



*Center for Hospitality  
& Culinary Studies*

**Strategic Plan for  
Academic Years 2019-2024**

# Table of Contents

Table of Contents	2
Vision, Mission, Values	3
Strategic Goals	4
Organizational Structure	5
CHCS Current Organizational Structure	6
CHCS Proposed Organizational Structure	7
Developments of the Strategic Plan	8-10
Industry Update	11-14
The Way Ahead (strategy for the next 5 years)	15
Support Outcomes of the New Facility	16
Strategic Goal 1 – CURRICULUM	17-18
Strategic Goal 2 – OPERATIONS	18
Strategic Goal 3 – MARKETING	19-20
Strategic Goal 4 - PARTNERSHIPS	21-22
Monitoring the Effort	23
Conclusion	24

# Mission/Vision/Values

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## MISSION

The Center for Hospitality and Culinary Studies (CHCS) will build lasting relationships between students, community, and industry.

## VISION

We are dedicated to providing today's students with the opportunity to determine the best career destination through our accredited programs with innovative technology and industry proven faculty.

## VALUES

**S**ustainable

**E**xperiential

**R**igor

**V**isionary

**I**nnovative

**C**ommunity

**E**quity



We believe the above new mission, vision and values statements is a forward thinking, best practices, perfect reflection of focusing on student success, program excellence, sustainable community partnerships while aligning with the goals of Howard Community College.

## Strategic Goals

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Below is a listing of the four strategic goals which are a focus in this five year plan. These goals focus on enrollment, retention, completion and tie to current industry needs. Further details for each goal starts on page 17.



### **Strategic Goal 1:** Curriculum

The curriculum needs to define the career paths for hospitality, culinary, and pastry students.

### **Strategic Goal 2:** Operations

The new facilities consist of a dining room service lab (student run restaurant operation), an a la carte kitchen tied to the dining room, and a new bake shop for advanced baking and pastries courses. This brings the entire facility to four kitchen labs, one dining room lab, three classrooms, a laundry room and storage space. With this expansion comes the need of added support staff and faculty.

### **Strategic Goal 3:** Marketing

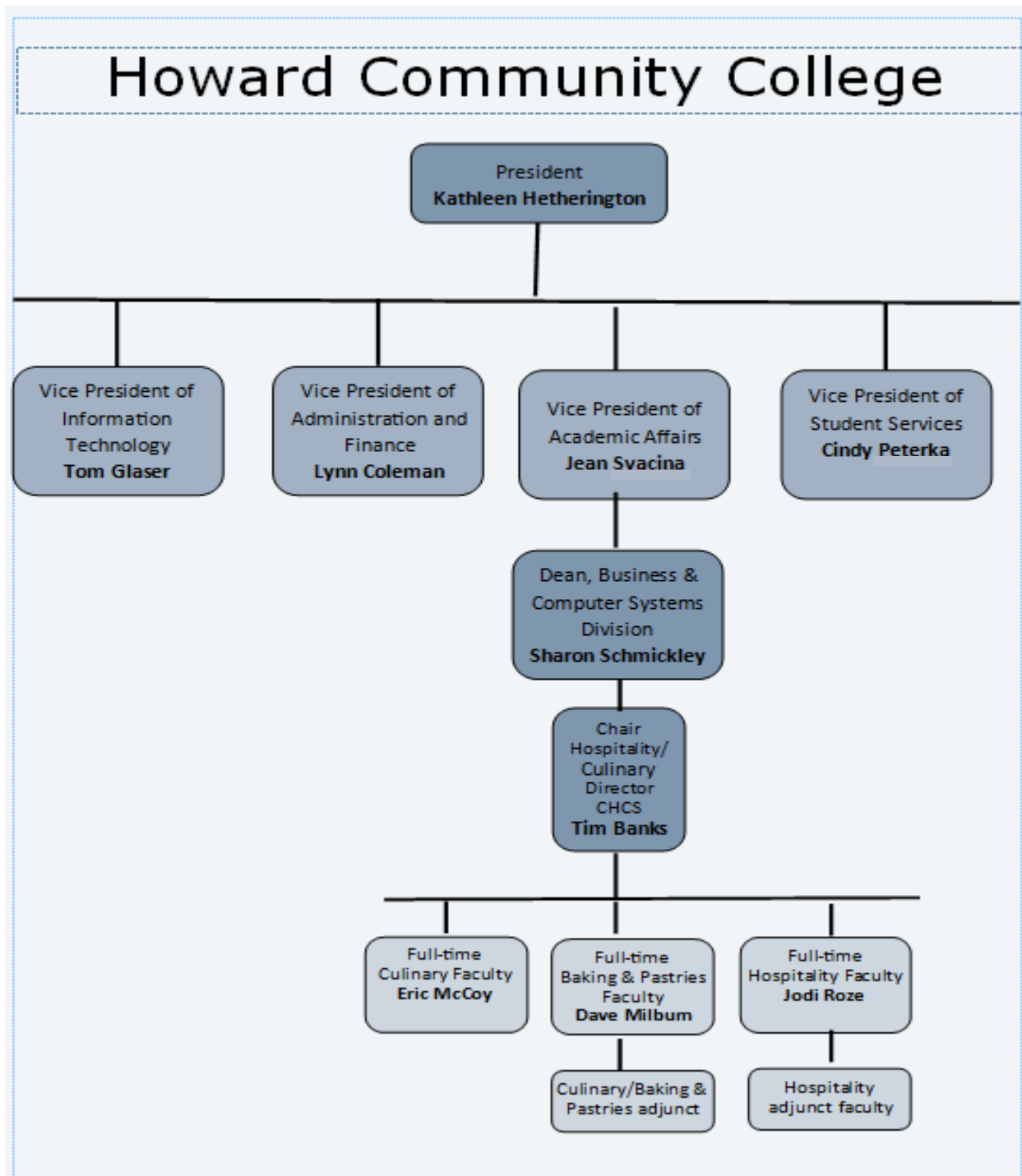
Strong efforts needed to support the promotion of the programs to spotlight the Center for Hospitality and Culinary Studies to help address enrollment.

