# E-2 End: Student and Stakeholder Focus
# Key Performance Indicator Report

**Background:** This report addresses the board end, Student and Stakeholder Focus. 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 Dashboard:
## Student and Stakeholder Focus

This category examines how the college determines the requirements, needs, expectations, and preferences of students, stakeholders, and markets.

| Source | | Item | Current | | Benchmark By 2020 |
|---|---|---|---|---|---|
| **MHEC** | 1. | Graduate satisfaction with educational goal achievement | **99.1%** | | **98.0%** |
| | 2. | Non-returning student satisfaction with educational goal achievement | **77.1%** | | **69.0%** |
| | 3. | Graduate satisfaction with transfer preparation | **84.4%** | | **85.0%** |
| | 4. | Graduate satisfaction with job preparation | **91.5%** | | **90.0%** |
| | 5. | Employer/organization satisfaction with contract training | **100%** | | **100%** |
| | 6. | Number of business organizations provided training and services under contract | **30** | | **35** |
| | 7. | Percent of career program graduates employed full-time in a related field | **92.2%** | | **90.0%** |
| | 8 a. | Wage growth of occupational degree graduates: Median income one year prior to graduation | **$11,764** | - | **No Benchmark Requested** |
| | 8 b. | Median income three years after graduation | **$53,709** | - | **No Benchmark Requested** |
| **External Quality Feedback** | | **Voice of the Student and Stakeholder** *How does your organization obtain information from your students and other stakeholders?* | **70-85%** | | **50-65%** (By 2017) |
| | | **Student and Stakeholder Engagement** *How does your organization serve students' and other stakeholders' needs to engage them and build relationships?* | **70-85%** | | **50-65%** (By 2017) |
| **Internal Measure** **In-class surveys** | 1. | Overall student satisfaction (**Yearly Evaluation of Services Survey (YESS)**) | **3.92** | | **4.00** |
| | 2. | Progress relevant to credit course objectives (**Individual Development and Educational Assessment (IDEA) Survey**) | **69.5%** | | **80%** |
| | 3. | Excellence of teacher (**IDEA Survey)** | **71.5%** | | **80%** |
| | 4. | Quality of instruction-overall (**YESS Survey**) | **78.4%** | | **80%** |
| | 5. | Overall noncredit course satisfaction as measured on course evaluations (**Continuing Education and Workforce Development Survey**) | **98.6%** | | **95%** |

Also see the **FY18** "**Comment Card Trends**" report on page 155

# Key Performance Indicator Report

The following are eight 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.

| *Percentage of graduates indicating that their educational goal was completely or partly achieved at the time of graduation.* | | | | | | |
|---|---|---|---|---|---|---|
| | Alumni Survey 2005 Cohort | Alumni Survey 2008 Cohort | Alumni Survey 2011 Cohort | Alumni Survey 2014 Cohort | Alumni Survey 2016 Cohort* | Benchmark 2018 Cohort |
| 1. Graduate satisfaction with educational goal achievement | 93.8%<br><br>n=137/ 146 | 98.6%<br><br>n=213/ 216 | 98.8%<br><br>n=168/ 170 | 95.8%<br><br>n=271/ 283 | 99.1%<br><br>n=232/ 234 | 98.0% |
| *State AVG:* | 94.8% | 97.5% | 97.4% | 96.0% | n/a | |
| *Peer AVG:* | 92.7% | 97.3% | 97.4% | 97.0% | n/a | |

*The survey was conducted in summer 2017.

| *Percentage of students enrolled in the spring term that neither received an award nor enrolled in the subsequent fall term who indicated that they achieved their educational goal.* | | | | | | |
|---|---|---|---|---|---|---|
| | Spring 2009 Cohort | Spring 2011 Cohort | Spring 2013 Cohort | Spring 2015 Cohort | Spring 2017 Cohort | Benchmark 2019 Cohort |
| 2. Non-returning student satisfaction with educational goal achievement | 63.9%<br><br>n=62/ 97 | 60.8%<br><br>n=45/ 74 | 61.8%<br><br>n=34/ 35 | 67.9%<br><br>n=36/ 53 | 71.1%<br><br>n=27/ 38 | 69.0% |
| *State AVG:* | 69.5% | 70.5% | 67.3% | 64.6% | n/a | |
| *Peer AVG:* | 69.5% | 69.2% | 66.2% | 63.6% | n/a | |

