

D-1 End: Leadership Board Key Performance Indicator Report

Purpose: Report on the progress of the institution

Timeline: Annual

Background: This report addresses the board end, Leadership. Monitoring measures were selected by the board in 2003. The measures include the required Maryland Higher Education Commission (MHEC) indicators. The dashboard was introduced as a vehicle to summarize the information in 2005.

Green ■ – signals that HCC is operating above the benchmark, yellow ■ – indicates performance is at the benchmark, and red ■ – shows that the operating level is still below the benchmark. Detail pages follow the dashboard. Any updates are indicated in [blue](#). Information concerning benchmarks is in [purple](#).

At its May 26, 2021, meeting, the trustees reset and approved the five-year benchmarks for the most recent list of required Maryland Higher Education Commission (MHEC) indicators. For non-MHEC indicators, the trustees also approved the targets, as needed. Hence, a number of the dashboard indicators are red.

Once reviewed by the board, this report will be posted on the [college's website](#) so that members of the college community can become familiar with the measures that are part of the key performance indicator (board end) system.

The administration and relevant staff review the details of all the reports that contribute to these measures. Plans for improvement are developed and included in appropriate core work and/or strategic planning for the next integrated strategic planning and budget development cycles.

◆———— Recommendation —————◆

This item is for information only and requires no board action.

Compliance: This report is in compliance with Board Bylaw VII - Board Execution and Evaluation of Policy: Suggested Timeline for Important Tasks.

Key Performance Indicator Dashboard: Leadership

This category examines how the college's senior leaders guide and sustain the college. HCC's governance is also examined in this category, as well as how the college addresses its ethical, legal, and community responsibilities.

| Source | Item | Current | Benchmark FY2025 |
|----------------------------|--|----------------|-------------------------------|
| MHEC | 1. Tuition and mandatory fees | | |
| | a. Annual tuition and fees for full-time students | \$5,100 | No benchmark requested |
| | b. Percent of tuition and fees at Maryland public four-year institutions <i>*(less than 53% is better in this measure)</i> | 51.9% | 53.0% |
| QUEST (Employee Survey) | Express open viewpoints | 3.39 | 3.50 |
| | Overall ratings of the VPs as a team | 3.82 | 3.50 |
| | Overall rating of the Board of Trustees | 3.75 | 3.50 |
| | Overall rating of the President | 3.70 | 3.50 |

End: Leadership
Key Performance Indicator Report

The following is a two-part measure mandated by the Maryland Higher Education Commission (MHEC). Peer colleges (*based on campus enrollment*) are the College of Southern Maryland, Harford Community College, and Frederick Community College.

| <i>Tuition and mandatory fees.</i> | | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|-------------------------------|
| | FY18 | FY19 | FY20 | FY21 | FY22 | Benchmark FY26 |
| 1. a. Annual tuition and fees for full-time students | \$4,860 | \$4,920 | \$4,980 | \$5,100 | \$5,100 | No benchmark requested |
| Peer AVG: | \$4,510 | \$4,630 | \$4,760 | \$4,790 | \$4,840 | |
| State AVG: | \$4,426 | \$4,516 | \$4,666 | \$4,708 | \$4,710 | |
| Best in State: | \$3,750 | \$3,990 | \$4,170 | \$4,170 | \$3,750 | |