### **Strategic Goal 4:** Partnerships

As we grow the Center for Hospitality and Culinary Studies it is valuable that we continue to solidify our partnerships with our service area.

# Institutional Organization Chart

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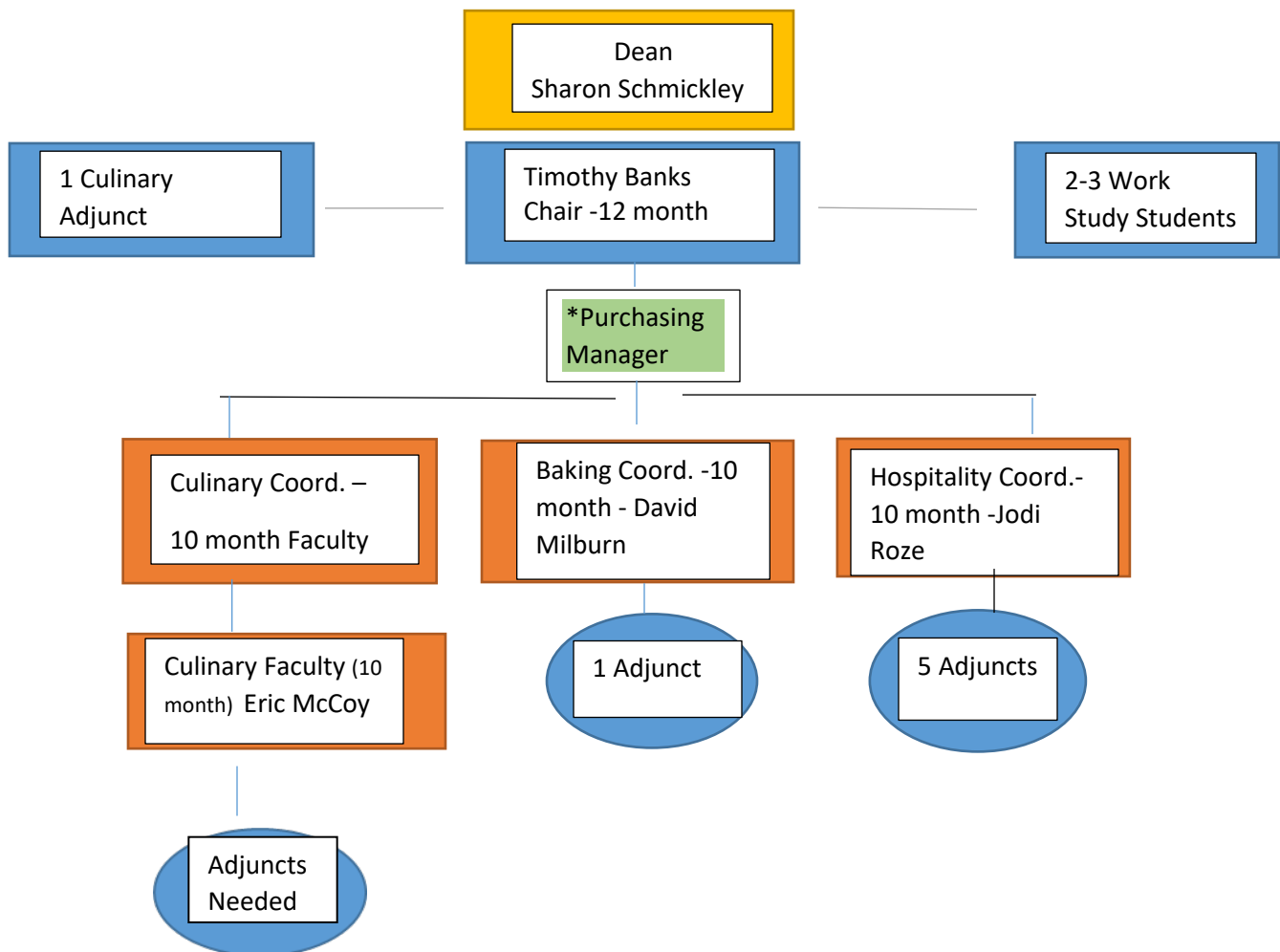
# CHCS Current Organization Chart

