



# Passport to the Future:

A strategic leadership planning  
initiative for  
Hinds Community College

## Phase One Report to the Participants and Outline of Phases Two and Three

Presented to Dr. Clyde Muse, President  
Hinds Community College

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The Victor Group, Inc.  
March 2009





## **THE VICTOR GROUP, INC.**

*Advancing Organizations Through Strategic Leadership*

To: Dr. Clyde Muse, President, Hinds Community College  
From: Dr. Jim Hemphill, The Victor Group, Inc.  
Subject: Phase One Report: "Passport to the Future"  
A Strategic Leadership Planning Initiative for  
Hinds Community College  
Date: March 19, 2009

Phase one of the strategic leadership planning (SLP) is complete and the following will report activities completed and outline phases two and three. Note: additional dialog sessions will be held as appropriate or as needed.

### **Review of the SLP Process and Progress Report**

#### **Phase One: Dialog (January 12 – March 31)**

##### Individual interviews

Approximately 50 individual interviews were conducted by Dr. Hemphill to collect information about the present operations of Hinds and thoughts concerning future opportunities for the college. Data and information gathered will be made available to the SLP Committee for its consideration (see below).

##### Dialog sessions

Dialog sessions: group meetings with all divisions, locations and faculty, staff and students. The sessions, informal discussions designed to identify the most positive elements of the college, concluded with the development of "Dream Statements" that articulate the many visions and "core values" participants held for the future of Hinds. The "Dream Statements" provide data, when coded and analyzed for areas of focus, to be used by the SLP Committee in phase two of the planning. Follow-up dialog sessions will continue to be held to ensure everyone who chooses has a chance to participate.

It is estimated that over 200 of the Hinds family participated in the sessions and developed 26 "Dream Statements" for analysis. The statements are listed in the appendix of this report along with a matrix of the identified areas of focus.

#### **Phase Two: The SLP Committee (April 1 – May 31)**

##### The SLP Committee

The SLP Committee, appointed by Dr. Muse, will have its first meeting on Tuesday, April 7. The mission of the SLP Committee is to consider and refine the areas of focus coded by Dr. Hemphill from the information collected during the college-wide dialog sessions. A succinct listing of critical elements of success for Hinds will be developed as the focus areas are analyzed by the committee.

The committee will present the proposed critical elements of Hinds' success to Dr. Muse for use by his cabinet in developing institutional initiatives for inclusion in the "Passport to the Future" strategic leadership plan.

#### **Phase Three: Execution Phase (June 1 – Forward)**

##### Action Plans: Execution and Accountability

Vice Presidents, working with their divisions, will prepare action plans to address the critical elements of success. Plans will include implementation goals, time frames for completion, resources and budgets. To provide leadership for those implementing the action plans, timely accountability sessions will be conducted by Vice Presidents to ensure success of the initiatives.



## **Hinds Community College Dream Statements**

**2/7/09 – 3/13/09**

Dream Statements developed in multiple dialog sessions on all campuses and locations by participants of the Hinds family of staff, faculty, students and community:

**1**

In 2017, Hinds Community College is...

through innovative technology and personal contact, the first choice in our local and global community to meet educational and workforce needs

**2**

In 2017, Hinds Community College is...

responsive in service and leadership to the community which includes students, business, industry and employees

**3**

In 2017, Hinds Community College is...

the catalyst for community development and an accessible, affordable student-centered institution supported by a strong, caring faculty, staff and administration

**4**

In 2017, Hinds Community College is...

the premier college destination because we work together collectively to achieve the common goal of meeting students where they are and taking them where they want to go

**5**

In 2017, Hinds Community College is...

a state of the art institution leading the way in high quality instruction, arts and sciences, multiculturalism, environmental sustainability evidencing concern for the individual and setting the standard globally with students

**6**

In 2017, Hinds Community College is...

a global institution viewed as a benchmark in:

- Academic excellence
- State of the art technology and facilities
- Nurturing environment of students, faculty and staff
- Workforce training
- Community relations

The Community College with a Global Reach



**7**

In 2017, Hinds Community College is...

- High quality education that is affordable and accessible
- Innovative and technologically advanced programs and facilities
- Nationally recognized college of choice for students, employees, employers and community
- Developers of life-long learners with critical thinking skills
- Student-centered environment

**8**

In 2017, Hinds Community College is...

