

# Detroit Institute of Gastronomy Strategic Plan

2022-2026

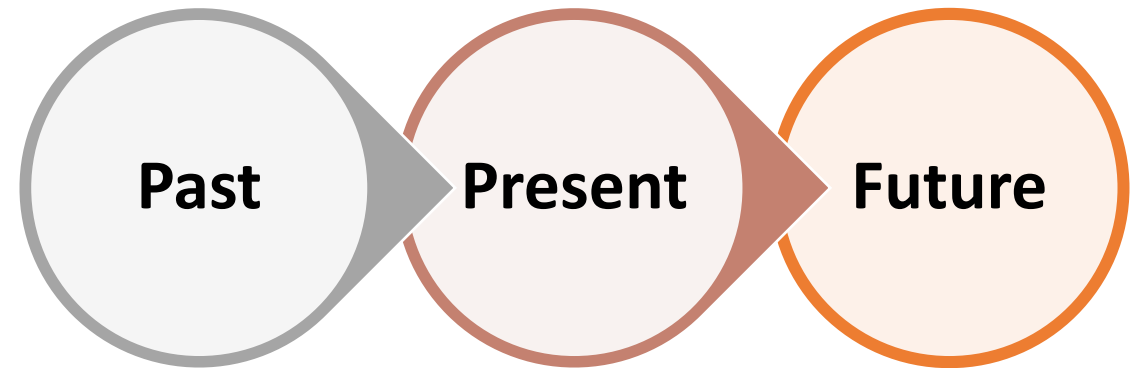
*First Published: December 13, 2021*

*Revision Date: January 2022*



# Plan Introduction

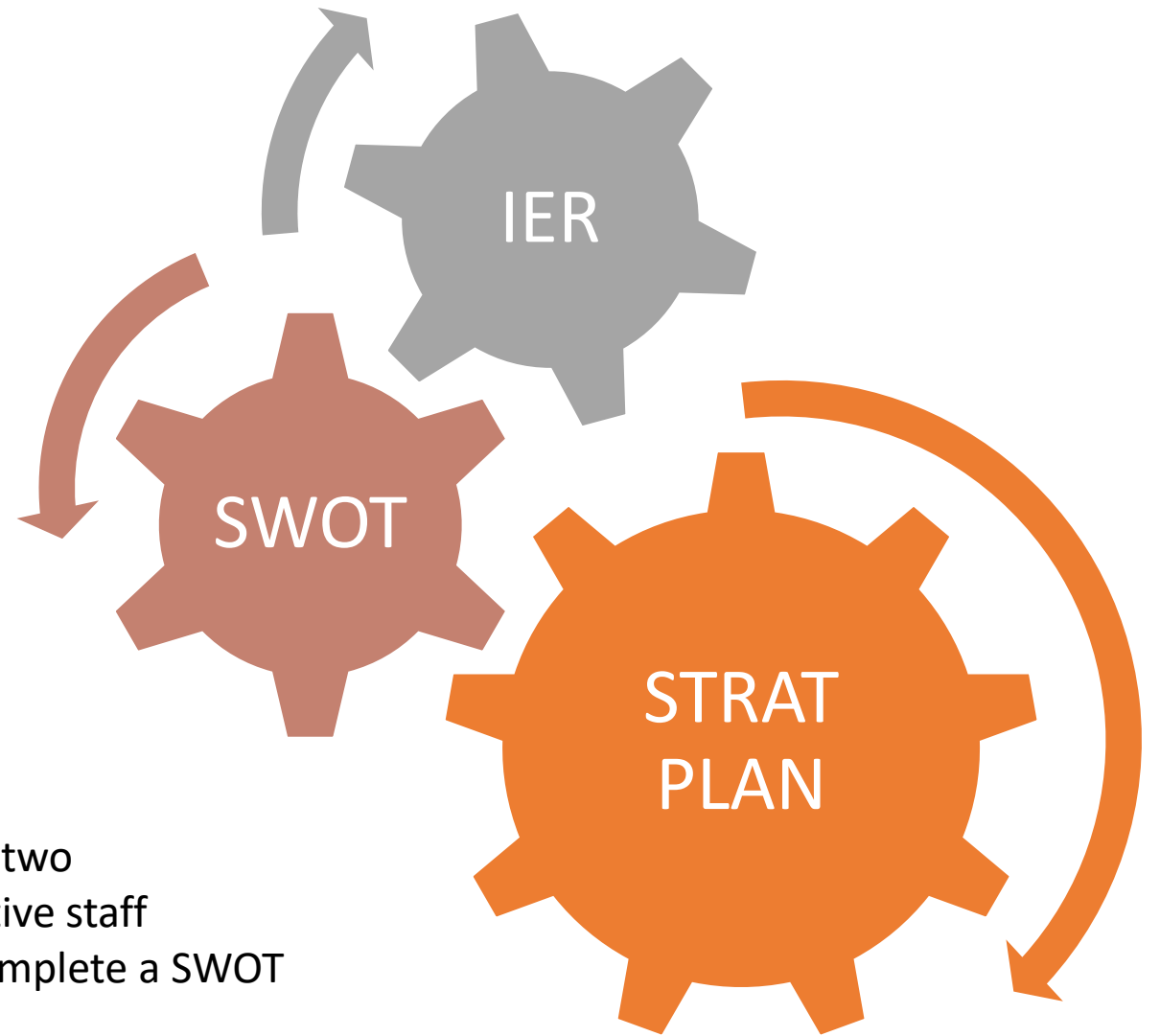
Detroit Institute of Gastronomy (DIG) has developed this strategic plan, targeted at connecting the mission (our purpose) and values (our guide) by answering how we are going to get there (our plan). This plan focuses on credible data to support informed decisions.