The most recent numbers from FY18 show the following number of students supported by three 10 month- faculty (1 Hospitality, 1 Baking and Pastries, 1 Culinary) and one 12 month department chair. \*\* FY19 numbers will be available in November 2019

Culinary – 87 Degree/13 Cert      Hospitality – 54 Degree/9 Cert

*Actively enrolled in CMGT courses and HMGT courses in FY18 (includes non-declared majors in CMGT/HMGT): Culinary – 104 Hospitality – 191*

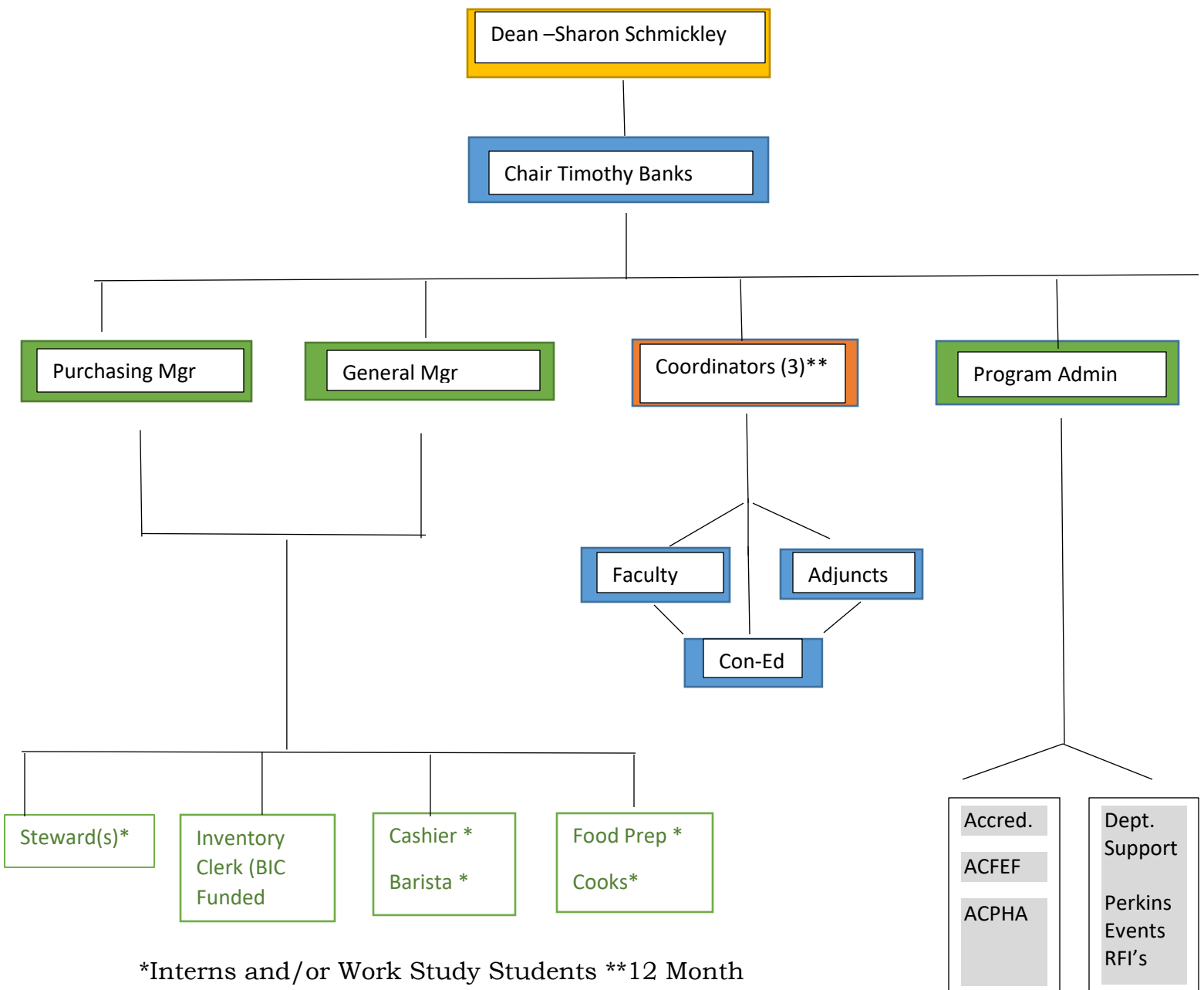
Below is the current organization chart which has remained mostly the same since 2010. (\*Purchasing is performed by Chair/Faculty which is outside the scope of the positions)



\*\*The 87/13 and 54/9 numbers reflecting declared majors is not accurate. Numbers for the FY17, FY18 and FY19 will show lower numbers than reality due to an added degree AA 166 for students with financial aid. Therefore, Culinary and Hospitality Degrees were as if they had not every been declared. This will be rectified in FY21. At this point, it is an educated guess on the percentage OVER the numbers may be.

