

## E-1 End: Leadership Board Key Performance Indicator Report

**Background:** This report addresses the board end, Leadership. HCC aligns its strategic planning operations with the performance excellence criteria developed by the Baldrige Performance Excellence Program. 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 can be 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 website address is: <http://www.howardcc.edu/about-us/leadership/board-of-trustees/key-performance-indicators/>

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.

**Purpose:** Report on the progress of the institution

**Timeline:** Annual

### ◆———— 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.

## 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>52.8%*</b>	<b>53.0%</b>
External Quality Feedback	<b>Senior Leadership</b> <i>How do senior leaders lead the organization?</i>	<b>Baldrige 2019 70-85%</b>	<b>50-65%</b>
	<b>Governance and Social Responsibility</b> <i>How do you govern your organization and fulfill your societal responsibilities?</i>	<b>Baldrige 2019 70-85%</b>	<b>50-65%</b>
QUEST (Employee Survey)	<b>Express open viewpoints</b>	<b>3.78</b>	<b>3.50</b>
	<b>Overall ratings of the VPs as a team</b>	<b>3.70</b>	<b>3.50</b>
	<b>Overall rating of the Board of Trustees</b>	<b>3.97</b>	<b>3.50</b>
	<b>Overall rating of the President</b>	<b>4.10</b>	<b>3.50</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>						
	FY17	FY18	FY19	FY20	FY21	Benchmark FY26
<b>1. a. Annual tuition and fees for full-time students</b>	<b>\$4,680</b>	<b>\$4,860</b>	<b>\$4,920</b>	<b>\$4,980</b>	<b>\$5,100</b>	<b>No benchmark requested</b>
Peer AVG:	\$4,290	\$4,510	\$4,630	\$4,760	\$4,790	
State AVG:	\$4,316	\$4,426	\$4,516	\$4,666	\$4,708	
Best in State:	\$3,690	\$3,750	\$3,990	\$4,170	\$4,170	

<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>						
	FY17	FY18	FY19	FY20	FY21	Benchmark FY26
<b>1. b. Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions</b>	<b>51.7%</b>	<b>52.5%</b>	<b>52.0%</b>	<b>51.4%</b>	<b>52.8%*</b>	<b>53.0%</b>
	n=\$4,680/ \$9,056	n=\$4,860/ \$9,260	n=\$4,920/ \$9,462	n=\$4,980/ \$9,686	n=\$5,100/ \$9,657	
Peer AVG:	48.0%	48.7%	48.9%	49.1%	49.6%	
State AVG:	46.1%	46.9%	48.2%	48.3%	48.2%	
Best in State:	32.9%	39.5%	42.2%	43.1%	36.8%	

\*Lower than 53 percent is better.

## External Measures

The college prepared and submitted applications to the Baldrige quality award competition.

National Baldrige Performance Excellence Award Application (Overall Score)			
	November 2014: 36.0-51.0%		November 2017: 58.2-73.0% <i>Criteria enhanced</i>
	October 2015: 38.4-53.4% <i>Criteria enhanced</i>		December 2018: 62.6%-77.6%
	November 2016: 34.9-49.9%		December 2019: 66.6%-81.6%

		0-9%	10-29%	30-49%	50-69%	70-89%	90-100%
Baldrige Criteria 1000 points	Overall Score						

Category 1: Leadership 120 points		0-9%	10-29%	30-49%	50-69%	70-89%	90-100%
1.1 Senior Leadership	70 points						
1.2 Governance and Social Responsibilities	50 points						