Our strategic plan development was a multi-step process incorporating data from our past performance and current position, mixed with an informed speculation into the future. This data is then analyzed creating meaningful goals and actionable initiatives. The result is our strategic plan.



# Development (Input/Process)



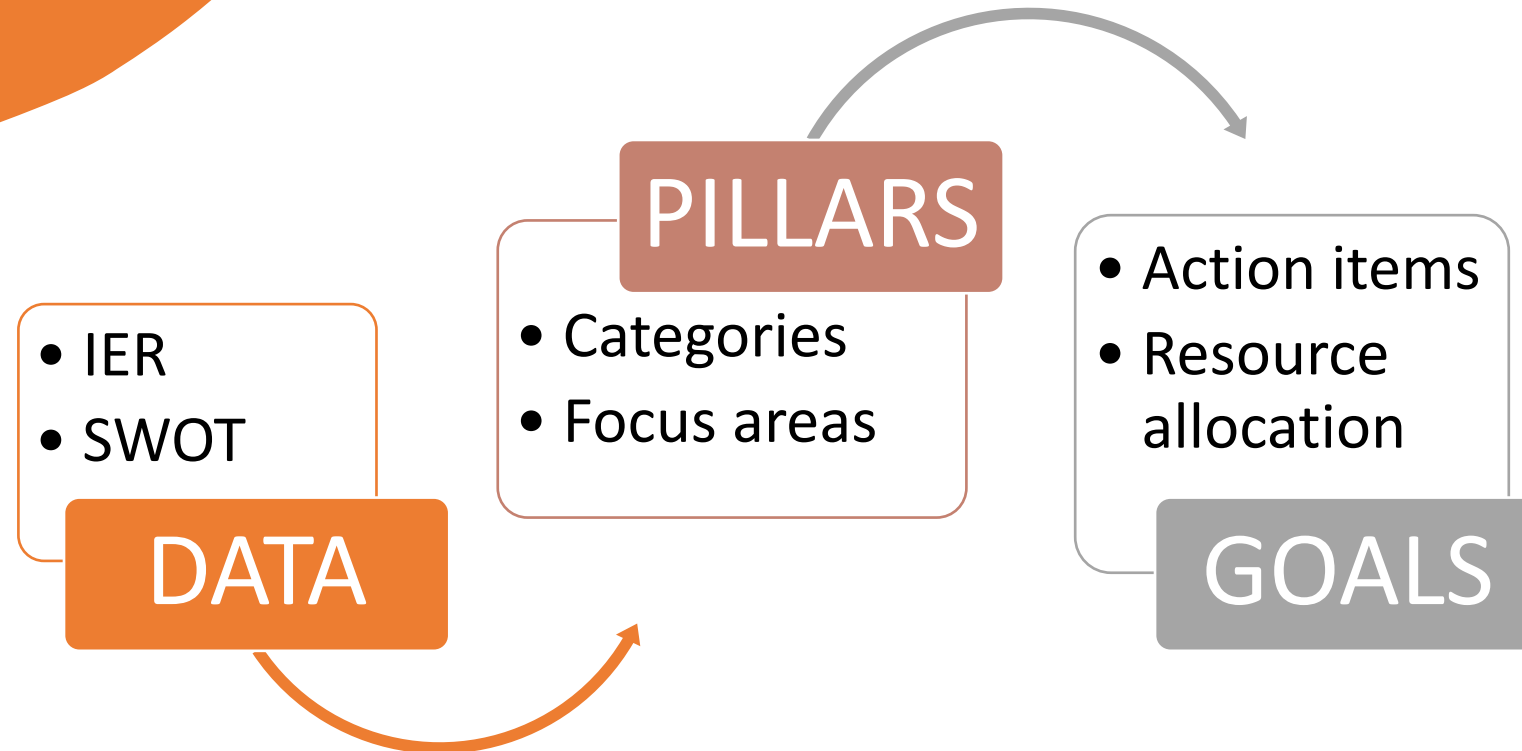
Using the data and analysis provided from the previous two Institutional Effectiveness Reports (IER), the administrative staff Reached out to internal and external stakeholders to complete a SWOT Analysis for DIG.

