



**UNIVERSITY OF
GEORGIA**

**Center for Continuing
Education & Hotel**

2018-2022 Strategic Plan

2018-2022 Strategic Plan

2018-2022 Strategic Plan

Table of Contents

Introduction from the Director	4
Executive Summary	5
Vision, Mission, Core Values	7
Strategic Directions	
Overview	8
Strategic Direction I Staff Recruitment, Retention, and Development....	9
Strategic Direction II Continuing Education.....	13
Strategic Direction III Collaborations and Partnerships	15
Strategic Direction IV Communication and Marketing	17
Strategic Direction V Internal Processes and Systems.....	19
Strategic Direction VI Usage of the Facility.....	20
Appendix	23

Introduction from the Director

As the University of Georgia Center for Continuing Education & Hotel marks its 60th year of business and service to the state of Georgia, we take this time to celebrate our rich history and tradition while also committing ourselves to future growth and enhancement. As a unit of Public Service & Outreach at the University of Georgia, we are steadfast in our commitment and responsibility to serving the needs of the University, the state of Georgia, and all our guests and partners. Through renovations to the facility and additions to the catalogue of continuing education courses, the Georgia Center is reenergizing itself and preparing for a new era of accelerated growth.

The Georgia Center has always been a gateway to the University of Georgia for generations of guests and customers—both on campus and online—and we are enhancing the learning environment for everyone we work with and serve. Since we opened our doors in 1957 with the help of the W.K. Kellogg Foundation and the Georgia legislature, we have been dedicated to serving the educational needs of countless individuals and organizations. Today, the Georgia Center continues to play a critical and leading role in providing continuing education services to people of all ages and backgrounds, and we are constantly striving to improve and innovate to serve their changing needs.

In Fiscal Year 2017, we achieved high measures of success, and we look forward to continue growing and doing more. We are proud of what our accomplishments represent—the reach and impact we have on the University, our clients, students, and the state of Georgia. Over the next five years, we will be making extensive improvements and undertaking significant renovations to allow us to grow and exceed expectations.

From our continuing education courses to hosting UGA football weekend guests, the Georgia Center is many things to many people, and we are honored to serve and meet the needs of our guests. On behalf of all the dedicated and proud employees of the Georgia Center, I hope you enjoy reading our 2018-2022 Strategic Plan and learning about the directives and priorities we have set for the next five years. I am optimistic that during this time, our reputation as a center of excellence in continuing education will herald a new era of connectedness and success for the Georgia Center, the University of Georgia, and all those with whom we interact and serve.



Dawn H. Cartee, Ed.D.
Director

Executive Summary

2018-2022 Strategic Plan

To develop the 2018-2022 Strategic Plan, the Director of the Georgia Center convened a group of six unit directors and six managers to serve as the Core Planning Group with the responsibility of reviewing data and determining key action steps for the strategic plan. Another three individuals comprised the Strategy and Facilitation Team. Two faculty members from the J.W. Fanning Institute for Leadership Development, skilled in leading strategic planning efforts, were contracted to design and facilitate the planning process. A Strategic Planning Coordinator, who had previously worked for both the Georgia Center and the Fanning Institute, was retained to manage internal logistics, maintain records, and draft the final document.

To ascertain as much data as possible for the strategic plan, the Director and Strategy and Facilitation Team developed a comprehensive agenda that included efforts to interview numerous stakeholders and partners.

From January to March 2017, the Strategy and Facilitation Team conducted the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, by first conducting 12 interviews with the Core Planning Group. Next, they interviewed 16 stakeholders, representing the UGA campus, Athens community, and external clients and partners. They then conducted a 14-person focus group at the Public Service & Outreach Unit Director's Meeting, where they sought input from the leaders of PSO at UGA. As the final step of the SWOT analysis, they facilitated six focus group sessions with 144 employees, including full-time, part-time, temporary, and student workers.

What We Learned

From the SWOT analysis, nine themes emerged and were presented to the Director and Core Planning Group:

- Revisit Identity
- Develop Communication and Marketing Strategies
- Improve, Renovate, and Maintain the Facility
- Enhance the Guest/Customer Experience
- Assess/Evaluate Services and Programs
- Assess/Evaluate Processes and Procedures
- Develop and Strengthen Partnerships, Collaborations, and Community Engagement
- Create/Strengthen Professional Development Opportunities for Staff
- Funding and Resource Development

The Core Planning Group reviewed the recommendations from the SWOT Analysis, and through collaborative planning, they determined six key issues that became the Strategic Directions. After identifying the six Strategic Directions, they developed action steps and tasks as well as Accountability Measures and Success Indicators.