## Proposed CHCS Organizational Chart

The below organization chart has experienced several iterations over the course of 5 months based on the input of our strategic planning committee members and advisory committee members. The variety of backgrounds in working in industry, as well as at the secondary and college levels of hospitality and culinary education, played a significant part in this process.



\*Interns and/or Work Study Students \*\*12 Month

## **Development of the Strategic Plan**

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Howard Community College (HCC) 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 degree, completing the first two years of a four year degree, entering a new career, sharpening job skills, or exploring personal interests. That is why at HCC we say “You Can Get There From Here!”

The College has three strategic goals constructed in collaboration with the internal and external communities and approved by the Board of Trustees.

The current College strategic goals are:

- Student success
- Organizational excellence
- Building community and sustaining partnerships

Keeping the College’s goals in mind, the first strategic plan for the College’s hospitality and culinary program was started in 2010 and implemented in 2012. This strategic plan was a living document and has served as a good guide for the programs. The program has since had a name change from the “Hospitality and Culinary Management Program,” to the “Center for Hospitality and Culinary Studies.” It has grown in enrollment, as well as preparing for new facilities. A new department Chair came on board in the fall of 2018 and a new culinary instructor summer of 2019. Recognizing the need for an updated, functional strategic plan, a committee was formed in late fall of 2018 and meetings commenced in early 2019.

The following page provides the names of those involved in contributing to the new strategic plan. These members met for two months in February and March. In July, the foundational elements of the strategic plan were shared with the CHCS’ full advisory committee. A day’s working retreat with the advisory members, as well as those who served on the strategic planning committee came together and aided in bringing the new plan to completion.



<b>Leadership Team Members</b>
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*Sharon Schmickley*

Dean, Business and Computer Systems Division

*Timothy Banks*

Chair, Center for Hospitality and Culinary Studies

*David Milburn*

Baking and Pastries Coordinator

*Jodi Roze*

Hospitality Coordinator

<b>Strategic Planning Committee Members</b>
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*Tim Colligan*

Senior Sales Executive –Strategic Hotels with Oracle; Senior Adjunct at CHCS; ACPHA Board Member

*David Ivey-Soto*

Corporate Chef and Consultant

*Hal Kenny*

General Manager Ranazul Tapas Wine Bistro; Advisory Member for CHCS; Former adjunct faculty for CHCS

*Bryan Laing*

General Manager of Island View Waterfront Café; Adjunct faculty for CHCS

*Eric McCoy*

Former General Manager and Executive Chef; Adjunct faculty for FCC and MC

*Ruth O'Rourke*

Program Director for UMES Shady Grove

## **Advisory Committee Members**

*Ann Arnold*

Global Account Representative, Marriott Corporate

*Natalie Belcher*

Instructional Facilitator, Howard County Public School System

*Dan Bell*

Former VP, Oracle

*Joseph Bojanowski*

President, PM Hotel Group

*Ryan Bulger*

Current Hospitality Student

*Chuck Chandler*

General Manager, SpringHill Suites/Hampton Inn Columbia South

*Nadine Cristello*

Owner, Scoop and Paddle

*Ben Dadourian*

Catering Manager, Aramark; former hospitality graduate of CHCS

*Bridget Husk*

Executive Director, Restaurant Association of Maryland

*Peter Mangione*

General Manager, Turf Valley Resort

*Janee' Pelletier*

VP of Communications & Events, MD Bio Foundation

*Mary Petersen*

President Café'

