

## F-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	<b>1. Tuition and mandatory fees</b>			
	<b>a. Annual tuition and fees for full-time students</b>	<b>\$5,100</b>		<b>No benchmark requested</b>
	<b>b. Percent of tuition and fees at Maryland public four-year institutions</b> <i>*(less than 53% is better in this measure)</i>	<b>49.7%*</b>		<b>53.0%</b>
Employee Survey	<b>Faculty meets the needs of the students</b>	<b>4.29</b>		<b>3.50</b>
	<b>I know HCC's Mission</b>	<b>4.18</b>		<b>3.50</b>
	<b>Non-teaching staff meet the needs of the students</b>	<b>4.06</b>		<b>3.50</b>
	<b>Students are assisted in their personal development</b>	<b>4.03</b>		<b>3.50</b>
	<b>I can get everything I need to do my job</b>	<b>3.83</b>		<b>3.50</b>
	<b>Institutional leadership encourages creative and innovative ideas</b>	<b>3.49</b>		<b>3.50</b>
	<b>Satisfaction with the freedom to express viewpoints</b>	<b>3.46</b>		<b>3.50</b>
	<b>The trustees &amp; administration advocate for better salaries and benefits</b>	<b>3.23</b>		<b>3.50</b>
Student Survey	<b>If you had it to do over again, would you enroll at HCC?</b>	<b>96%</b>	-	<b>No benchmark requested</b>
	<b>Would you recommend HCC to others?</b>	<b>98%</b>	-	<b>No benchmark requested</b>

**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>						
	FY20	FY21	FY22	FY23	FY24	Benchmark FY26
<b>1. a. Annual tuition and fees for full-time students</b>	<b>\$4,980</b>	<b>\$5,100</b>	<b>\$5,100</b>	<b>\$5,100</b>	<b>\$5,100</b>	<b>No benchmark requested</b>
Peer AVG:	\$4,760	\$4,790	\$4,840	\$4,990	\$4,990	
State AVG:	\$4,666	\$4,708	\$4,710	\$4,819	\$4,800	
Best in State:	\$4,170	\$4,170	\$3,750	\$4,140	\$4,140	