Next Steps

The Director and Core Planning Group will continue working with all employees of the Georgia Center to achieve the objectives of the Strategic Directions. Numerous action steps are included in the plan, and goals have been developed that require sustained and concentrated efforts. The Director and Core Planning Group will reconvene in December 2017 and every six months thereafter to assess and monitor progress and make adjustments as necessary.

Vision, Mission, Core Values

2018-2022 Strategic Plan

In developing the work plans for the final document, four members of the Core Planning Group volunteered to lead the creative efforts to update and revise the Georgia Center's Vision, Mission, and Core Values statements. They examined and discussed the Georgia Center's mission as a Public Service & Outreach unit, and after several collaborative meetings, they presented their work to the entire Core Planning Group for feedback. As a group, they made final edits and achieved consensus around the following statements:

Vision

Transforming generations through meaningful educational opportunities and experiences.

Mission

As a unit of Public Service & Outreach at the University of Georgia, the Center for Continuing Education & Hotel enriches the lives of generations of learners and produces lasting impact through outstanding educational programs and services.

As a prominent gateway to the University, the Georgia Center serves to:

- Foster professional and personal growth through educational programs and partnerships, and
- Create an engaging and inclusive environment that supports intellectual exchange.

Core Values

To work purposefully and provide exceptional educational programs and services, the Georgia Center embodies these Core Values:

University of Georgia Center for Continuing Education & Hotel

- **Excellence:** We commit to continuous improvement in our actions, services, and programs.
- **Collaboration:** We engage with individuals and organizations to create successful partnerships.
- **Responsiveness:** We develop creative and dynamic solutions.
- **Diversity:** We foster a culture where every voice matters.
- **Transparency:** We conduct ourselves with openness and professionalism in all aspects of our business.
- **Access:** We serve as a prominent gateway to the University of Georgia for generations of learners.

Strategic Directions

Overview

Six Strategic Directions are outlined in the Georgia Center's 2018-2022 Strategic Plan. All six are interdependent, and each is of utmost importance. Following each Strategic Direction are descriptive action steps and tasks along with the Accountability Measures And Success Indicators by which actions will be measured for success.

Understanding that delivering exceptional levels of service to our customers, guests, and partners requires professional and well-trained employees, **Strategic Direction I** focuses on staff recruitment, retention, and development. **Strategic Direction II** addresses the vital importance of continuing education and outlines our efforts to enhance, expand, and develop educational opportunities. **Strategic Direction III** emphasizes a core value of the Georgia Center to collaborate and partner with others on campus, in the local community, and beyond.

2018-2022 Strategic Plan

Recognizing the importance of competitive, modern communication and marketing strategies, **Strategic Direction IV** outlines how the Georgia Center plans to increase its reach and presence through traditional and digital methods. **Strategic Direction V** focuses on improving internal processes and systems so that Georgia Center staff are positioned to exceed expectations while also enjoying an engaging and rewarding employment experience. **Strategic Direction VI** addresses plans for improving and increasing the usage of the facility to position the Georgia Center to continue serving the needs of its customers, guests, and partners.

Strategic Direction I

Staff Recruitment, Retention, and Development

Goal 1: Develop and retain high-quality employees

- **Strategy 1: Review staffing models and identify core skill sets for each position to support employee professional growth and development**
 - Evaluate and revise staffing models
 - Develop core skill sets for each position
 - Organize and share information throughout the Georgia Center departments

Accountability Measures and Success Indicators

- Complete examination and revisions by December 2018
- Develop core skill sets by June 2019
- Make the core skill sets available to all employees by June 2020

- **Strategy 2: Create professional development training calendar for ongoing mandatory training**

- Determine training needs for all categories of employees (full-time, part-time, temporary, student)
- Create training modules in English and Spanish languages
- Create and implement training calendar and tracking mechanism
- Evaluate training and make revisions as needed