Center for the Advancement of Food Service Educators

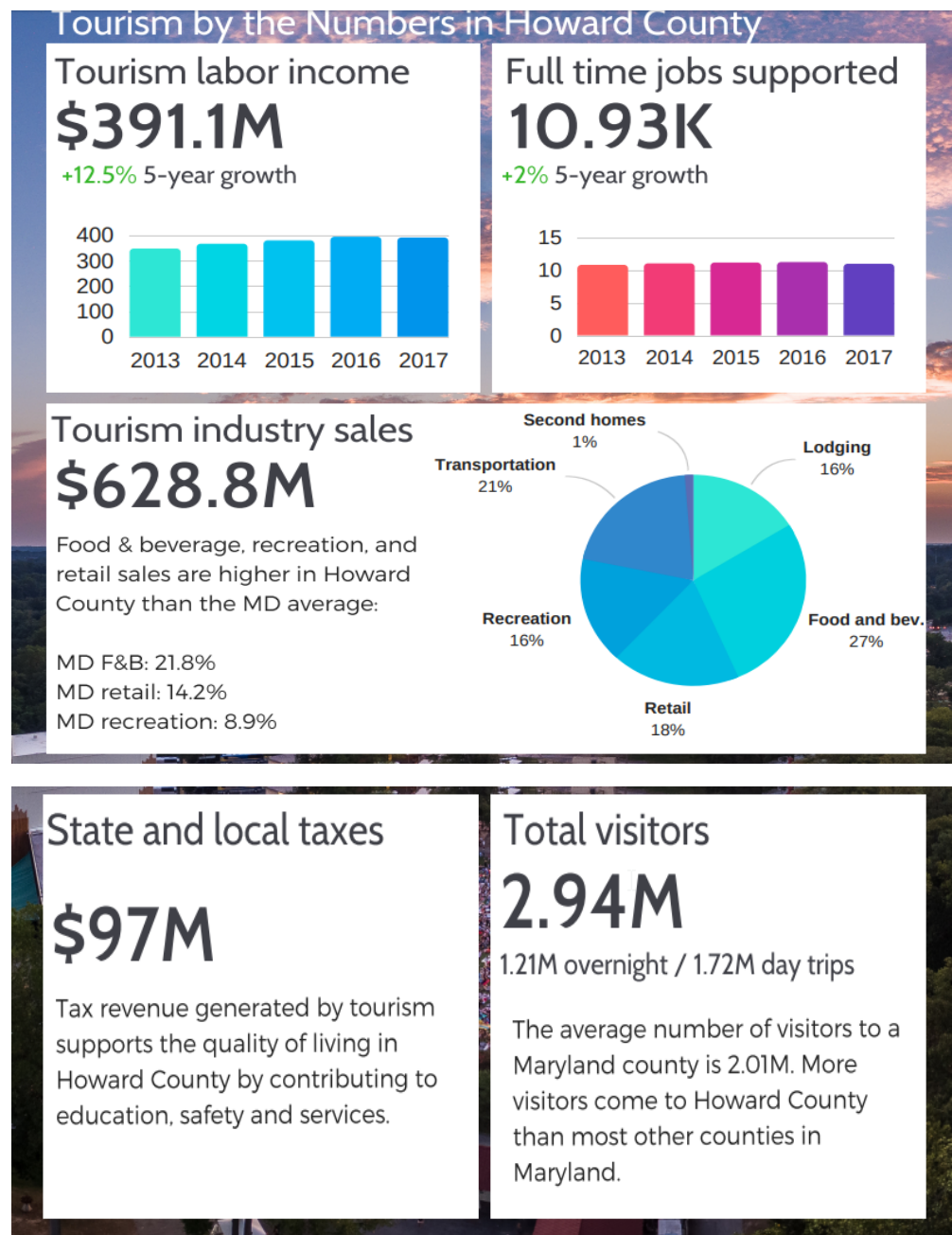
***William Shaw***

**HCC Admissions and Advising joined in work retreat session**

# Industry Updates

## Local

Since the last strategic plan was completed, all areas tourism areas in Howard County have increased and forecasted to continue to grow.



## State

The latest report from the state shows a continued increase in tourism dollars. Growth in tourism employment outpaced overall job growth in the state. By 2021, the number of Maryland restaurant employees is expected to increase 7.6% / 18,000 jobs.

## Tourism: A Revenue Generator

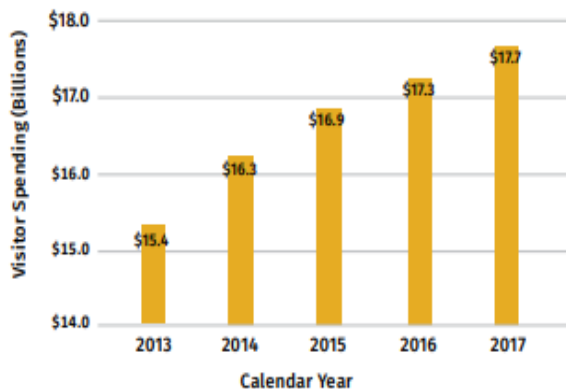
### \$17.7 BILLION IN VISITOR SPENDING

In calendar year 2017 visitor spending reached \$17.7 billion, growing for eight straight years and increasing by 2.5 percent in the lodging sector.

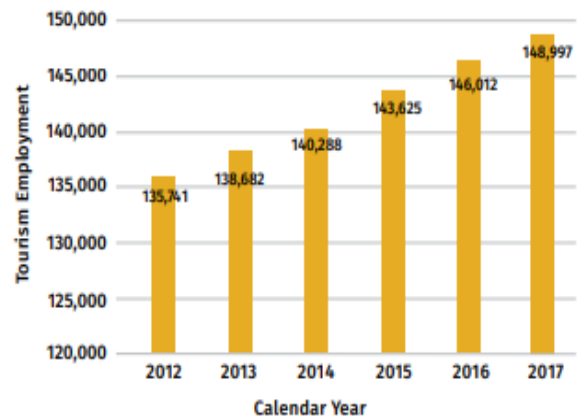
### MORE THAN 149,000 DIRECT TOURISM JOBS

Tourism is the 10th largest employer in Maryland contributing 149,000 Full-Time-Equivalent (FTE) jobs. In calendar year 2017, growth in tourism employment outpaced overall job growth in the State.