Using these data points and analyses, the administrative team worked with Soil2Service Board members, the advisory committee, instructional staff and technology team to develop the Strategic Plan.

# Development (Input/Process)

Once the data from the IER and SWOT was processed, the DIG team developed pillars of assessment for the plan. Within these pillars, critical categories were analyzed and aligned with the mission and values of DIG.

This pillar model allowed for the focus development of goals and actionable items for the institution to achieve over the next five years for sustainable strategic growth and development.



# Mission

We are committed to providing quality education crafted to build students with well-informed minds, skillful hands, feet that willingly carry responsibility, heads held high in confidence, hearts for hospitality and, the spirit to serve others.



# Values

Part of the preparedness for a successful life after Detroit Institute of Gastronomy involves self-commitments that ensure the path to graduation or other identified academic goals. Therefore, students at Detroit Institute of Gastronomy have endorsed the following five guiding **E.A.R.T.H.** values:

**Educate** ourselves by asking questions, utilizing resources, and being disciplined to complete what we start.

**Appreciate** people around you, ingredients you utilize, and skillful work habits.

**Respect** the process, the systems, and the craft of cooking for others

**Transcend** life's expectations, situations, and implications.

**Help** develop hospitality in ourselves and others as we grow in service to our community.



# DIG INSTITUTIONAL SWOT ANALYSIS

<p style="text-align: center;"><b><u>Strengths:</u></b></p> <ul style="list-style-type: none"><li>• Innovative education content</li><li>• First to market in Michigan</li><li>• Student support/customer service</li><li>• Industry connections</li><li>• Outside classroom opportunities</li></ul>	<p style="text-align: center;"><b><u>Weakness:</u></b></p> <ul style="list-style-type: none"><li>• Inability to offer FA.</li><li>• Cumbersome LMS Platform.</li><li>• Connection of mentor to student to program.</li><li>• Lack of funding to support staffing growth.</li><li>• Limited marketing budget</li></ul>
<p style="text-align: center;"><b><u>Opportunities:</u></b></p> <ul style="list-style-type: none"><li>• National Program reach</li><li>• Leverage Non-Profit status/"Debt free graduate goal"</li><li>• Provide the platform for existing business training</li><li>• Veteran Outreach – Awareness of GI Bill Tuition</li><li>• Enhance outcome connection (certification in program)</li></ul>	<p style="text-align: center;"><b><u>Threat:</u></b></p> <ul style="list-style-type: none"><li>• State/Federal free Community college funding</li><li>• Uncertainty of hospitality industry culture</li><li>• Perception of low wages in culinary</li><li>• Rising national inflation rates/unstable economy</li><li>• Easy to secure a "job" in the industry</li></ul>



# Structure



Five areas of focus are integrated into each of the four pillars of the strategic plan.

- Financial stability
- Educational development
- Technology integrations
- Marketing and promotions
- Professional Development

Each pillar contains multiple goals addressing these five areas of focus and are strategically aligned for the sustainability and growth of Detroit Institute of Gastronomy.





# Pillars

The culinary industry has a familiar term to all who practice the craft. “Mise en Place” is a French term loosely meaning, everything in its place.