- Enrolling students of all nationalities at Hinds
- Hinds will be the largest community college in the Southeastern region

**9**

In 2017, Hinds Community College is...

the place to have the four college at a two year level

- Student oriented
- More activities
- Representatives for schools (recruiting high school students)

**10**

In 2017, Hinds Community College is...

the place where you have no reason to leave and ALL the reasons in the world to stay!

- Eco-friendly environment
- Providing equal educational opportunities for all majors
- Family oriented environment
- More student /faculty interaction

**11**

In 2017, Hinds Community College is...

has regained its #1 position among Mississippi community colleges in

- Enrollment
- Academics
- Extracurricular activities, etc

**12**

In 2017, Hinds Community College is...

recognized as the most proactive community college in the Southeast by its peers and a

- Place where everybody is somebody
- College of excellence in challenging minds and changing lives

**13**

In 2017, Hinds Community College is...

an institution focusing on helping our students graduate by making them well-rounded and productive citizens of our community and society; while we are satisfying employees growth in an environment that fosters a collegiate mindset. We will utilize technology to improve the holistic student experience. Hinds will now offer night and weekend courses for all programs.



**14**

In 2017, Hinds Community College is...

securing the futures of our community by developing well-rounded, qualified individuals through

- education,
- technology and
- training.

**15**

In 2017, Hinds Community College is...

a state of the art technological environment having the largest enrollment in the state of Mississippi. Our graduation rate is 99.9 percent. With the increase enrollment, our new state of the art 10 story parking garage is always full, including our 500 degree program curriculum. We have a 2+2 program with all Mississippi universities. Due to a high percentage graduation rate, our alumni contributions have increased allowing us to provide scholarships to more students. Our students excel upon graduation by becoming entrepreneurs within the community and the state of Mississippi.

**16**

In 2017, Hinds Community College is...

is a progressive college that provides a progressive, holistic educational process empowering students, faculty and staff to achieve personal, academic and career goals through a diverse approach to higher education.

**17**

In 2017, Hinds Community College is...

known for its

- Reputation
- Family atmosphere
- Benefits for employees
- Central location
- Athletics, Hinds Connection
- Scholarships
- Loyalty to community and sense of pride
- Professional opportunities through relationships
- Long-term faculty and staff
- Inviting culture

**18**

In 2017, Hinds Community College is...

is well equipped and always striving for excellence.

**19**

In 2017, Hinds Community College is...

will be a state of the art institution that retains the personal touch and its great reputation and student friendly, safe environment. It provides outstanding resources for students (study hall, student union, etc.) and is fully funded for faculty salaries and led by an administration that continues the traditions of support for faculty and staff.



**20**

In 2017, Hinds Community College is...

the learning center of choice that meets the needs of all students by structuring its educational design to serve basic skills, continuing education, life-long learning and college preparation.

**21**

In 2017, Hinds Community College is...

able to serve its customers in a business-like manner with affordable access using updated teaching methods and resources. We will offer varied courses of interest to students and maintain high standards and a positive developmental and remediation program.

**22**

In 2017, Hinds Community College is...

the friendliest, safest and most modern institution where there is constant growth and the ability to attract quality employees and students.

**23**

In 2017, Hinds Community College is...

A place where top students are recruited, students that need help are assisted, all students feel connected, and the community and alumni come together to help Hinds achieve its goals.

**24**

In 2017, Hinds Community College is...

known as the college with the best customer service because they have happy employees, with the latest in technology and a safe environment. Hinds will be the "Premier College" for adult students and for all students to realize their true potential. Hinds will be highly accessible for their students.

**25**

In 2017, Hinds Community College is...

the leading community college in the state providing administrative support to faculty and staff for the most empowering impact on students for a better life, increased student success and services, leading program and curriculum, full complement of support services, cohesion of inter-departmental collaborations and mindfulness of environmental impact (A totally Green Hinds).

**26**

In 2017, Hinds Community College is...

a team environment with well-equipped classrooms. We will emphasize recruiting and parent communication. We will also motivate students by using creativity in the classroom and technology to get students involved.



**Hinds Community College Dream Statement: Common Themes**

The matrix below identifies themes that are common among the 26 Dream Statements developed by the Hinds family during the college-wide dialog sessions. The yellow column is the total of occurrences per Dream Statement.