HCC sends the survey to a sample of 1,000 students. The survey is anonymous so no follow-up request to complete it can be sent. This survey will be conducted in November, 2019.

| *Percentage of community college transfer program graduates who transferred to a four-year institution who rated their preparation for transfer as very good or good.* | | | | | | |
|---|---|---|---|---|---|---|
| | Alumni Survey 2005 Cohort | Alumni Survey 2008 Cohort | Alumni Survey 2011 Cohort | Alumni Survey 2014 Cohort | Alumni Survey 2016 Cohort* | Benchmark 2018 Cohort |
| 3. Graduate satisfaction with transfer preparation | 89.3%<br><br>n=67/ 75 | 80.6%<br><br>n=79/ 98 | 92.3%<br><br>n=72/ 78 | 79%<br><br>n=113/ 143 | 84.4%<br><br>n=103/ 122 | 85.0% |
| *State AVG:* | 82.5% | 80.6% | 79.3% | 79.5% | n/a | |
| *Peer AVG:* | 82.8% | 78.0% | 81.4% | 79.1% | n/a | |

| *Percentage of credit career program graduates employed full-time in areas related or somewhat related to their academic major who rated their preparation for employment as very good or good.* | | | | | | |
|---|---|---|---|---|---|---|
| | **Alumni Survey 2005 Cohort** | **Alumni Survey 2008 Cohort** | **Alumni Survey 2011 Cohort** | **Alumni Survey 2014 Cohort** | **Alumni Survey 2016 Cohort\*** | **Benchmark 2018 Cohort** |
| 4. Graduate satisfaction with job preparation | 100% n=32/ 32 | 89.8% n=53/ 59 | 95% n=19/ 20 | 75% n=30/ 40 | **91.5%** n=54/ 59 | **90%** |
| *State AVG:* | 84.5% | 86.2% | 85.7% | 82.3% | n/a | |
| *Peer AVG:* | 77.4% | 84.2% | 91.2% | 85.8% | n/a | |

| *Percentage of employers and organizations who rated their satisfaction with contract training as very satisfied or satisfied.* | | | | | | |
|---|---|---|---|---|---|---|
| | **FY13** | **FY14** | **FY15** | **FY16** | **FY17** | **Benchmark FY2020** |
| 5. Employer/ organization satisfaction with contract training | 96.3% n=26/ 27 | 96.8% n=30/ 31 | 100.0% n=25/ 25 | 100.0% n=20 /20 | **100%** n=16/ 16 | **100%** |
| *State AVG:* | 98.9% | 97.9% | 97.0% | 98.9% | n/a | |
| *Peer AVG:* | 100% | 96.0% | 97.6% | 100.0% | n/a | |

| *The unduplicated number by site of businesses or organizations provided workforce and/or workplace-related training and services under a contractual agreement.* | | | | | | |
|---|---|---|---|---|---|---|
| | **FY13** | **FY14** | **FY15** | **FY16** | **FY17** | **Benchmark FY2020** |
| 6. Number of businesses or organizations provided training and services under contract | 28 | 35 | 27 | 34 | **30** | **35** |
| *State AVG:* | 67 | 69 | 67 | 63 | n/a | |
| *Peer AVG:* | 53 | 38 | 40 | 37 | n/a | |

| *Percent of career program graduates employed full-time in a related field.* | | | | | | |
|---|---|---|---|---|---|---|
| | **Alumni Survey 2005 Cohort** | **Alumni Survey 2008 Cohort** | **Alumni Survey 2011 Cohort** | **Alumni Survey 2014 Cohort** | **Alumni Survey 2016 Cohort** | **Benchmark Survey 2018 Cohort** |
| 7. Percent of career program graduates employed full-time in a related field. | 89% n=32/ 26 | 93.8% n=60/ 64 | 87.0% n=20/ 23 | 89.1% n=41/ 46 | **92.2%** n=59/ 64 | **90.0%** |
| State Avg. | 83.1% | 82.9% | 87.7% | 84.2% | n/a | |
| Peer Avg. | 86.6% | 88.0% | 91.6% | 85.7% | n/a | |