As Detroit Institute of Gastronomy is built on culinary education, this strategic plan forms its four pillars off the word “MISE” or *everything*.

Associating words to each letter and then directly attributing these words to the mission statement, cohesively keeps the goals in line with the Mission.

MISE		
<b>M</b>	Memorable	“a heart for hospitality”
<b>I</b>	Institutional	“head held high in confidence”
<b>S</b>	Sustainable	“spirit to serve others”
<b>E</b>	Education	“crafted to build students with a well-informed mind, skillful hands”



# M - Memorable

Keeping with the development of creating a “spirit of hospitality,” DIG strives to create memorable experiences for all its customers, both internal and external.

Areas of focus under this pillar include:

- Marketing and Outreach
- Educational Content



# M - Memorable

## Analysis of Areas:

- **Marketing and Outreach** – Continuing to create memorable outreach campaigns will help expand the awareness of DIG. We are continuing to introduce the school to the market and investigating digital marketing and outreach platforms.
- Continuing to provide memorable experiences for leads generated through marketing will build enrollment pipeline.
- **Educational Content** – The entire program is now built out and continual process improvements in content will allow for DIG students to have a memorable educational experience
- Improving delivery of content to include more videos and resources will enhance the educational content.

### **WEAKNESS:**

Inability to offer FA.

Lack of funding to support staffing growth.

Limited marketing budget

### **THREATS:**

Uncertainty of hospitality industry culture



# I - Institutional

All the staff and students associated with DIG can hold their heads high in confidence.

Areas of focus under this pillar include:

- Financial Stability
- Professional Development



# I - Institutional

## Analysis of Areas:

- **Financial Stability**– In reviewing the previous two Institutional Effectiveness Reports, the financial stability of DIG is building through the years. DIG continues to operate with a positive bottom line. We continue to save as much money as possible to improve the operations and grow. This area of focus will continue to secure itself as the population of DIG grows.
- Under the Soil2Service (S2S) non-profit status, DIG has the financial security of additional programs to support its operations in the event of emergency. Revenue from other programs operated by S2S are growing and organizational financial security continues to grow.
- Controlled growth of staff and faculty based on enrollments is a key to the financial stability of the school.
- **Professional Development**– Through a focused drive on faculty professional development to achieve the benchmark of two activities a year, the administration is developing plans to develop mentors and support additional professional development for faculty.

### **WEAKNESS:**

Inability to offer FA.

### **THREATS:**

State/Federal free  
Community college  
funding



# S - Sustainable

The spirit to serve others is the foundation of education and operations within DIG. Developing a sustainable operating model will allow the staff and students the ability to continue to serve others in their community.

Areas of focus under this pillar include:

- Financial Stability
  - Technology



# S – Sustainable

## Analysis of Areas:

- **Financial Stability**– The reserve funds for the operating expenses of DIG continue to grow in a very positive direction.
- Leveraging the investment opportunities present, DIG looks to support student education through establishing scholarships for new and active students.
- DIG will work closely with Soil2Service Board Members to explore grant opportunities for the non-profit to support the financial stability.
- Close monitoring of funds will ensure the financial sustainability of DIG.
- **Technology Development**– While the technology platforms currently in use are functional, the development of new platforms will enhance the long-term sustainability of the programs.

### **WEAKNESS:**

Cumbersome LMS Platform.

### **THREATS:**

Rising national inflation rates/unstable economy



# E - Education

DIG is focused to build students with a well-informed mind and skillful hands. Educational development is a critical component of this strategic plan.

Areas of focus under this pillar include:

- Educational Development
  - Technology





# E - Education

## Analysis of Areas:

- **Educational Development**– Diversified educational programming in the area of course content will enhance student knowledge retention and allow for the connection between practical knowledge and applied knowledge through the program.
- Cohesive, focused development of content on outcomes (Certification) will build a productive graduate.
- **Technology Development**– User interfaces and streamlined systems will encourage enhanced connectivity with mentors, students and institution.
- Streamlining systems will allow for a better user experience for mentos, faculty, students and staff.

### **WEAKNESS:**

Cumbersome LMS Platform.

### **THREATS:**

Easy to secure a “job” in the industry



## GOALS:

The following eight goals have been developed to enhance DIG's ability to fulfil the mission. Each Pillar (***M.I.S.E***) contains two goals aligned to enhance the areas of focus.

