E-1 End: Strategic Planning – Key Performance Indicator Report

Background: This report addresses the board end, *Strategic Planning*. HCC aligns its strategic planning operations with the performance excellence criteria developed by the Baldrige National Quality 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 18, 2016, 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 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 Bylaw VII - Board Execution and Evaluation of Policy: Suggested Timeline for Important Tasks.

Key Performance Indicator Report

The following are twelve measures 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.

Annual unduplicated headcount credit and noncredit courses.						
	FY 2013	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**Benchmark FY 2020**
Annual unduplicated headcount enrollment						
1. Total	29,424	29,621	29,415	29,489	**29,169**	**30,500**
1a. Credit Students	14,668	14,538	14,604	14,467	**14,220**	**15,000**
State Avg:	12,431	11,864	**11,470**			
Peer Avg:	10,481	10,005	**9,798**			
1b. Noncredit Students	15,395	15,735	15,366	15,751	**15,674**	**16,000**
State Avg:	13,650	13,273	**13,018**			
Peer Avg:	12,208	10,755	**10,843**			

Percent of county first-time, full-time freshmen enrolled in Maryland institutions who attend HCC.						
	Fall 2012	**Fall 2013**	**Fall 2014**	**Fall 2015**	**Fall 2016**	**Benchmark Fall 2020**
2. Market share first-time, full-time freshman	36.2%	38.4%	35.8%	39.4%	**38.9%**	**39.0%**
	n=758/ 2,095	n=883/ 2,302	n=740/ 2,068	n=864/ 2,192	**n=858/ 2,208**	
State Avg:	49.3%	51.2%	49.2%	**49.8%**		
Peer Avg:	50.3%	59.1%	55.9%	**58.0%**		

Percent of county part-time undergraduates enrolled in Maryland institutions who attend HCC.						
	Fall 2012	**Fall 2013**	**FY 2014**	**Fall 2015**	**Fall 2016**	**Benchmark Fall 2020**
3. Market share of part-time undergraduates	71.5%	71.0%	70.9%	68.7%	**69.0%**	**72.0%**
	n=4,731/ 6,621	n=4,558/ 6,421	n=4,457/ 6,286	n=4,268/ 6,216	**n=4,190/ 6,071**	
State Avg:	70.9%	71.1%	69.7%	**69.1%**		
Peer Avg:	74.7%	74.8%	73.7%	**72.8%**		

The percent of new public high school graduates enrolled at any Maryland higher education institutions the following fall who are attending HCC.					
	Fall 2013	**Fall 2014**	**Fall 2015**	**Fall 2016**	**Benchmark Fall 2020**
4. HCC share of recent college-bound high school graduates	40.0%	53.6%	37.9%	**45.0%**	**50.0%**
	n=750/ 1,876	n=893/ 1,666	n=731/ 1,930	**n=964/ 2,142**	
State Avg:	57.5%	60.3%	**55.8%**		
Peer Avg:	64.7%	69.1%	**62.7%**		

Percentage of non-white full- and part-time students enrolled at HCC and the percentage of non-whites 18 and older in Howard County.						
	Fall 2012	**Fall 2013**	**Fall 2014**	**Fall 2015**	**Fall 2016**	**Benchmark Fall 2020**
Minority student enrollment compared to service area population						
5. % non-white enrollment	52.4%	55.7%	58.0%	59.6%	**60.2%**	**58.0%**
	n=5,008/ 9,560	n=5,200/ 9,332	n=5,354/ 9,235	n=5,339/ 8,954	**n=5,418/ 9,005**	
State Avg:	38.1%	38.8%	39.8%	**40.7%**		
Peer Avg:	31.2%	31.9%	33.0%	**33.7%**		
Reference Only : % non-white service area population, 18 or older	39.8%	38.9%	40.6%	41.6%	**43.6%**	n/a
State Avg:	28.6%	28.8%	29.3%	**29.8%**		
Peer Avg:	23.6%	24.1%	24.6%	**25.4%**		

Total fiscal-year enrollments in credit and noncredit online courses.						
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**Benchmark FY 2020**
Enrollment in Online Courses						
6a. Credit students	7,004	7,617	8,196	9,499	**10,672**	**9,800**
State Avg:	9,131	9,651	9,297	9,706		
Peer Avg:	10,676	11,500	11,522	11,489		
6b. Noncredit students	1,115	1,082	1,186	1,365	**2,486**	**1,500**
State Avg:	745	1,012	813	878		
Peer Avg:	535	694	743	1,165		