| | FY13 | FY14 | FY15 | FY16 | FY17 | MHEC requires no Benchmark |
|---|---|---|---|---|---|---|
| *Increase in the median annual income of full-time employed occupational program associate degree graduates one year prior to graduation compared to three years after graduation. ONLY Maryland data.* | | | | | | |
| Wage growth of occupational degree graduates: | | | | | | |
| 8a. Median income one year prior to graduation | $20,108 | $15,011 | $16,279 | $16,962 | **$11,764** | **No Benchmark Requested** |
| 8b. Median income three years after graduation | $52,657 | $48,967 | $52,588 | $50,502 | **$53,709** | **No Benchmark Requested** |
| | | | | | | |
| a. Median income one year prior to graduation  -State Avg | $18,035 | $15,729 | $15,533 | $15,442 | n/a | |
| -Peer Avg | $19,500 | $17,201 | $18,700 | $17,392 | n/a | |
| b. Median income three years after graduation  -State Avg | $40,015 | $37,868 | $39,285 | $40,639 | n/a | |
| -Peer Avg | $45,143 | $43,812 | $44,170 | $42,976 | n/a | |

# External Measures

The college 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* | ◼ (light gray) November 2016: 34.9-49.9% | |
| ◼ (orange) November 2014:  36.0 - 51.0% | ◼ (blue) November 2017: 58.2-73.0% | |

| Baldrige Criteria — 1000 points | Overall Score | 0-9% | 10-29% | 30-49% | 50-69% | 70-89% | 90-100% |
|---|---|---|---|---|---|---|---|
| | | | | teal (41.8-56.8%) | | | |
| | | | | black (39.2-54.2%) | | | |
| | | | | orange (36.0-51.0%) | | | |
| | | | | light green (38.4-53.4%) | | | |
| | | | | light gray (34.9-49.9%) | | | |
| | | | | | blue (58.2-73.0%) | | |

This category examines how the college determines the requirements, needs, expectations, and preferences of students, stakeholders, and markets.

| Category 3: *Student and Stakeholder Focus* — 85 points | | 0-9% | 10-29% | 30-49% | 50-69% | 70-89% | 90-100% |
|---|---|---|---|---|---|---|---|
| **3.1** Voice of the Students and Stakeholders | 40 points | | | | teal | | |
| | | | | | dark blue | | |
| | | | orange | | | | |
| | | | | | light green | | |
| | | | | | light gray | | |
| | | | | | | blue | |
| **3.2** Student and Stakeholder Engagement | 45 points | | | | teal | | |
| | | | | | black | | |
| | | | orange | | | | |
| | | | light green | | | | |
| | | | | | light gray | | |
| | | | | | | blue | |