Common Themes/ Areas of Focus	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	Tot.
Technology	X					X	X						X	X	X			X							X	X	9
Community	X	X	X			X	X						X	X										X			9
Caring/Personal/Family	X		X			X	X	X			X	X					X	X					X	X			11
Student's first choice/Premier Destination	X	X		X			X																				4
Responsive service		X																				X					2
Catalyst			X																								1
Team/Collaboration/Goal oriented				X										X								X		X	X		4
Student focused, meet student needs	X			X					X				X					X	X	X						X	8
High-quality instruction			X	X	X	X	X					X	X	X													8
Multi-cultural				X			X		X																		3
Concern for environment					X				X																X		2
Global impact	X	X			X	X						X	X														6
Facilities, Parking garage						X	X						X		X	X										X	6
Affordable/Access			X				X												X				X				4
Life-long learning							X																				1
Innovation, innovative ed.	X						X							X					X	X	X			X	X		7
Work force/Adult education	X	X				X						X						X				X					6
Good place to work/Benefits /Salary		X					X					X			X	X			X			X	X				7
Student centered			X											X	X									X			3
Reputation			X	X		X					X				X	X									X		7
Curriculum/Expanded 2+2				X	X							X	X				X	X						X			6
Largest CC in SE							X			X			X									X					4
Mirror the 4-year experience								X																			1
Student activities								X		X					X												3
Equal educational opportunity									X																		1
Student/Faculty interaction								X																			1
Academic excellence										X					X							X					3
Life-time impact for students										X	X	X					X					X	X				6
Collegial experience/Safe											X					X			X	X							4
Holistic student experience											X	X	X														3
Creative class scheduling											X																1
High graduation rate												X															1
Increased alumni giving / Scholarships												X	X								X						3
Progressive college													X														1
Empowering environment													X											X			2
Facilitate career goals													X														1
Caring/Supportive admin.																X								X			2
College Preparation																	X										1
High standards																			X								1
Remediation/Development																			X		X						2
Customer service																			X			X	X				3
Parent communication																									X		1



## **Passport to the Future: A strategic leadership planning initiative for Hinds Community College**

### **Next Steps:**

#### **The Strategic Leadership Planning Committee (SLP Committee)**

The SLP Committee will consider the common themes identified in the dialog sessions and listed in the matrix on the preceding page. Their considerations will result in the development of three to five major areas of focus. The major areas of focus will be presented to Dr. Muse for input from his cabinet and subsequent development of institutional initiatives.

#### **President's Cabinet**

As the process continues, vice presidents will determine a limited number of action plans that his or her division can implement to address each of the institutional initiatives.

The action plans should be strategic in nature as opposed to the tactical or day-to-day operational task that must be completed as part of daily responsibilities. The common themes and areas of focus will provide valid insight and important supporting information as the action plans are developed.

#### **Implementation Suggestions**

It is suggested that actions be limited to a workable number per division which have a high expectancy of completion. Divisions should involve as many faculty, staff and students in the action plans as possible with one person designated as the plan leader. The leader doesn't have to be the division vice president but he/she must be empowered by the vice president to make assignments and monitor results and report.

Regular progress meetings (short, weekly, stand-up meetings used specifically to keep track of action plan progress) should be held. Vice presidents should support the process by removing obstacles and maintaining high expectations for success.

#### **Action Plan Details**

Action plans should be brief, clearly stated and contain at the least a:

- Description of the planned action
- Short rationale of why the action is needed
- Description of what the successful action will look like or changes it will affect if completed in a successful manner
- Designated leader, which might include a short list of supporting personnel... the idea is to have almost everyone in the division or unit engaged at some level in implementing a successful action plan
- Implementation schedule or calendar
- Budget, if funds are requested and approved

### **Passport to the Future: a strategic leadership planning initiative for Hinds Community College**

#### **Conclusion:**

Dialog sessions among the Hinds family have provided outstanding insight into the strengths of Hinds and the opportunities the college has to look forward to in the years leading up to its centennial celebration. Completing a plan to take advantage of those opportunities with actions by committed students, faculty and staff can ensure a continuation of Hinds' future as one of our nation's community college leaders.