Annual unduplicated headcount and course enrollments in noncredit courses with workforce intent.						
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**Benchmark FY 2020**
Enrollment in continuing education workforce development courses						
7a. Unduplicated annual headcount	8,491	8,044	8,606	7,847	**8,165**	**8,500**
State Avg:	7,637	7,162	6,956	**6,780**		
Peer Avg	7,343	6,995	5,776	**5,328**		
7b. Annual course enrollments	14,275	13,466	14,384	13,387	**13,661**	**13,930**
State Avg:	14,230	13,288	12,678	**12,532**		
Peer Avg:	11,276	10,904	8,947	**8,020**		

Annual unduplicated headcount and course enrollments in noncredit courses with continuing professional education intent.						
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**Benchmark FY 2020**
Enrollment in continuing professional education leading to government or industry-required certification or licensure:						
8a. Unduplicated annual headcount	3,209	2,589	2,611	2,436	**3,170**	**3,000**
State Avg:	3,234	3,256	3,072	**2,966**		
Peer Avg:	2,965	3,088	2,822	**2,929**		
8b. Annual course enrollments	4,489	3,907	3,920	3,903	**4,681**	**4,000**
State Avg:	5,284	5,330	5,152	**4,919**		
Peer Avg:	3,921	3,857	3,636	**3,939**		

Annual unduplicated headcount and course enrollments in noncredit courses with general education intent.						
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**Benchmark FY 2020**
Enrollment in noncredit community service and lifelong learning courses						
9a. Unduplicated annual headcount	5,524	4,897	4,813	5,035	**4,929**	**5,200**
State Avg:	4,741	4,559	4,447	**4,227**		
Peer Avg:	4,656	4,648	4,435	**4,241**		
9b. Annual course enrollments	10,116	9,766	9,286	10,296	**10,387**	**10,500**
State Avg:	11,673	11,203	10,740	**10,135**		
Peer Avg:	9,497	9,645	9,082	**8,466**		

Annual unduplicated headcount and course enrollments in noncredit courses with basic skills intent (e.g., ABE, GED, college prep).						
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**Benchmark FY 2020**
Enrollment in noncredit basic skills and literacy courses						
10a. Unduplicated annual headcount	2,743	2,725	2,669	2,719	**2,844**	**2,700**
State Avg:	2,314	2,426	2,400	**2,360**		
Peer Avg:	933	960	885	**851**		
10b. Annual course enrollments	6,159	5,972	5,747	6,114	**6,383**	**6,200**
State Avg:	4,270	4,499	4,432	**4,445**		
Peer Avg:	2,141	2,462	2,176	**1,915**		

Annual unduplicated headcount and course enrollments in workforce and/or workplace related contract training courses.						
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**Benchmark FY 2020**
Enrollment in contract training courses						
11a. Unduplicated annual headcount	6,200	5,828	6,278	5,750	**5,692**	**6,000**
State Avg:	4,567	4,526	4,495	**4,618**		
Peer Avg:	3,041	2,848	2,158	**1,978**		
11b. Annual course enrollments	10,772	10,118	10,795	10,253	**10,228**	**10,800**
State Avg:	10,090	9,387	8,658	**9,376**		
Peer Avg:	4,484	4,057	3,205	**2,987**		

The unduplicated number of high school students attending HCC during the fall semester.						
	Fall 2012	**Fall 2013**	**Fall 2014**	**Fall 2015**	**Fall 2016**	**Benchmark Fall 2020**
12. Unduplicated fall headcount of high school students	115	159	167	240	**283**	**275**
State Avg:	358	365	427	**490**		
Peer Avg:	323	358	427	**591**		

The college is working with the Howard County Public School System to promote the dual enrollment opportunity.