**Action:** HCC receives a detailed feedback report on its Baldrige application in late fall 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 won the 2007 U.S. Senate Productivity Award (Maryland Performance Excellence Award).  HCC was a finalist and hosted a site visit in October
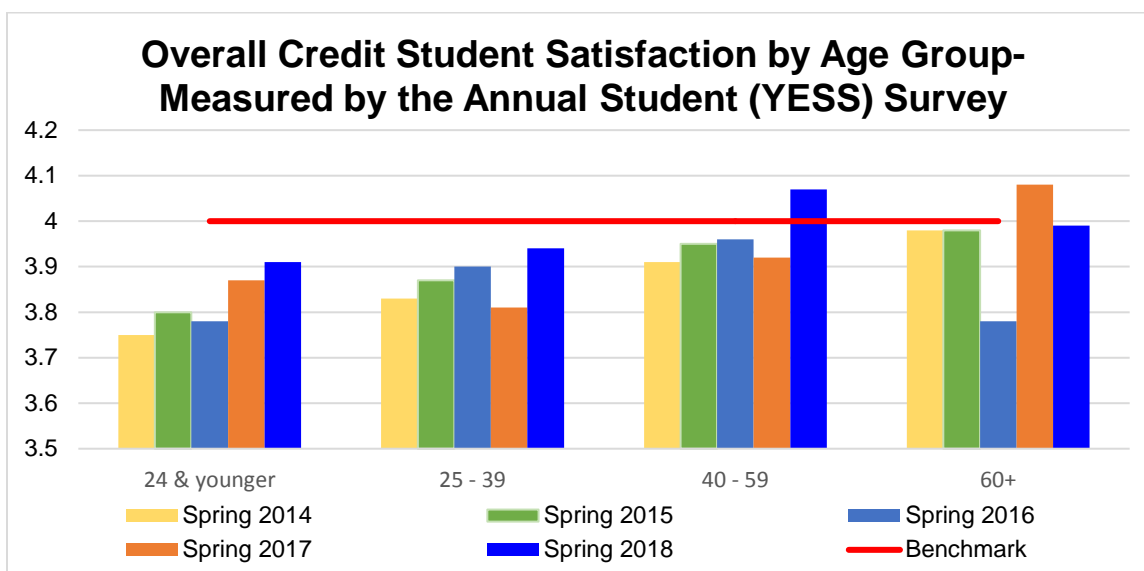
2008 **and 2017** for the Baldrige award. A team created and submitted a Baldrige application in **May 2018**. **HCC was chosen for a site visit this year. The college awaits the results.**

**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 number three of the performance excellence criteria by 2017.**

# Internal Measures

The next three items were selected to measure student satisfaction.

**Overall Credit Student Satisfaction by Age Group-Measured by the Annual Student (YESS) Survey**

| | Spring 2014 | Spring 2015 | Spring 2016 | Spring 2017 | Spring 2018 | Benchmark FY16 | Current Benchmark Status |
|---|---|---|---|---|---|---|---|
| 24 & younger | 3.75 | 3.80 | 3.78 | 3.87 | **3.91** | **4.00** | *Getting There* |
| 25 - 39 | 3.83 | 3.87 | 3.90 | 3.81 | **3.94** | **4.00** | *Getting There* |
| 40 - 59 | 3.91 | 3.95 | 3.96 | 3.92 | **4.07** | **4.00** | *Exceeded* |
| 60+ | 3.98 | 3.98 | 3.78 | 4.08 | **3.99** | **4.00** | *Getting There* |
| **Overall** | **3.77** | **3.82** | **3.82** | **3.86** | **3.92** | **4.00** | *Getting There* |



Overall Credit Student Satisfaction by Age Group-Measured by the Annual Student (YESS) Survey

**Description of the Indicator:** The Yearly Evaluation of Services by Students (YESS) survey is administered every year to a sample of HCC credit students in the spring semester. Ratings are given on a five-point satisfaction scale, ranging from "Very Satisfied" (5) to "Very Dissatisfied" (1). The ratings on this chart are each year's averaged ratings for all of the items on the survey that are rated on the five-point scale by age group. For spring 2018, N= (24 and younger) 814, (25-39) 216, (40-59) 64, (60+) 11, spring enrollment 9,299, YESS respondents = 1,105*.
*valid N for the age question.

**Benchmark:** Set by the board, the overall or composite rating for overall student satisfaction will be 4.00 (on a scale ranging from 1.00 to 5.00) for all age groups.

**Performance Outcome:** There were decreases in measure of satisfaction in 2018 for only the 60+ age group; all other groups experienced a slight increase.