#### VISITOR SPENDING IN MARYLAND



#### TOURISM SUPPORTED EMPLOYMENT IN MARYLAND



#### TOURISM INDUSTRY SALES (MILLIONS)

SECTOR	2013	2014	2015	2016	2017	2017 GROWTH
LODGING	\$2,864.2	\$3,039.4	\$3,160.7	\$3,350.7	\$3,433.6	2.5%
F&B	\$3,220.2	\$3,458.4	\$3,673.6	\$3,852.7	\$4,014.2	4.2%
RETAIL	\$2,298.0	\$2,424.8	\$2,401.0	\$2,383.0	\$2,370.4	- 0.5%
RECREATION	\$2,007.6	\$2,156.6	\$2,251.9	\$2,390.9	\$2,372.6	- 0.8%
TRANSPORTATION	\$3,414.4	\$3,594.0	\$3,682.4	\$3,596.2	\$3,682.7	2.4%
AIR TRANSPORTATION	\$1,585.4	\$1,636.1	\$1,691.8	\$1,749.3	\$1,808.8	3.4%
<b>TOTAL</b>	<b>\$15,389.8</b>	<b>\$16,309.4</b>	<b>\$16,861.4</b>	<b>\$17,322.8</b>	<b>\$17,682.3</b>	<b>2.1%</b>

\* Lodging includes 2nd home spending.

Source: Tourism Economics, Maryland Tourism Satellite Account Calendar Year 2017.



## National

According to the National Travel and Tourism Office, the fast facts put out in January of 2019, shows that the “US leads the world in global tourism, commanding a 15.7% share of world traveler spending.” The National Travel & Tourism Office (NTTO) manages the Travel and Tourism Statistical System for the United States. The System provides national and local level data that tracks past performance, provides insights into the future, and offers key traveler characteristics data to guide research-based marketing campaigns.



### International Trade Administration Industry and Analysis National Travel and Tourism Office

#### FAST FACTS: UNITED STATES TRAVEL AND TOURISM INDUSTRY —2018—

##### Industry

- 2.8% of GDP
- 7.8 million jobs
  - 5.5 million direct; 2.3 million indirect
  - 1.2 million total jobs supported by tourism exports
- \$1.62 trillion in total travel & tourism output
  - \$940.9 billion direct; \$681.8 billion indirect

##### International Trade

- \$256.1 billion international spending in U.S. (Exports)
- \$69.6 billion surplus
- Travel and tourism receipts: 31% of U.S. services exports
- Travel and tourism receipts: 10% of *all* U.S. exports

##### Market Share

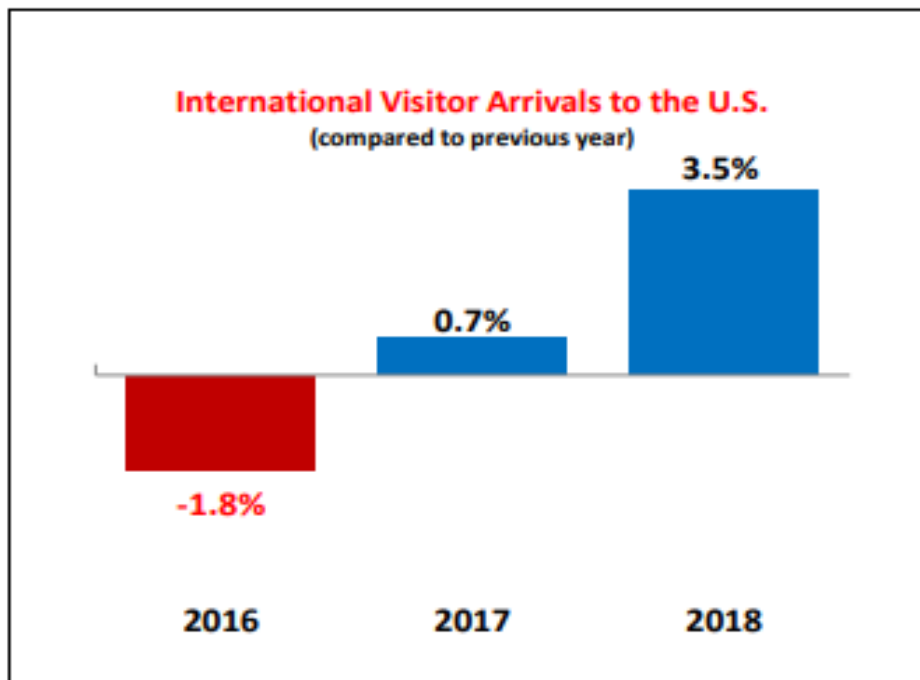
- 5.8% share of world travelers
- The United States leads the world in global tourism receipts (exports), commanding a 15.7% share of world traveler spending\*
- In fact, U.S. tourism exports totaled more than triple (309%) the amount exported by our closest competitor (Spain).

\*UNWTO global spending figures exclude passenger fares, thereby omitting nearly \$41.1 billion (16%) from our country's total.

Source: United Nations World Tourism Organization (January 2019)

### International Visitors to the U.S. (2018)

<b>Total:</b>	<b>79.6 million</b>				
1	Canada	21.2 million	6	S. Korea	2.2 million
2	Mexico	18.5 million	7	Brazil	2.2 million
3	U.K.	4.7 million	8	Germany	2.1 million
4	Japan	3.5 million	9	France	1.8 million
5	China	3.0 million	10	India	1.4 million



The research shows that the travel and tourism industry is showing continued growth which bodes extremely well for those pursuing an education in the hospitality and culinary fields. The Maryland State Plan for Post-Secondary Education, has identified these fields to be of particular need.