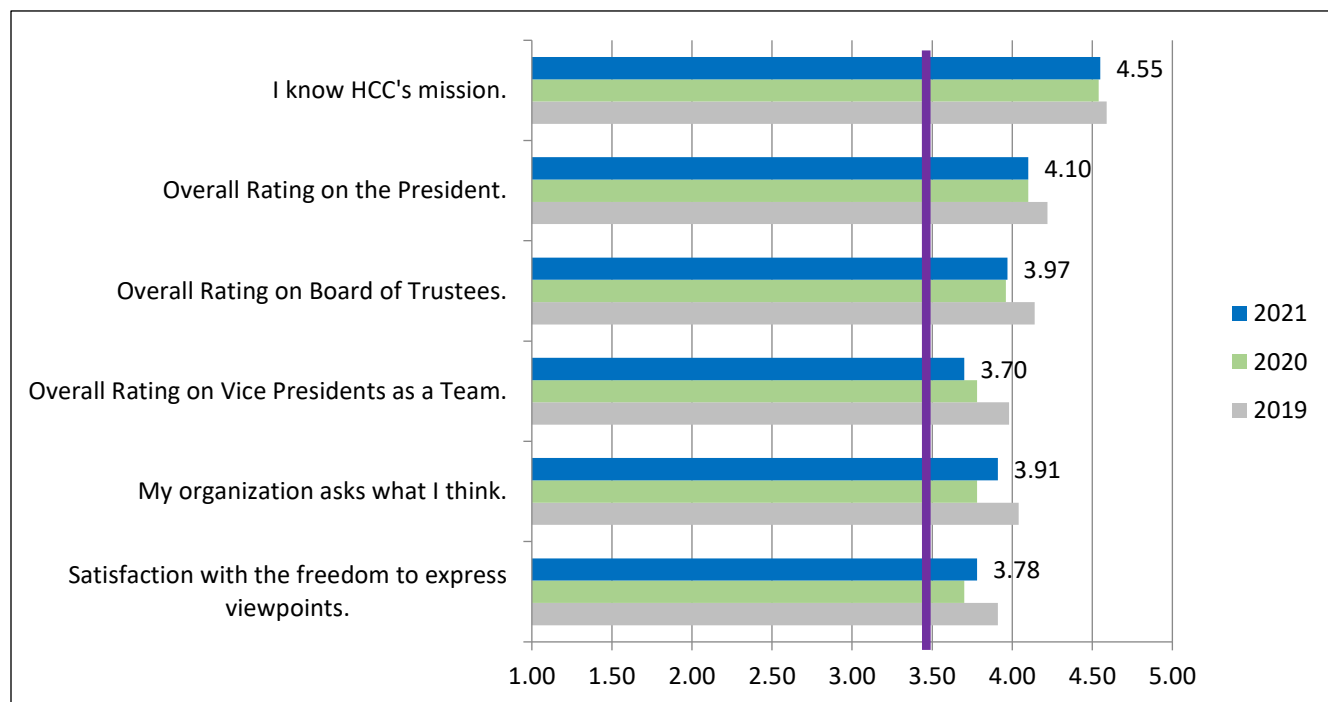
**Action:** HCC receives a detailed feedback report delineating strengths and weaknesses in each category. The president's team reviews the opportunities for improvement and charges process improvement teams to pursue those initiatives. HCC was a finalist and hosted a site visit in 2017, 2018, and 2019 for the Baldrige award. HCC received the Malcolm Baldrige Performance Excellence Award in 2019.

**Benchmark:** When the benchmark was originally set, institutions receiving an overall score of 450 or more received a site visit. In April 2009, the board accepted the administration's recommendation to increase the benchmark: **HCC will receive a 50-65 percent rating for category 1, Leadership, of the performance excellence criteria by 2019.** HCC has exceeded that benchmark.

## Internal Measures

The QUEST (Quality Evaluation of Service Trends) survey is arranged by the Malcolm Baldrige Performance Excellence categories. Ratings shown below for the items in category 1 are on a five-point quality scale, with 5 being the highest (excellent) and 1 the lowest (poor).

### Category One: Leadership 2019-2021 QUEST Ratings



All measures 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 and can express their viewpoints.

HCC employees rate the board of trustees and the president highly.

HCC received the Malcolm Baldrige Performance Excellence Award for 2019.