**Data Source:** Data is from HCC's annual YESS survey administered and analyzed by the planning, research, and organizational development (PROD) office.
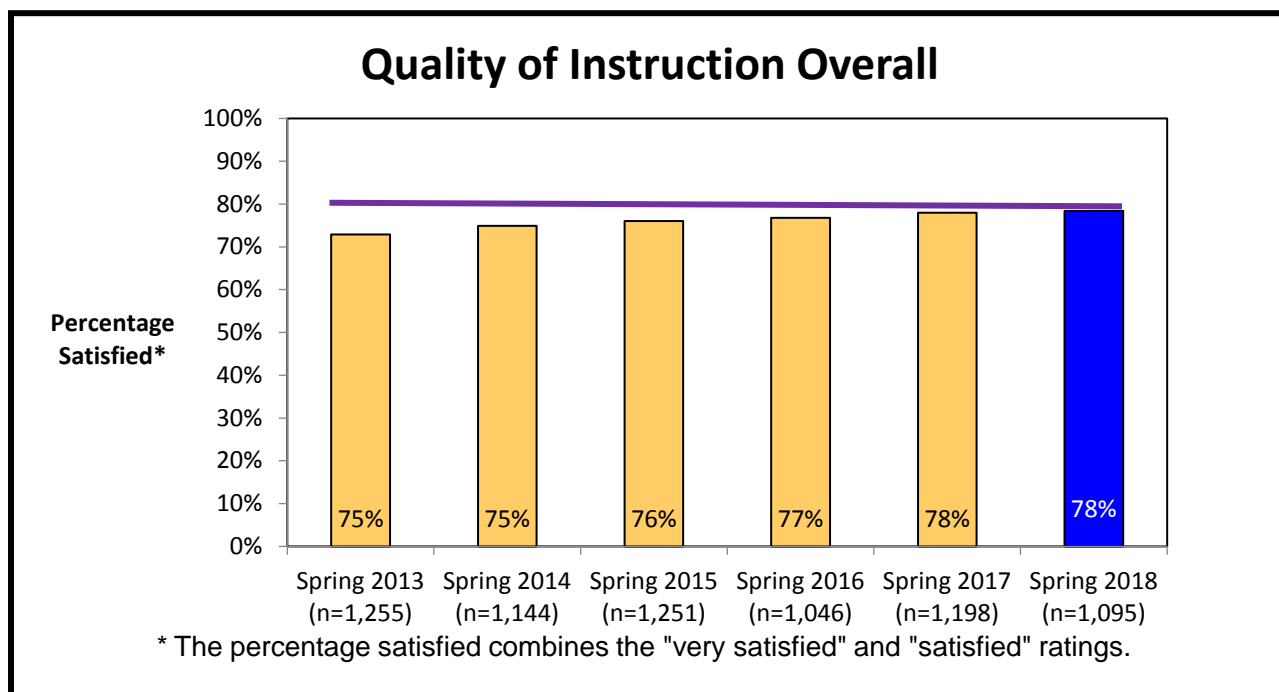
# IDEA Survey Rating

**Currently enrolled credit students** are given the opportunity annually to rate their classes, their programs, their goal achievement, college services, and the college overall. **Benchmark (**set by the board**): Eighty percent of the responding credit students will evaluate the college programs and services at the satisfactory or above level.**

The college routinely administers <u>course evaluations</u> in credit courses. The students of all new instructors complete evaluations. Students of other faculty evaluate their classes on a rotating schedule. The college is currently using the Individual Development and Educational Assessment (IDEA) survey developed by professors from Kansas State University who have now formed a non-profit that sponsors and scores the survey (The IDEA Center, Inc.). During the **2017-2018** academic year (AY), the IDEA survey was administered to students in **3,127** course sections. Students in **69.5 percent** of these classes evaluated the course at the satisfactory or above level when rating their progress against relevant course objectives. Students in **71.5 percent** of these classes responded at the satisfactory or above level when rating the excellence of the teacher. **This is the third year of utilizing the online version of the IDEA survey.**