## THE WAY AHEAD – The Next Five Years

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The strategic plan is guided by the new vision, mission, and values of the Center for Hospitality and Culinary Studies. This plan sets the direction in the much needed forward motion to poise the program for long-term growth and success. The expected outcomes from this plan are the following:

1. Enriched curriculum that supports industry needs and meets our ACFEF and ACPHA accreditation knowledge content areas.
2. CHCS is a leading accredited program
3. Sustainable careers for our graduates
4. Enrollment improvement through effective marketing
5. Facilities' operations supported by sufficient faculty and staff in order to meet required and expected outcomes which includes retention, completion and industry partnerships

This plan has interrelated dynamics and the new facilities should provide leverage for opportunities to build sustainable industry partnerships, enhanced curriculum, organizational success within the CHCS that will demonstrate high impact practices, leading to student success.

We will need specific data elements to measure program success:

- Enrollment with a 10% increase per year through 2024
- Retention of students to move from 67% to 75%
- Course success rates to move from 80% to 85% Successful transfer to four-year institutions will move from 25% to 35 %

Strategic pillars were also identified and require measurement:

- Collaborative partnerships both internal and external
- Articulations with high schools and four-year institutions
- Community outreach

## **SUPPORT OUTCOMES OF NEW FACILITY**

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With the new facilities being operational now, a strong, smart, directed marketing effort is vital to increase enrollment and improve retention.

The new facility will be utilized effectively as a marketing tool through wrap around services such as special events, open houses collaborating with admissions and financial aid, and orientations.

In addition, partnerships with HCC's Education Foundation, and Academic Engagement programs such as StepUp, Study Abroad, Howard P.R.I.D.E., Silas Craft, and Honor's programs.

The addition of new staff and faculty help facilitate the above mentioned goals and activities.

Technology requirements that meet accreditation standards, such as the Point of Sale system (POS) and additional equipment identified for suggested support area.

In summary, the outcomes expected from the above action support items are:

- Enrollment
- Retention
- Scholarship Funds
- Program Funds
- Active Partnerships
- Adequate Staffing Levels
- Student Learning (ACFEF/ACPHA)
- Curriculum Pathways



## **STRATEGIC GOAL #1 - Curriculum**

A particular focus on two independent culinary degree plans instead of the continuation of the combined plan; reviving the cooking certificate; illustrate the value of quantity production coursework for both culinary disciplines, and real world hands on experience for all disciplines which can happen in all the learning labs. Being vigilant to keep both curriculums (hospitality/culinary) up to date, especially in the continuing changes of the hospitality industry.

A clear transfer path for the hospitality and culinary degree programs, with an immediate focus on UMES Eastern Shore and Shady Grove campuses as well as any of the U of MD System programs. The development and maintenance of a clear 2 + 2 (four year degree), progression in industry management or entrepreneurship. HCC admissions has stated the need for the degree to be “cleaned up” to make it more effective for the transfer and degree, which is a big part of realigning the curriculum.

Always in the forefront is ensuring the hospitality and culinary degree plans continue to deliver regarding the ACPHA required knowledge areas and the ACFEF knowledge and competencies.

Within this context, program curriculum updates have been determined and submitted to the college’s curriculum council. The following degree and certificate plans and updates have been initiated:

- New Baking and Pastry Arts Management AAS – 60 credits
- New Culinary Arts Management AAS – 61 credits
- Revised Baking and Pastry Certificate
- New Culinary Arts Certificate
- Extended majority of culinary and baking courses to 15 weeks thus removes financial and liability issues for our students using the G.I. Bill
- Changed baking and pastry designator to PMGT from CMGT

- Streamlined curriculum by collapsing courses reducing the total amount of credits required
- Increased course credits to 3 credits with the exception of CMGT 121
- New Restaurant Management Certificate
- Internships increased to 300 contact hours
- HMGT 286 and CMGT 286 are now aligned in contact hours
- New nutrition course for foodservice professionals CMGT 201

An additional action item that needs to be researched and addressed is the Statewide Designator for programs that show a need in the workforce and therefore in-county tuition rates would apply.



## **STRATEGIC GOAL #2 - Operations**

Compile data supporting the operation as an open laboratory function for students to reinforce student learning objectives and showcase student produced product and service skills of a fully functional student led dining laboratory open to the full campus and community.

It will also allow CHCS an internship site and work study site including both Back of the House and Front of the House operations plan with respect to hours of operation, staffing, inventory, reporting and facility management.

This data will overlap to help with course schedules, production schedules and maintenance; a budget developed to reflect the need for staff and faculty to support the restaurant lab without including faculty outside of normal class instruction.

Please see organization charts located on pages 5-7.