Through the process of developing pillars and goals to achieve growth and sustainability of DIG, many of the areas of focus crossover. The goals outlined in this plan are achievable and will help enhance the mission and values of the institution



# Initiatives

Each goal has been identified and initiatives have been designed with timelines for achievement. Short term initiatives and long-term initiatives follow each pillar's goals.



# GOALS: M-MEMORABLE

## 1. Increase student population through memorable experiences.

**Area of Focus:** Marketing and Outreach/Financial Stability

**Benchmark:** 200 active students

**Metric:** DIG SIS Active Student Tracking

## 2. Expand opportunities for connectivity between student, mentor and institution.

**Area of Focus:** Education Content

**Benchmark:** 80% completion rate of satisfaction survey

**Benchmark:** Host In-person Annual DIG Conference/Graduation

**Metric:** DIG Form Tracking and Participation in events



# Initiatives **M-MEMORABLE**

## Short Term

1. Develop comprehensive marketing plan
  - a. Identified audience – High school/Non-traditional/Skill Development
  - b. Enhance concierge admissions scripting and communication flow
2. Finish Mentor Training to enhance useability

## Long Term

1. Quarterly lead generation of 300 inquiries through digital platforms
2. Host hybrid apprentice conference to program in-person event



# GOALS: I – INSTITUTIONAL

## 1. Achieve Accreditation benchmarks for US-DOE

**Area of Focus:** Financial Stability

**Benchmark:** Earn DEAC Accreditation – Title IV eligibility

**Benchmark:** Earn World Chefs Accreditation

**Benchmark:** Stats of Michigan associates Degree granting institution

**Metric:** Earning accreditation

## 2. Expand Student Support resources.

**Area of Focus:** Financial Stability

**Benchmark:** Concierge team of five FTEs

**Metric:** New hire paperwork/student enrollment



# Initiatives: I- INSTITUTIONAL

## Short Term

1. Complete DEAC Initial application material
2. Hire 1 part time concierge to enhance lead follow up

## Long Term

1. Apply for SOM Associate Degree eligibility
2. Establish a student support resource library containing videos, websites and contacts for support academically and personally.



# GOALS: S - SUSTAINABLE

## 1. Build endowment/Reserve Fund for scholarships and professional development

**Area of Focus:** Financial Stability – Professional Development

**Benchmark:** \$40,000 in accessible scholarship and development funds per year

**Metric:** Expense form tracking

## 2. Enhance partner relationships with POE, NGO and Business

**Area of Focus:** Financial Stability

**Benchmark:** Five enrollments annually from direct partner referral

**Metric:** CRM tracking





# Initiatives: S – SUSTAINABLE

## Short Term

1. Formally establish endowment fund
2. Develop outreach plan for current partners

## Long Term

1. Award \$1,500 scholarship one per quarter for new starts
2. Formally partner with hospitality businesses



# GOALS: E - EDUCATION

## 1. Publish DIG Culinary Textbook with engaging content

**Area of Focus:** Educational Content

**Benchmark:** Publish textbook in line with US-DOE Appendix A

**Metric:** Chapter/Section development progress

## 2. Transition to streamlined, updated LMS Platform

**Area of Focus:** Technology Improvements

**Benchmark:** Single platform for all student-mentor access

**Metric:** Transition to platform – OJL into RTI courses



# Initiatives: E - EDUCATION

## Short Term

1. Organize content into ideal educational delivery to align with outcomes for class and program
2. Determine best solution for LMS upgrades

## Long Term

1. Create content to enhance test book material
2. Transition content to new LMS – begin with OJL classes, Skills and hours tracking.



# Resource Alignment

Working off the 2022 budget for Soil2Service/DIG, resource alignment has been identified in two sections for each pillar's area of focus:

**Year 1– Year 2**

**Year 3 – Year 5**

The financial numbers in relation to goals and actions will be closely monitored to ensure adequate resources are provided to achieve this plan. Student enrollment, along with the overall success of Soil2Service will determine growth in each of the areas.



# Resource Alignment: M - MEMORABLE

## Marketing and Outreach

### Year 1 - 2

- \$20,000 annual budget as been allocated for marketing and outreach.
- Director will work closely with the creative team to develop content.
- Not to exceed 24% of Annual DIG Income.
- 1 Director to allocate 30% of weekly efforts to marketing and outreach.
- Year 1-Q1 will see the start of the first part-time concierge hopefully building to full time by Y1-Q3 (based on performance).