Credit Student Satisfaction with Courses
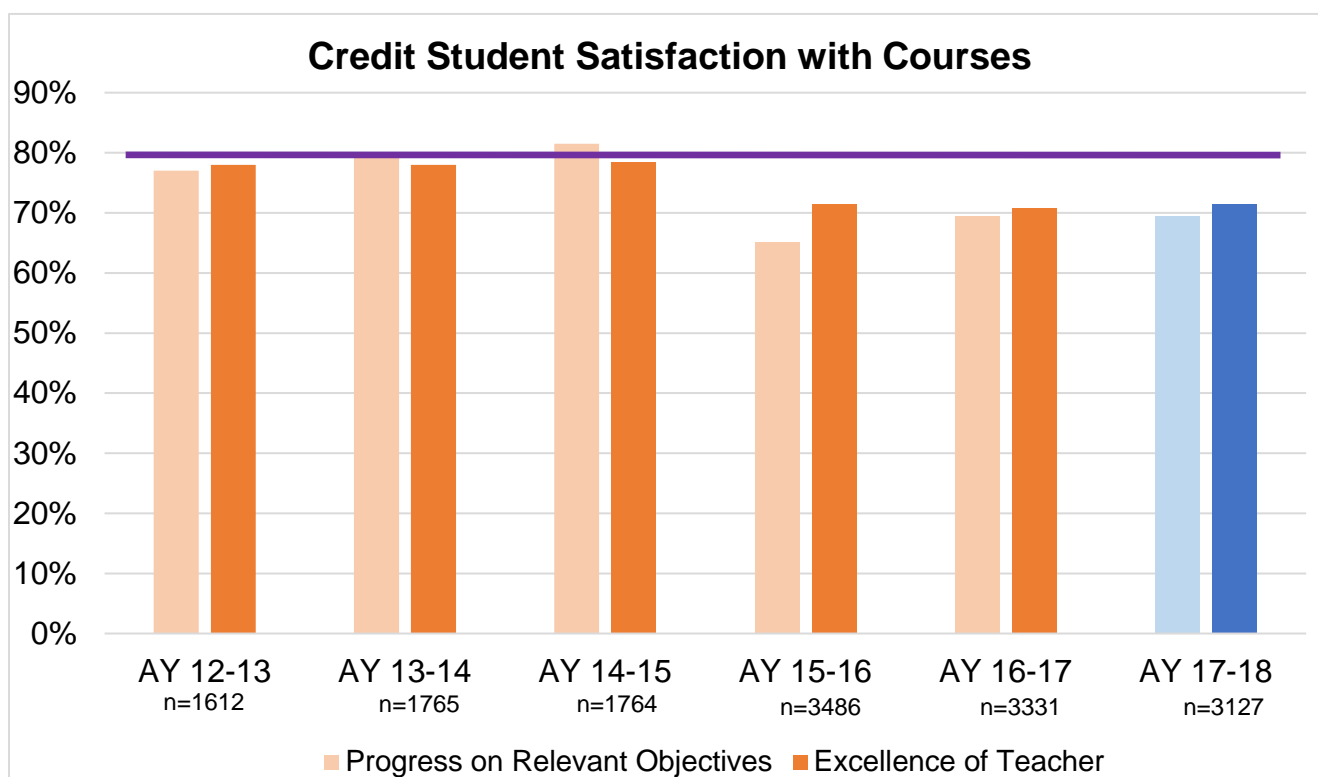
On the YESS survey, the overall *quality of instruction* is rated at **78.4 percent**. Note that numbers in parenthesis represent number of survey respondents enrolled in credit instruction.

## Quality of Instruction Overall

Percentage Satisfied*

| Spring 2013 (n=1,255) | Spring 2014 (n=1,144) | Spring 2015 (n=1,251) | Spring 2016 (n=1,046) | Spring 2017 (n=1,198) | Spring 2018 (n=1,095) |
|---|---|---|---|---|---|
| 75% | 75% | 76% | 77% | 78% | 78% |

* The percentage satisfied combines the "very satisfied" and "satisfied" ratings.

During the even numbered years 2012, 2014, 2016, and 2018, three surveys (IDEA; Community College Survey of Student Engagement (CCSSE)-by state agreement; YESS-college departments use these results in their vital signs) were administered in the spring semester. The college tries not to ask students to take multiple surveys to avoid survey fatigue.