## STRATEGIC GOAL #3 – Marketing

Marketing is a critical component for the program. An effort that needs to be a targeted effort and one we want to have align with the college's mission, vision, values while actively showing the destination of "there!" (You Can Get There From Here – HCC tagline)

We now have the below graphic created by PRM for our program:



The overall thought process is to show stories of students already "there," and then back track their story into the HCC tagline of "here." For example, a graduate (or transfer student) who is currently in their career, in action – catering manager at Camden Yards, and the story unfolds by going backwards to the here at HCC. Together, the program and HCC get to demonstrate how "You Can Get There From Here," by starting with There and ending with Here. Build a template for telling the story to stay consistent, no matter the medium used.

Multi-pronged media approach for above:

- YouTube
- Instagram
- Website – [www.howardcc.edu/hospitality](http://www.howardcc.edu/hospitality)
- Brochure – program specific
- LinkedIn - internship sites, alumni stories, alumni LinkedIn profiles
- Workshops – host "How to Pay for College" seminar
- Non-Media – high school visits, industry events, community focus; continuing education/personal enrichment classes

Who do we target?

- High school students and dual enrolled (Food Prep I) – Gen Z

- Parents
- Military
- Asian and Latino communities
- Guidance Counselors
- Career Counselors
- Job Search Companies
  - Howard County Action Council
  - Workforce Development
  - Unemployment Services

Research on top marketing actions revealed the following:

- **Create a memorable message** - provide a good user experience (The stories that show the HCC tagline)
- **Feature successful alumni** - Showcasing alumni successes on your social channels is both a great way to support and stay in touch with alumni and to attract new students.
- **Feature student and faculty achievements** - Are professors and students doing groundbreaking research or innovative work? Show it off!
- **Feature the new facilities and the beautiful campus** - Showcase it on social media. Many students say the campus environment is an important part of the decision making process.
- **Showcase campus social life** - Showcasing student activities is a great way to help students envision a bright and social future at your school.
- **Build a social media directory** – for CHCS. Many students want to see what their specific department is up to and they share this with friends. (The bees for example)
- **Social media ambassadors** - Using students as “social media ambassadors” is another new strategy. The student

ambassadors create fresh content, and act as “influencers” for the program.

- **Dedicated Hashtags** - Create dedicated hashtags for the program, events, internships, classes, etc. (Note that tags are evolving and why we have not listed a specific hashtag)

A marketing campaign that doesn’t sleep is needed for this program. A continual, directed presence is important to support enrollment and retention.

## **STRATEGIC GOAL #4 - Partnerships**

As we continue to growth the Center for Hospitality and Culinary Studies it is valuable that we continue to solidify our partnerships with our service area.

New commercial areas are being development with strategic destinations for our graduates within the Merriweather District.

We are open to develop lasting relationships with High School programming that prepares them to enter our degrees with credits directed to student success. This has been done, but needs to be re-developed as ARL program is now closed, which was a feeder.

Graduate pathways to Bachelor’s degrees, entrepreneurship, our entry level supervisor career destinations are available through scholarship opportunities BIC Educational Foundation, Howard Community College Education Foundation, and The Honors program.

The Pineapple Society has been created to improve retention and service learning opportunity reaching both the college community and Howard County.

Bring SkillsUSA to our campus will increase national recognition and competitions as enriching student engagement activities.

Mentioned and listed below are other areas of focus during the duration of the 5-year strategic plan:

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- Merriweather District
  - High School Articulation Continuation
  - 4 year articulations updated MOU's and new locations, including international
  - Continuing Education
  - BICEF (BIC Education Foundation)
  - HCCEF (Howard Community College Education Foundation)
  - Career Services – Pineapple Society (big initiative for retention/and recruitment)
  - ACF local chapter activities
  - Competitions
  - SkillsUSA
  - Howard County Bee Keepers Association
  - Career destinations/Program Support – Baltimore and Washington DC (Guest Speakers/Internships/Jobs)
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# MONITORING THE EFFORT

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As a living document, we expect changes. The Department Chair will use a number of tools, techniques, and procedures to ensure the strategies in this plan are successfully implemented and tracked. These monitoring tools include but may not be limited to As the following:

- InfoView software – provide the percentage increases in enrollment, retention, transfer and graduation
- Conducting an annual SWOT (strengths, weaknesses, opportunities and threats) analysis with the team to see if there are any needed adjustments to the goals or the procedures of how the goals are being met
- Information collection through surveys to determine the satisfaction level of students, partners and any others involved in the program's success
- Course reviews and program reviews – following the timeline provided by the college and noting that all programs are reviewed every five years
- Reporting out of each strategic goal at the end of the fall and spring semesters to summarize and capture key actions that were or still need to be accomplished; identify change in roles/responsibilities of the team; provide the status of resources; report any milestones and overall status of progress to each goal. This will be a team collaboration and Chair will share with the Dean.





## CONCLUSION

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This is a living and breathing document. As the programs grow, the strategic plan will develop and adjust accordingly. The CHCS will continue to provide resources that reflect our response to student needs, stakeholders, college community and initiatives within Academic Engagement programs.

The strategic plan will be reviewed annually during the summer Advisory Committee working retreat which includes a report out by the CHCS team.