Accountability Measures and Success Indicators

- Complete training calendar by July 2018
- Train all employees by July 2019 and then ongoing
- Identify and complete revisions by December 2019 and update annually

- **Strategy 3: Create leadership pipeline program and promotable tracks within departments to engage, retain, and reward employees**

- Determine leadership skills and aptitudes necessary for advancement and promotion for all staff and management
- Establish leadership pipeline program and promotable tracks (process, candidate identification criteria, format, advancement opportunities, etc.)
- Design evaluation to assess effectiveness
- Implement leadership pipeline program
- Evaluate program based on design and criteria

Accountability Measures and Success Indicators

- Establish leadership pipeline program by December 2020
- Implement leadership program by July 2021
- Evaluate and revise program by July 2022 and update annually

- **Strategy 4: Enhance internal efforts to develop and retain staff diversity in accordance with UGA Human Resources and Public Service & Outreach diversity policies and directives**
 - Research and identify best practices for diversity in Georgia Center hiring and recruitment practices
 - Refine and implement internal hiring and recruitment strategies that adhere to the policies and procedures of PSO

Accountability Measures and Success Indicators

- Establish best practices guidelines by December 2017
 - Complete implementation of best practices into hiring and recruitment efforts by March 2018
 - Evaluate best practices guidelines in December 2018 and then annually and as required
- **Strategy 5: Establish a formal Employee Recognition Program**
 - Develop criteria, format, process, etc.
 - Implement Employee Reward and Recognition Program
 - Host and celebrate annual recognition events

Accountability Measures and Success Indicators

- Create recognition program criteria, format, and process by December 2017
- Implement program by January 2018
- Host recognition ceremony by July 2018 and then annually
- Evaluate annually and maintain ongoing program

Goal 2: Recruit high-quality employees

• **Strategy 1: Develop strategies for employee recruiting and hiring**

- Review and update existing recruiting and hiring processes
- Train supervisors and managers on recruiting and hiring policies and procedures
- Evaluate success of policies and procedures annually and ongoing

Accountability Measures and Success Indicators

- Review and update recruitment policies and procedures by December 2017
- Train all hiring supervisors and managers by July 2018
- Evaluate first year and make revisions as needed by June 2019

• **Strategy 2: Enhance internal efforts to increase the recruitment of diverse staff**

- Develop strategies to identify and recruit diverse candidates for employment opportunities

Accountability Measures and Success Indicators

- Develop affiliation with organizations and networks to reach and recruit diverse candidates by December 2017
- Evaluate effectiveness of recruitment strategy in July 2018 and then annually and as required

Goal 3: Enhance excellence in customer service to provide consistently positive customer and guest experiences

2018-2022 Strategic Plan

- **Strategy 1: Create and implement training programs to improve employees' ability to manage customer experiences and proactively anticipate their needs**
 - Identify and retain an employee training program consultant
 - Research industry standards and determine Georgia Center-specific service standards
 - Develop evaluation method to test effectiveness of training program
 - Implement training program for all employees
 - Review evaluations and make changes

Accountability Measures and Success Indicators

- Implement training program by December 2018 and evaluate annually
- Achieve and maintain customer service satisfaction of 80% satisfied or very satisfied by December 2019

Strategic Direction II

Continuing Education

Goal 1: Enhance, expand, and develop Continuing Education (CE) programming

- **Strategy 1: Develop plan to enhance and expand the reach of CE**
 - Identify portfolio enhancement and expansion opportunities with existing on-campus and online programs
 - Identify potential UGA program partners

University of Georgia
Center for Continuing
Education & Hotel

- Identify potential external program collaborations
- Enhance and expand contract training service
- Develop and issue a request for proposals for marketing, advertising, and promotion of CE programs
- Review proposals and retain marketing firm

Accountability Measures and Success Indicators

- Complete enhancement and expansion plan by December 2017
- Identify three new potential UGA partners by 2021
- Identify three new external program collaborations by 2021
- Increase revenue by 3% annually over previous year's results

- **Strategy 2: Conduct market research for program needs to identify gaps and demands in workforce training**

- Identify and retain CE market research company
- Complete and disseminate market research to staff
- Develop plan to implement program research findings and recommendations
- Execute plan

Accountability Measures and Success Indicators

- Complete market research by January 2019
- Execute market research findings and recommendations by July 2019

- **Strategy 3: Develop plans to support funding of new programs and expand student accessibility**

- Research viable grant and scholarship opportunities (in conjunction with PSO's Director of Development)
- Secure new sponsors for Office of Academic Special Programs
- Apply for funding opportunities (grants, scholarships, etc.)