# Noncredit Student Satisfaction with Courses

| FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | Benchmark FY18 | *Current Benchmark Status* |
|------|------|------|------|------|------|----------------|----------------------------|
| 98.4% | 98.7% | 98.9% | 98.4% | 98.6% | **98.61%** | **95%** | *Exceeded* |

*Description of the Indicator: A* survey is administered at the end of a noncredit class to all HCC students. Course ratings are given on a five-point satisfaction scale, ranging from "Excellent" (5) to "Poor" (1). This indicator measures the percent of students choosing excellent, good, or satisfactory on the five-point scale. For **FY18, n=11,240/11,399.**
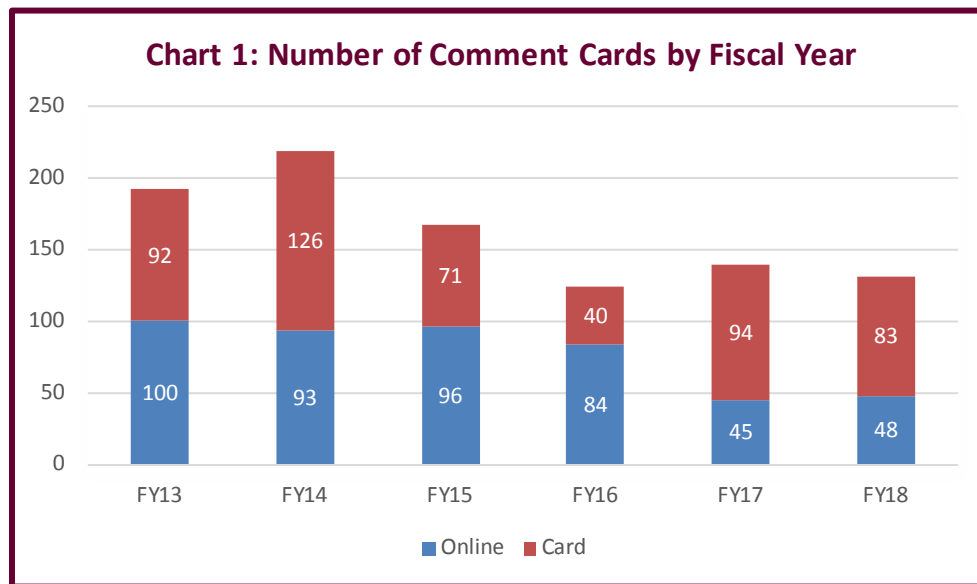
*Benchmark:* Set by the board, 95 percent of all respondents will rate their overall course satisfaction as satisfactory, good, or excellent.

*Performance Outcome:* The benchmark has been exceeded for the past **six** years.
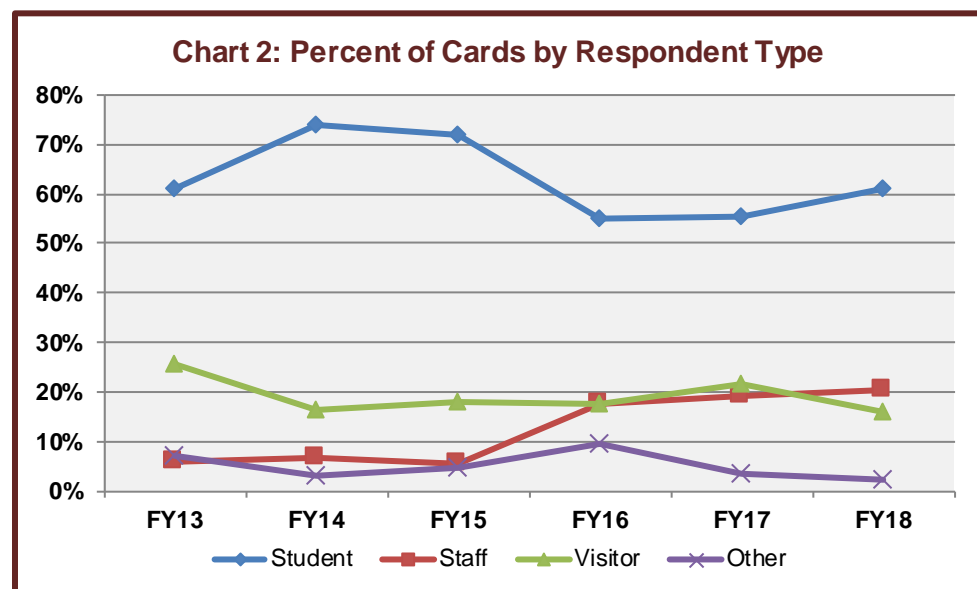
*Data Source***:** Data is from HCC's division of continuing education and workforce development's student course evaluations analyzed by the planning, research, and organizational development office.
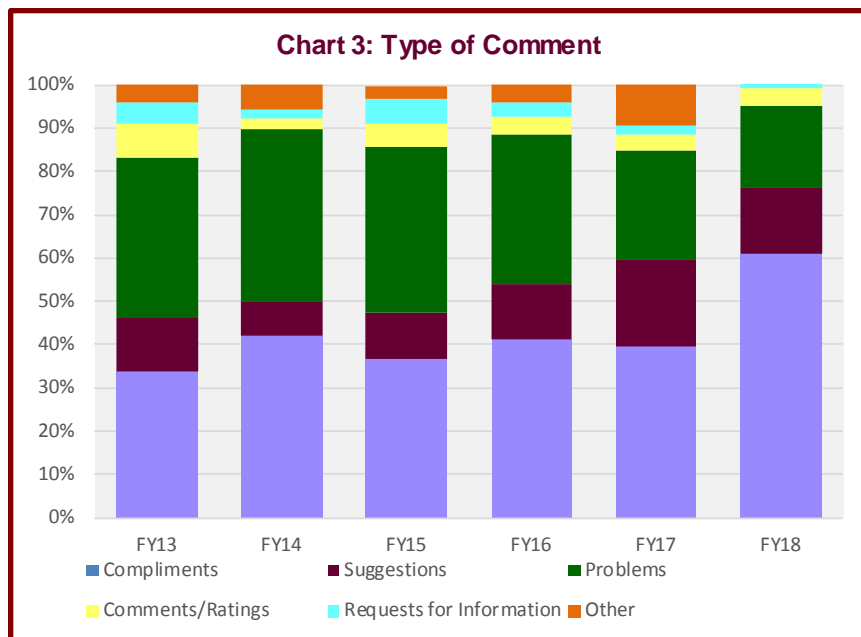
# Comment Card Trends

