

E-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 and include the required Maryland Higher Education Commission (MHEC) indicators.

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 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 innovation and continuous quality improvement are developed and included in 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 of trustees' bylaws, Article VII, Board Execution and Evaluation of Policy: Suggested Timeline for Important Tasks. KPI Report.

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>	50.7%	53.0%
Pulse (Employee Survey)	Institutional leadership encourages creative and innovative ideas	3.50	3.50
	My organization asks what I think	3.43	3.50
	The trustees & administration advocate for better salaries and benefits	3.32	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.

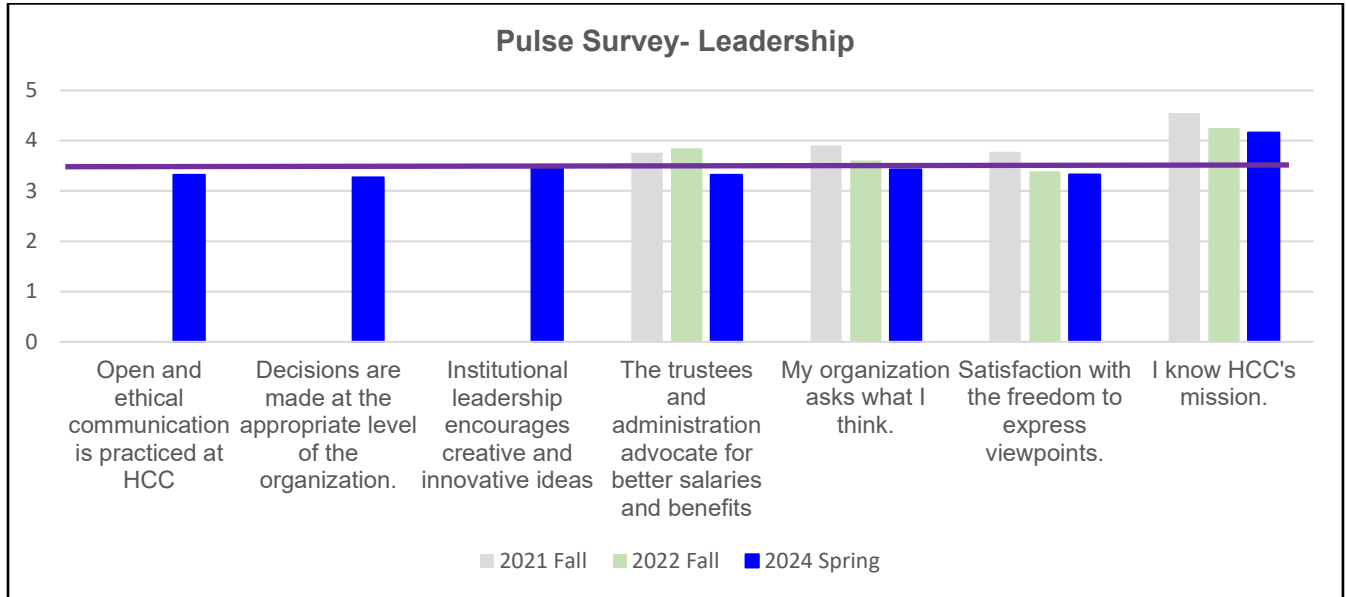
<i>Tuition and mandatory fees.</i>						
	FY19	FY20	FY21	FY22	FY23	Benchmark FY26
1. a. Annual tuition and fees for full-time students	\$4,920	\$4,980	\$5,100	\$5,100	\$5,100	No benchmark requested
Peer AVG:	\$4,630	\$4,760	\$4,790	\$4,840	\$4,990	
State AVG:	\$4,516	\$4,666	\$4,708	\$4,710	\$4,819	
Best in State:	\$3,990	\$4,170	\$4,170	\$3,750	\$4,140	

<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>						
	FY19	FY20	FY21	FY22	FY23	Benchmark FY26
1. b. Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions	52.0%	51.4%	52.8%	51.9%	50.7%*	53.0%
	n=\$4,920/ \$9,462	n=\$4,980/ \$9,686	n=\$5,100/ \$9,657	n=\$5,100/ \$9,820	n=\$5,100/ \$10,057	
Peer AVG:	48.9%	49.1%	49.6%	49.3%	49.6%	
State AVG:	48.2%	48.3%	48.2%	48.0%	47.9%	
Best in State:	42.2%	43.1%	43.2%	38.2%	41.2%	

*Lower than 53 percent is better.

Internal Measures

This spring, all HCC employees were invited to participate in the 2024 Pulse 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). Note, this is the first time we have required employees to sign their name to the submission.



Three measures were new to the Pulse and therefore had no data from 2021 or 2022. Two measures met or exceeded the **HCC benchmark of 3.50**.

Talking Points for the Board of Trustees

HCC strives to keep college affordable.

HCC employees know our mission and indicate that they are asked for their creative ideas.