Accountability Measures and Success Indicators

- Secure three new sponsors for Office of Academic Special Programs by July 2019
- Identify and apply for three grants and/or sponsorships, etc., by December 2019

Strategic Direction III

Collaborations and Partnerships

Goal 1: Enhance and establish collaborations and partnerships

- **Strategy 1: Enhance existing collaborations and partnerships**
 - Assess performance of existing collaborations and partnerships (C&P) against current measures and goals
 - Review and develop evaluation criteria for viable C&P
 - Assess existing C&P against criteria
 - Negotiate opportunities to advance or grow C&P
 - Evaluate partnership results with partner and make modifications for improvement

Accountability Measures and Success Indicators

- Connect with all existing partners to negotiate growth opportunities by July 2018
- Evaluate and identify C&P revisions by July 2018 and then annually
- **Strategy 2: Establish new campus collaborations and partnerships**
 - Develop criteria for viable C&P
 - Research opportunities, including lapsed C&P

- Establish relationships based on agreed-upon goals or initiatives
- Formalize and implement C&P
- Evaluate relationships and make modifications and improvements

Accountability Measures and Success Indicators

- Complete criteria and research by March 2018
- Establish and implement C&P by 2021:
 - » Three new Continuing Education C&P
 - » Two new Hotel/Conference Center C&P
- Determine baseline against which annual goals will be established based on new C&P

- **Strategy 3: Establish new partnership with College of Agriculture and Environmental Sciences for a hospitality management degree program**

- Finalize and implement all aspects of partnership agreement by July 2018

Accountability Measures and Success Indicators

- Determine accountability for the hospitality management program
- Obtain Board of Regents approval for the hospitality management program
- Launch the hospitality management program in Fall Semester 2019

- **Strategy 4: Establish new external collaborations and partnerships**

- Develop criteria for viable C&P
- Research opportunities, including lapsed C&P
- Establish relationships based on agreed-upon goals or initiatives
- Formalize and implement C&P
- Evaluate relationships and make modifications and improvements

Accountability Measures and Success Indicators

- Complete criteria and research by March 2018
- Establish and implement C&P by 2021:
 - » Three new Continuing Education C&P
 - » Two new Hotel/Conference Center C&P
- Determine baseline against which annual goals will be established based on new C&P

Strategic Direction IV

Communication and Marketing

Goal 1: Develop measures to establish and promote the Georgia Center as a modern, full-service, educational conference center

- **Strategy 1: Develop a marketing plan to promote the Georgia Center and increase business**
 - Redefine and update the Georgia Center's market identity
 - Determine deliverables in support of market identity (high-tech options, conference dining options, etc.)
 - Train staff on providing deliverables and implementing new market identity
 - Develop comprehensive marketing plan and implementation calendar to promote new market identity
 - Identify new opportunities and evaluate appropriate staffing and support services necessary to market the plan
 - Implement new marketing plan to promote new identity
 - Evaluate marketing plan and make modifications for improvement

University of Georgia
Center for Continuing
Education & Hotel

Accountability Measures and Success Indicators

- Establish updated market identity and submit for review to Executive Council and Director by January 2018
- Complete and implement marketing plan by February 2019
- Increase Hotel revenue by 3% annually over previous year's results
- Increase Food & Beverage revenue by 5-7% annually over previous year's results
- Increase Meeting and Exhibit revenue by 2% annually over previous year's results
- Increase Continuing Education revenue by 3% annually over previous year's results

Goal 2: Enhance communications with campus stakeholders

• **Strategy 1: Establish a Georgia Center Advisory Committee**

- Determine function and areas of focus for advisory committee
- Establish criteria for member recruitment and service, including number of meetings per year
- Recruit committee members
- Hold Advisory Committee Meetings

Accountability Measures and Success Indicators

- Complete committee member recruitment efforts by March 2018
- Complete first meeting by July 2018

Strategic Direction V

2018-2022 Strategic Plan

Internal Processes and Systems

Goal 1: Assess and implement measures to improve and enhance Georgia Center internal processes and systems

