

# Strategic Plan 2020-2025

Vision/Mission

## Vision

To be the global leader of hospitality and tourism education, industry engagement, and talent development.



## Mission

ICHRIE is a global and multi-cultural community of hospitality and tourism professionals dedicated to the pursuit, discovery, advancement, and sharing of knowledge and experiences, relevant to the hospitality and tourism industry and its future leaders.

Values

### Spirit of Hospitality:

We believe in hospitality as the key to overcome challenges in order to provide our members an unrivalled, personalized service.

### Knowledge:

We believe education and research serve as conduits that bind the global community.

### Participation & Collaboration:

We continuously evolve as professionals through research discovery, experiences, information sharing and collaborations.

### Inclusiveness:

We respect people, value diversity, and are committed to equality for everyone.

Growth Areas

Nurture and Grow Trusted High Value Relationships with ICHRIE stakeholders

Member Services

Teaching and Learning

Research Agenda

Organizational Culture

Organization

Provide Necessary Organizational Capability

Technology

Organizational Structure

Board Member Accountability

Communication Tools

Products and Services

<b>Growth Area: Member Services</b>	<b>Growth Area: Teaching and Learning</b>
Leverage technology for the purpose of recruiting and retaining members.	Provide membership with resources that support best practices in teaching and learning.
Expand the knowledge and network of affiliated professional organizations and associations into the ICHRIE community.	Provide membership opportunities to glean insight from industry partners to ensure students are industry-ready and curriculum is industry relevant.
Increase member satisfaction and engagement.	Provide membership with resources pertaining to current trends in higher education.
Develop conference planning and programming to enhance member experience.	Provide ESD members with opportunity to engage and gain knowledge from industry partners.
<b>Growth Area: Research</b>	<b>Growth Area: Organizational Culture</b>
Enhance research that is relevant for teaching and education.	Provide enhanced technologies that support organizational needs.
Enhance research that is relevant and useful to industry and public policy.	Improve and expand current website to include social media elements, intuitive design, information and activities of all the federations, blogs, etc.
Develop quality research presentations that are relevant and add value to the field.	Strengthen fiduciary and fund-raising processes and procedures
Enhance research that advances theoretical and scholarly publications.	Develop programs and process that supports a multicultural, global culture throughout the entire organization.
Create sharing/collaboration space for members.	Cultivate board member and staff accountability, action, and professionalism for effective governance. Embrace the spirit of hospitality.
	Create organizational structure to support mission, vision, values, goals and objectives.
	Provide initiatives for the development and retention of ESD chapters around the world.
	Increase organizational awareness within ICHRIE of the value and benefits of ESD.

<b>Objective:</b>	<b>Actions:</b>
Leverage technology for the purpose of recruiting and retaining members.	<ol style="list-style-type: none"> <li>1. Create advertising opportunities for vendor/supplier recruitment.</li> <li>2. Develop new web page on ICHRIE website for schools to reach perspective students.</li> <li>3. Identify geographic areas not being served by existing federations.</li> </ol>
Expand the knowledge and network of affiliated professional organizations and associations into the ICHRIE community.	<ol style="list-style-type: none"> <li>1. Open communications, identify interests/linkages with sister associations. Opportunities to leverage content/sharing information.</li> <li>2. Explore credentialing opportunities.</li> <li>3. Work with STR to collect listing of applications/CHIA certification awardees.</li> <li>4. Work with AHLEI to collect data regarding certification completion rates.</li> </ol>
Increase member satisfaction and engagement.	<ol style="list-style-type: none"> <li>1. Conduct member satisfaction survey.</li> <li>2. Develop industry/business partner profile pages on website allowing members to explore the scope of career opportunities for their students and open faculty positions &amp; leadership positions in member schools.</li> <li>3. Create university partner profile pages allowing sharing of research and curriculum activities of its faculty.</li> </ol>
Develop conference planning and programming to enhance member experience.	<ol style="list-style-type: none"> <li>1. Review current conference schedule and consider improvements, additions, etc.</li> <li>2. Leverage all six federation conferences</li> <li>3. Create plan for increasing participation</li> <li>4. Incorporate networking, learning, research and additional types of activities.</li> <li>5. Review of technology options for enhance conference participation</li> </ol>



<b>Objective:</b>	<b>Actions:</b>
Provide membership with resources that support best practices in teaching and learning.	<ol style="list-style-type: none"> <li>1. Host members only webinar series featuring best practices with topics selected by the members.</li> <li>2. Establish peer-reviewed Scholarship of Teaching and Learning presentations and publishing opportunities.</li> <li>3. Curate and create repository of “TED Talks” that can be utilized in the classroom. <a href="https://www.ted.com/participate/organize-a-local-tedx-event">https://www.ted.com/participate/organize-a-local-tedx-event</a></li> <li>4. Live webinars that students from member schools could join simultaneously.</li> <li>5. Virtually host an extended teaching consortium including discussion on assessing outcomes or different approaches to teaching with a view of best practices both inside the classroom and beyond.</li> </ol>
Provide membership opportunities to glean insight from industry partners to ensure students are industry-ready and curriculum is industry relevant.	<ol style="list-style-type: none"> <li>1. Curate information and statistics on trends in higher education.</li> <li>2. Develop a “hots topics” section of website for postings and discussions regarding industry innovations and best practices.</li> <li>3. Offer members the opportunity to explore and present contemporary issues occurring in the hospitality and tourism industry.</li> <li>4. Develop list of speakers from professional associations and industry organizations.</li> </ol>
Provide membership with resources pertaining to current trends in higher education.	<ol style="list-style-type: none"> <li>1. Implement a speaker series featuring speakers from higher education (i.e. presidents, deans, etc.)</li> <li>2. Post “pineapple tidbits” on website featuring news and tips in hospitality higher education.</li> <li>3. Create a repository of e-resources, i.e. AHLEI resources, STR, and other online/offline resources.</li> <li>4. Revamp Communique or develop new mini-publication to share current trends information</li> </ol>
Provide ESD members with opportunity to engage and gain knowledge from industry partners	<ol style="list-style-type: none"> <li>1. Host virtual speaker series from ESD alumni and industry partners</li> <li>2. Create a second ESD student event; the Virtual Student Conference 2021</li> <li>3. Engage with industry and community to develop service themes</li> </ol>