### Year 3-5

- Each year the marketing plan will be analyzed, and budget based on performance will determine amount to be spent on this pillar.
- Using a baseline of 24%, we hope to increase actual dollars allocated to this pillar in year 3-5.



# Resource Alignment: M - MEMORABLE

## Educational Content

### Year 1 - 2

- \$2,000 annual budget as been allocated for content development and creation in year 1.
- Director(s) to identify critical needs for content enhancement and leverage these dollars to enhance education content delivery.
- Not to exceed 3% of annual DIG income.

### Year 3-5

- As population continues to grow, we look forward to enhancing the allocation percentage to 5% or more in years 3-5.



# Resource Alignment: I - INSTITUTIONAL

## Financial Stability

### Year 1 - 2

- \$14,000.00 is budgeted in the first year for accreditation with DEAC and World Chefs. This will cover the initial application and self study fees associated with both organizations.
  - *These costs are higher during the initial phases of accreditation.*
- Directors(s), support committees and the Soil2Service BOD have agreed to allocate time and effort resources to the goal of accreditation.

### Year 3-5

- Site visits will be required in future years along with annual dues. As the accreditation process continues to develop, appropriate financial resources will be allocated.



# Resource Alignment: I - INSTITUTIONAL

## Professional Development

### Year 1 - 2

- \$900.00 has been allocated to Faculty Professional Development in the first year. \$300.00 to each faculty member that has taught a minimum of three (3 credit) courses within the previous 4 quarters.
  - *Professional Development funds are issued on a reimbursement system.*

### Year 3-5

- We look to grow the professional development to \$1,200.00 per year per faculty member allocation once student enrollment benchmarks are met.





# Resource Alignment: S - SUSTAINABLE

## Financial Stability

### Year 1 - 2

- Through the first few years of operation, DIG and Soil2Service (S2S) have secured \$50,000.00 to launch and set up the endowment fund.
- The S2S Board will begin fundraising efforts to help build the endowment fund in years 1 and 2.
- DIG and Soil2Service will actively seek grants to help build the endowment fund

### Year 3-5

- Working closely with the Advisory Committee and the BOD, dedicated annual fundraising planning will be development to support the financial stability of DIG through the endowment fund.



# Resource Alignment: E - EDUCATION

## Education Development

### Year 1 - 2

- Director team will allocate time during the first year to determine the best platform for the DIG Textbook.
- Utilizing existing material, the DIG education team will outline the content of the textbook and determine the required assets needed.

### Year 3-5

- Content creation and enhancement will be aligned with the Educational Content resource alignment to work cohesively with this goal objective.



# Resource Alignment: E - EDUCATION

## Technology

### Year 1 - 2

- Time will be allocated to determine the optimal platform to stage the growth and align assets for optimal performance in the development of a LMS.
- \$10,000.00 is reserved to launch a new LMS platform once technology platform has been determined.

### Year 3-5

- Continued enhancements to technology will be a priority for the DIG team and ensuring that 6% of the income (\$5,000.00 minimum) from DIG is reserved on an annual basis for improvements and enhancements to technology.



# Conclusion

## Goal Tracking

Shared documents will be used to monitor the progress of these initiatives.

### MONTHLY GOAL TRACKING

At the conclusion of every quarter, performance metrics will be tracked, and analysis of goals will be discussed to ensure resource allocation is appropriate based on performance.



# Conclusion

## Annual Review

Every December at the conclusion of the year, this Strategic Plan will be reviewed and updated to adjust to current operations and performance.

The goal of this Strategic Plan, targeted at connecting the mission (our purpose) and values (our guide) to answer how we are going to get there (our plan) is an ongoing continuous improvement process.

With the support and help from Soil2Service, The Apprentice Advisory Committee and additional stakeholders, we look forward to annual review meetings of this Strategic Plan.



# Conclusion

## Team

The following individuals contributed to the development of this Strategic Plan:

- Jeremy Abbey – DIG
- John Piazza – DIG
- Lianne Lyne – Soil2Service BOD
- Eric Abbey – Soil2Service BOD
- Danielle Todd – Soil2Service BOD
- Geoffrey Deveraux – Soil2Service BOD
- Michael Hix – Soil2Service BOD