- **Strategy 1: Improve internal lines of communication and information dissemination**
 - Review existing methods of Center-wide communication
 - Seek additional input from employees on best methods of communication
 - Review outputs from SWOT analysis, existing methods, and employee survey to determine inefficiencies and areas for improvement
 - Determine new/enhanced processes
 - Develop internal communication strategy
 - Implement new/enhanced communication strategies
 - Evaluate internal communication strategies annually
 - Develop an employee satisfaction survey

Accountability Measures and Success Indicators

- Complete survey by December 2017
- Determine new communication strategies by April 2018
- Implement new strategies by December 2018
- Achieve 80% satisfaction rate on employee satisfaction surveys in:
 - » General employee satisfaction
 - » Communication in general
 - » Communication within divisions
 - » Communication between divisions
- Evaluate communication strategies annually by Executive Council

- **Strategy 2: Enhance technology infrastructure and systems**

- Identify and document systems and technologies used by the Georgia Center
- Assess client experience and satisfaction with Georgia Center technology
- Identify staff training needs for technology systems
- Develop staff training programs for technology systems
- Implement new technology/software as needed to improve efficiency

Accountability Measures and Success Indicators

- Create and distribute electronic survey to clients by December 2017 and then annually
- Achieve 80% satisfaction with technology equipment and training
- Identify problems and inefficiencies from survey to draft training and technology needs agenda for Calendar Year 2018
- Determine baseline and increase/maintain employee satisfaction at 80% or better by December 2017

Strategic Direction VI

Usage of the Facility

Goal 1: Assess, identify, and pursue opportunities to improve and maintain the Georgia Center facility

- **Strategy 1: Implement Master Plan Critical Renovation Project**

- Execute plans for improvements and renovations
- Evaluate project successes using customer evaluations and increases to facility usage

Accountability Measures and Success Indicators

- Increase Magnolia Ballroom usage by 10% over FY17 usage by July 2019
- Increase Hotel occupancy to 65%+ by July 2021
- Increase in-house Food and Beverage outlets' revenue between 5-7% over FY17 comparable revenue by July 2021
- Achieve greater than 95% customer satisfaction by July 2020

Goal 2: Assess, identify, and pursue opportunities to increase usage of the Georgia Center facility

- **Strategy 1: Increase use of facility during low usage times**
 - Identify low usage times
 - Create plans to increase facility usage
 - Develop a comprehensive public relations, outreach, and sales plan
 - » Create a group database and communicate regularly
 - » Develop competitive group pricing schedule and/or packages to attract UGA and non-UGA business
 - » Hire a public relations manager to improve UGA/community presence and traffic through campus and community events, social media, etc.
 - » Establish sales packages for adjunct faculty
 - » Establish a speakers bureau
 - Implement plan and evaluate success

Accountability Measures and Success Indicators

- Increase overall Hotel, Food and Beverage, and Event revenues by 4% over Fiscal Year 2021 comparable revenue by July 2022

University of Georgia Center for Continuing Education & Hotel

- Achieve 17,000-18,000 hotel rooms booked and sold annually
- Increase group government market sales by 10%
- Increase UGA repeat conference group business by 20%
- Expand and double college agreements by 2019

Goal 3: Assess, identify, and pursue opportunities to improve sustainability in facilities and operations

- **Strategy 1: Improve the operational sustainability of the Georgia Center facility**
 - Develop partnership with UGA's Office of Sustainability
 - Assess and determine benchmarks for energy and water usage, waste production, onsite food and energy production, etc.
 - Implement measures to reduce the Georgia Center's environmental footprint
 - Assess viability of partnering with UGA's Sustainability Certificate Program for student interns and capstone projects
 - Determine opportunities to innovate on sustainability initiatives with on-campus departments and offices

Accountability Measures and Success Indicators

- Achieve Center-wide Sustainable Office Program Certification from UGA's Office of Sustainability
- Determine reduction targets and develop strategies by July 2018
- Develop and implement a Georgia Center Sustainability Action Plan by July 2019