Objective:	Actions:
Enhance research that is relevant for teaching and education.	<ol style="list-style-type: none"> <li>1. Conduct audit of existing technology and its ability to execute needed functions to meet member and organizational needs.</li> <li>2. Invite star teacher/scholars to contribute articles that are empirically and methodologically sound to JHTE to improve its quality and reach.</li> <li>3. Host an extended consortium including different approaches to pedagogy based on pedagogical research in hospitality..</li> </ol>
Enhance research that is relevant and useful to industry and public policy.	<ol style="list-style-type: none"> <li>1. Encourage and showcase white papers relevant to industry</li> <li>2. Encourage research that studies impact of public/government policy on HT industry.</li> <li>3. Partner with news outlets such as HotelNewsNow to publish research reports and white papers to increase association visibility.</li> </ol>
Develop quality research presentations that are relevant and add value to the field.	<ol style="list-style-type: none"> <li>1. Have panel discussions (at conference) on ways to conduct research on pedagogy used in HT programs that is unique and innovative.</li> <li>2. Broaden field of HT to include “services” by inviting journal editors in the field to conference to collaborate.</li> </ol>
Enhance research that advances theoretical and scholarly publications	<ol style="list-style-type: none"> <li>1. Conduct webinars throughout year inviting top scholars to present their work.</li> <li>2. Host extended research consortium focused on junior scholars.</li> <li>3. Develop a program that pairs junior and senior scholars in mentoring relationships.</li> <li>4. Provide list of resources for research on website (e.g. ResearchBeast, ANAHEI, etc.)</li> </ol>
Create sharing/collaboration space for members	<ol style="list-style-type: none"> <li>1. Add “cutting-edge” /exemplar research on website.</li> <li>2. Develop a program that pairs junior and senior scholars in mentoring relationships.</li> <li>3. Develop discussion board regarding current studies/works in progress that members can share and discuss.</li> </ol>



Objective:	Actions:
Provide enhanced technologies that support organizational needs.	<ol style="list-style-type: none"> <li>1. Conduct audit of existing technology and its ability to execute needed functions to meet member and organizational needs.</li> <li>2. Develop annual technology review.</li> </ol>
Improve and expand current website to include social media elements, intuitive design, information and activities of all the federations, blogs, etc.	<ol style="list-style-type: none"> <li>1. Develop website team to conduct needs analysis, design new web, and institute plan for updates, content gathering, etc.</li> <li>2. Create social media plan.</li> <li>3. Assess needs of SIGS and create space on website.</li> </ol>
Strengthen fiduciary and fund-raising processes and procedures	<ol style="list-style-type: none"> <li>1. Explore revenue generation streams.</li> <li>2. Create a plan for fundraising.</li> <li>3. Review membership structure for all categories.</li> <li>4. Consider recruitment incentives.</li> <li>5. Develop an audit process including member review portion.</li> </ol>
Develop programs and process that supports a multicultural, global culture throughout the entire organization.	<ol style="list-style-type: none"> <li>1. Map geographies with federation contact info.</li> <li>2. Develop a plan for a % of journal articles translated into other languages.</li> <li>3. Actively practice phrase and words of all member countries.</li> <li>4. Create programing that encourages collaborations of research between various countries around ICHRIE.</li> </ol>
Cultivate board member and staff accountability, action, and professionalism for effective governance. Embrace the spirit of hospitality.	<ol style="list-style-type: none"> <li>1. Reviewing and creating plan for executing position responsibilities per the position description.</li> <li>2. Provide professional development for staff.</li> <li>3. Provide professional development for board members.</li> <li>4. Develop a code of conduct.</li> </ol>
Create organizational structure to support mission, vision, values, goals and objectives.	<ol style="list-style-type: none"> <li>1. Based on strategic plan, determine skill sets needed from staff to support the plan.</li> <li>2. Provide training/development to skill up staff when appropriate.</li> <li>3. Determine job descriptions for needed additional staff.</li> </ol>
Provide initiatives for the development and retention of ESD chapters around the world	<ol style="list-style-type: none"> <li>1. Develop a 6<sup>th</sup> Point of Honor: Inclusion and Diversity</li> <li>2. Initiate ESD alumni engagement campaign</li> <li>3. Provide full historical perspective of ESD</li> <li>4. Develop and execute virtual induction ceremony options</li> <li>5. Maintain communications via Communique, ESD Newsletter, and ICHRIE announcements</li> <li>6. Develop marketing plan for increased membership</li> </ol>
Increase organizational awareness within ICHRIE of the value and benefits of ESD	<ol style="list-style-type: none"> <li>1. Make ICHIRE members aware of ESD through webinars, communications, and presence at annual conference</li> <li>1. Social Media Campaign</li> <li>2. Publicize the Chapter of Distinction Awards</li> <li>3. Develop an ESD E-Store with ESD logo merchandise</li> </ol>

