurements:
- Marketing materials to be used specifically for recruiting industry partners and donors will be developed within year one of the strategic plan. The program director will coordinate and oversee this initiative.
- Guidelines /costs for naming rights of classrooms and/or buildings will be established within year one of the strategic plan. In concert with the Development Office, the program director will identify and approach businesses that meet the established criteria for naming rights during year two and achieve commitments for all opportunities by year four.
- The program director will coordinate placement of logoed items in the on-campus retail store (See Objective 2), which will enhance the brand and visibility of the program while also impacting the marketing budget.
- Two new donors will be obtained by the program director during each year of the strategic plan.

**Objective 5** - Implement specific marketing strategies for targeted programs.

A need exists to market targeted programs separately from the Hospitality and Culinary Management Program as a whole.  Unique recruiting materials must be developed for each aspect of the program, such as culinary, lodging, and casino, and a clear career path must also be identified for each.

Measurements:
- Within year one, unique marketing materials for the hospitality management track (with emphasis on casino management) and culinary management track will be developed and used by the Culinary and Hospitality Management staff to recruit students.
- Enrollment in each of the tracks will increase by 10% during each year of the plan.

# Monitoring the Effort

The program director will use a number of tools, techniques, and procedures to ensure the strategies outlined in this plan are successfully implemented. These tools, techniques, and procedures include:

- preparing and updating strategic goal summaries to capture key actions to be accomplished, identify roles and responsibilities, document milestones, assess stakeholder involvement, determine the status of resources, and assess the overall status of progress for each goal;
- conducting periodic in-process reviews to review the status of work on each of the strategic goals and objectives. (Note: Table 1 – Prioritization and Effort provides a good baseline for gauging actual progress against this strategic plan.);
- conducting periodic analysis of strengths, weaknesses, opportunities, and threats for each strategic goal, then using this analysis to update plan contents;
- conducting analysis of "gaps" between actual performance by asking the question "Where are we?" and optimal or potential performance by asking the question "Where do we want to be?" (The Gap analysis may also be used to determine if the Hospitality and Culinary Management Program is experiencing gaps between the actual allocation of resources and the optimal allocation as well as between current capabilities and optimal capabilities.); and
- conducting information collection that includes surveys, interviews, and focus groups that will help determine satisfaction levels of students, donors, partners, and others involved in the program's success.