Appendix

2018-2022 Strategic Plan

Georgia Center Core Planning Group

Name	Administrative Unit
Dawn Cartee*	Director
Joseph Allen	Human Resources Manager
Susan Allen	Associate Director of Hotel
Bill Bradberry*	Director of Hotel
Corey Doster*	Director of IT
Darrell Goodman*	Director of Food & Beverage
Elizabeth J. Hovell	Department Head, Sales
Denise Logan*	Director of Continuing Education
Barbara Marable*	Director of Sales & Event Coordination
Emily Newdow	Assistant Director of Facilities Management
Kiel Norris	Continuing Education Manager
Sarah Sorvas*	Special Projects Manager
Elizabeth Wilson*	Director of Administrative Services

*Georgia Center Executive Council Member

Strategy and Facilitation Team

Brian Holcombe	Strategic Planning Coordinator, Georgia Center
Brendan Leahy	Lead Faculty, Fanning Institute
Maritza Soto Keen	Lead Faculty, Fanning Institute

Contributors

Charlie Bauder	Editor
Tom Brown	Graphic Designer
Nick Ciarochi	Graphic Designer
Susie Driver	Marketing Support Services Manager
Ben Holcombe	Editor

Core Planning Group – Issue Working Groups

Staff Recruitment, Retention, and Development

Joseph Allen, Susan Allen, Darrell Goodman, Emily Newdow, Sarah Sorvas, Elizabeth Wilson

University of Georgia
Center for Continuing
Education & Hotel

Continuing Education

Denise Logan, Kiel Norris

Collaborations and Partnerships

Bill Bradberry, Elizabeth J. Hovell, Denise Logan

Communication and Marketing

Bill Bradberry, Corey Doster, Elizabeth J. Hovell,
Barbara Marable

Internal Processes and Systems

Joseph Allen, Corey Doster, Darrell Goodman, Kiel
Norris, Sarah Sorvas

Usage of the Facility

Susan Allen, Barbara Marable, Emily Newdow,
Elizabeth Wilson

STAKEHOLDER INTERVIEWS

UGA and Local Stakeholders

Name	Title/Department
Meg Amstutz	Associate Provost for Academic Programs
Elizabeth Beckett	Executive Director, Office of Special Events
Jennifer Frum	Vice President for Public Service & Outreach
Kathy Hoard	Advisory Board Chair, Athens Conventions & Visitors Bureau
Sam Pardue	Dean, College of Agricultural & Environmental Sciences
Kathy Pharr	Chief of Staff and Associate Vice President for Institutional Affairs
Victor Wilson	Vice President for Student Affairs
Kitty Shollenberger	Senior Event Coordinator, Carl Vinson Institute of Government

Public Service & Outreach Unit Directors

Name	Title/Unit
Allan Adams	State Director of Small Business Development Center
Matt Bishop	Director of J.W. Fanning Institute for Leadership Development

2018-2022 Strategic Plan

Paul Brooks	Associate Vice President, Public Service & Outreach
Dawn Cartee	Director of Georgia Center for Continuing Education & Hotel
Jennifer Cruse-Sanders	Director of State Botanical Garden of Georgia
Steve Dempsey	Associate Vice President, Public Service & Outreach
Cherie Duggan	Director of Development, Public Service & Outreach
Rob Gordon	Director of Archway Partnership
Jennifer Martin Lewis	Public Service Program Coordinator, Center for Community Design & Preservation
Sean McMillan	Director of Economic Development, Public Service & Outreach
Laura Meadows	Director of Carl Vinson Institute of Government
Gwen Moss	Assistant Vice President for Fiscal Affairs, Public Service & Outreach
Mark Risse	Director of Marine Extension and Georgia Sea Grant
Shannon Wilder	Director of Office of Service Learning

External Stakeholders

Name	Title/Organization
Karen Barnett	Director of Programs & Services, National Association of Landscape Professionals
Brenda Corbett	Instructor, Sherpa Coaching LLC
Karl Corbett	Managing Director, Sherpa Coaching LLC
Clark Crowell	Senior Account Manager, Cengage Learning (Ed2Go)
Kathy Friestad	Training & Development Manager, Georgia Banking School
Alison Moreau	Professional Development Coordinator, Georgia Banking School
Connie Rogers	Executive Director, Georgia Pest Control Association
Deborah White	Executive Director, Georgia Association of Curriculum and Instructional Supervisors

Approved July 2017 by the Georgia
Center Executive Council