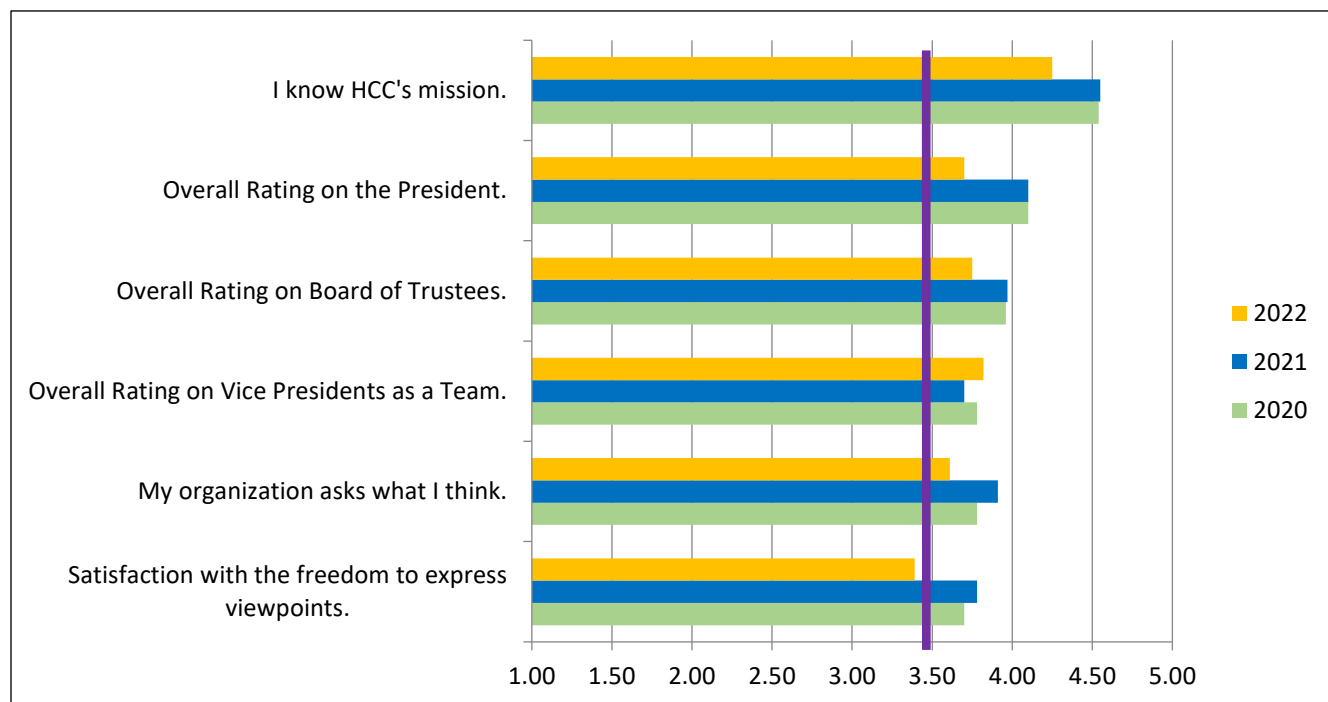
| <i>Ratio of community college tuition and fees for full-time service area students to average tuition and fees for full-time resident undergraduates at Maryland public four-year colleges and universities.</i> | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | FY18 | FY19 | FY20 | FY21 | FY22 | Benchmark FY26 |
| 1. b. Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions | 52.5% | 52.0% | 51.4% | 52.8% | 51.9%* | 53.0% |
| | n=\$4,860/ \$9,260 | n=\$4,920/ \$9,462 | n=\$4,980/ \$9,686 | n=\$5,100/ \$9,657 | n=\$5,100/ \$9,820 | |
| Peer AVG: | 48.7% | 48.9% | 49.1% | 49.6% | 49.3% | |
| State AVG: | 46.9% | 48.2% | 48.3% | 48.2% | 48.0% | |
| Best in State: | 39.5% | 42.2% | 43.1% | 43.2% | 38.2% | |

*Lower than 53 percent is better.

Internal Measures

Each October, all HCC employees are invited to participate in the QUEST (Quality Evaluation of Service Trends) survey. Ratings shown below for the items in the section on leadership are on a five-point quality scale, with 5 being the highest (excellent) and 1 the lowest (poor).

Leadership 2020-2022 QUEST Ratings



All measures except one exceeded the **HCC benchmark of 3.50**. The administration did respond to the QUEST feedback and implemented Town Hall presentations with open Q&A opportunities as well as additional survey opportunities to gather further questions and comments.

Talking Points for the Board of Trustees

HCC strives to keep college affordable.

HCC employees know its mission and indicate that they are asked for their viewpoints.

HCC employees rate the board of trustees, the president, and the vice presidents as a team highly.