Key Performance Indicator Dashboard: Strategic Planning

Source		Item	Current		Benchmark By 2020
M H E C	**1a.**	Annual unduplicated headcount enrollment: Credit headcount	**14,220**	🟥	**15,000**
	1b.	Noncredit headcount	**15,674**		**16,000**
	2.	Market share of first-time, full-time freshman	**38.9%**		**39.0%**
	3.	Market share of part-time undergraduates	**69.0%**		**72.0%**
	4.	HCC share of recent college-bound high school graduates	**45.0%**		**50.0%**
	5.	Minority student enrollment compared to service area population	**60.2%**	🟩	**58.0%**
	6a.	Enrollments in online courses: Credit	**10,672**		**9,800**
	6b.	Noncredit	**2,486**		**1,500**
	7a.	Enrollment in continuing education/workforce development courses: Unduplicated annual headcount	**8,165**	🟥	**8,500**
	7b.	Annual course enrollments	**13,661**		**13,930**
	8a.	Enrollment in continuing professional education leading to government or industry-required certification or licensure: Unduplicated annual headcount	**3,170**	🟩	**3,000**
	8b.	Annual course enrollments	**4,681**		**4,000**
	9a.	Enrollment in noncredit community service and lifelong learning courses: Unduplicated annual headcount	**4,929**	🟥	**5,200**
	9b.	Annual course enrollments	**10,387**		**10,500**
	10a	Enrollment in noncredit basic skills and literacy courses: Unduplicated annual headcount	**2,844**	🟩	**2,700**
	10b	Annual course enrollments	**6,383**		**6,200**
	11a	Enrollment in contract training courses: Unduplicated annual headcount	**5,692**	🟥	**6,000**
	11b	Annual course enrollments	**10,228**		**10,800**
	12.	High School Dual Enrollment	**283**		**275**

External Quality Feedback	**Strategy Development** *How does your organization establish its strategic challenges and leverage its strategic advantages?*	**Baldrige 2016 50-65%**		**50-65%** **(By 2017)**
	Strategy Deployment *How does your organization convert its strategic objectives into action plans to accomplish the objectives? How does the college ensure that there are adequate resources to accomplish those plans and how does it assess progress relative to these plans? How does it project future performance relative to key comparisons?*	**Baldrige 2016 30-45%**		**50-65%** **(By 2017)**
Internal Measure - QUEST	Effective Strategic Planning **(Annual Employee Survey)**	**3.69**		**4.00**

External Measures

The college has prepared and submitted applications to various Baldrige-based quality awards competitions.

National Baldrige Performance Excellence Award Application (Overall Score)			
▬ (teal)	December 2012: 41.8 - 56.8%	▬ (light green)	November 2015: 38.4 - 53.4% *Criteria enhanced*
▬ (black)	November 2013: 39.2 - 54.2% *Criteria enhanced*	▬ (blue)	November 2016: 34.9-49.9%
▬ (orange)	November 2014: 36.0 - 51.0%		

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

This category examines how the college develops and deploys its strategic objectives and action plans, as well as how the college assesses progress on those plans.

Category 2: *Strategic Planning* Represents 85 points of total score		0-9%	10-29%	30-49%	50-69%	70-89%	90-100%
2.1	45 points			▬	▬		
2.2	40 points			▬	▬		

Action: HCC receives a detailed feedback report in late fall delineating strengths and weaknesses in each category. The president's team reviews the opportunities for improvement and forms process improvement teams to pursue those initiatives. After winning the U.S. Senate Productivity Award (Maryland Performance Excellence Award - 2007), HCC was a finalist and hosted a site visit in October 2008 for the Baldrige award. The college submitted a Baldrige application in May 2017 **and was chosen for a site visit this year.**

Benchmark: When the benchmark was originally set, institutions receiving an overall score of 450 or more received at least site visits. In April 2009, the board accepted the administration's recommendation to increase the benchmark: **HCC will receive a 50-65 percent rating for category #2 of the performance excellence criteria by 2017.**

Internal Measures

Each fall, the college distributes a web-based employee survey: QUEST (QUality Evaluation of Service Trends). All budgeted employees are asked to rate services and initiatives across the campus on a five-point scale (with five being the most positive). The response rate is very good; for example, in fall **2016, 69 percent** of the employees participated. All items on the QUEST have a **benchmark** of at least 3.5 (on a scale of 5). Given the trend within this measure, the benchmark for this indicator was raised to **4.0** in 2008. The rating for *Effective Strategic Planning* this year was **3.69**.

Effectiveness of Strategic Planning

The college is conducting focus groups in the employee constituency areas to gather ideas to improve this rating.

Board Talking Points:

- Of all the Howard County residents who enrolled as **first-time, full-time freshmen** in **any Maryland institution**, nearly **39** percent chose to attend HCC.
- The college attracted **69** percent of all the **part-time enrollees** in Maryland institutions.
- HCC serves a **more diverse** student body (**60.2** percent) than its service area (**43.6** percent).