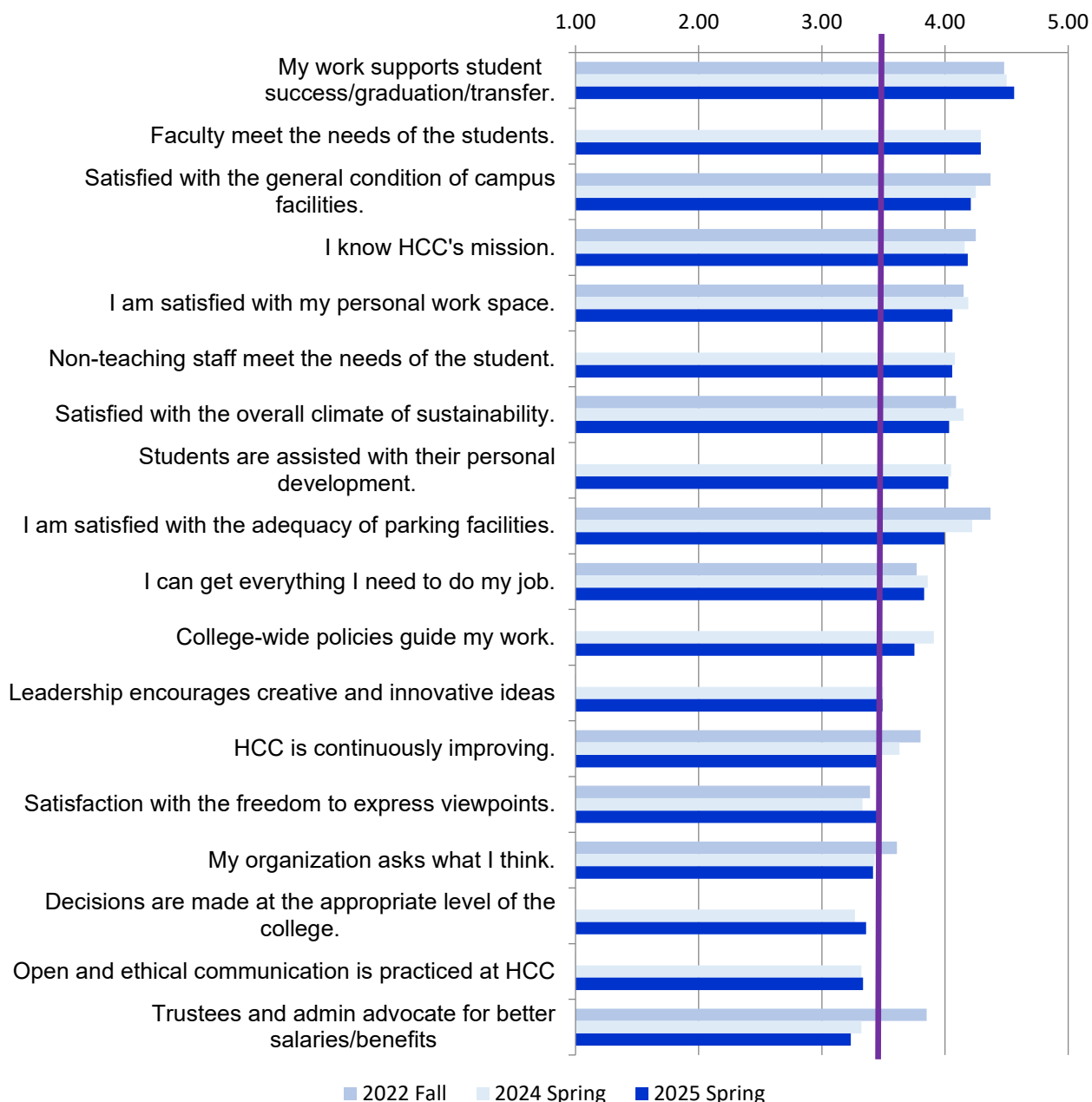
<i>Ratio of community college tuition and fees for full-time service area students to average tuition and fees for full-time resident undergraduates at Maryland public four-year colleges and universities.</i>						
	FY20	FY21	FY22	FY23	FY24	Benchmark FY26
<b>1. b. Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions</b>	<b>51.4%</b>	<b>52.8%</b>	<b>51.9%</b>	<b>50.7%</b>	<b>49.7%*</b>	<b>53.0%</b>
	n=\$4,980/ \$9,686	n=\$5,100/ \$9,657	n=\$5,100/ \$9,820	n=\$5,100/ \$10,057	n=\$5,100/ \$10,270	
Peer AVG:	49.1%	49.6%	49.3%	49.6%	48.6%	
State AVG:	48.3%	48.2%	48.0%	47.9%	46.7%	
Best in State:	43.1%	43.2%	38.2%	41.2%	40.3%	

\*Lower than 53 percent is better.

## Internal Measures

This spring, all HCC employees were invited to participate in the anonymous employee survey. The ratings shown below for the items in the Overall section are on a five-point quality scale, with 5 being the highest (excellent) and 1 the lowest (poor).

### Survey - Overall Category



Four measures were newer to the survey and therefore had no data from 2022. Eleven measures exceeded the **HCC benchmark of 3.50**.

Each spring, all HCC students are invited to participate in the anonymous student survey.

<b>Question    (% Definitely/Probably Yes)</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
If you had it to do over again, would you enroll at HCC?	96.7%	95.2%	96%
Would you recommend HCC to others?	97.1%	95.4%	98%

<b>Talking Points for the Board of Trustees</b>
HCC strives to keep college affordable. Our students are highly satisfied and would recommend HCC to others!
HCC employees provide great service and are free to express their viewpoints to contribute to the continuous improvement of our services.