There were a total of 131 comment cards received in FY18, a six percent decrease from FY17. This year, the number of traditional paper comments outnumbered the online comments: 63 percent (83) of the comments received in FY18 were from the paper comment cards and 37 percent (48) were from the online web form.

**Chart 1: Number of Comment Cards by Fiscal Year**

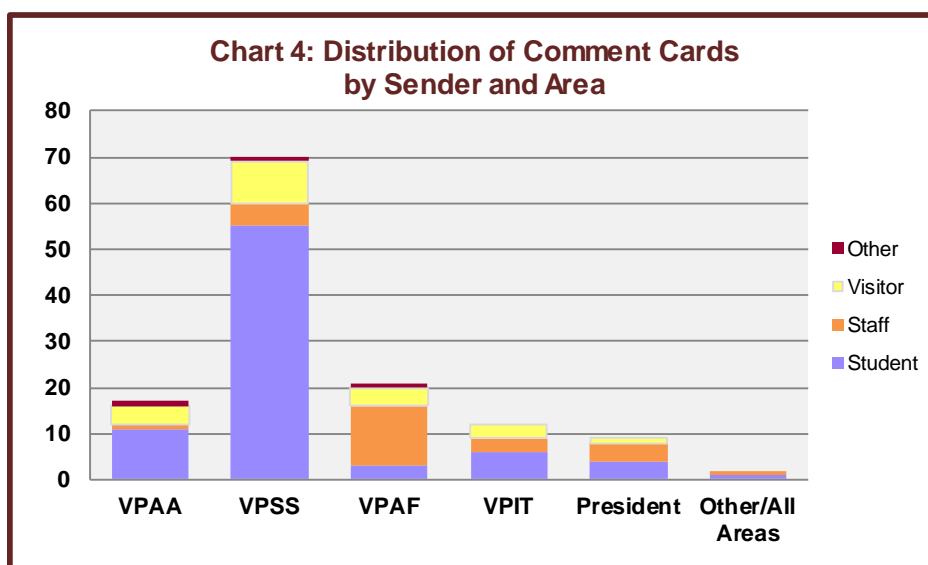| Fiscal Year | Online | Card |
|---|---|---|
| FY13 | 100 | 92 |
| FY14 | 93 | 126 |
| FY15 | 96 | 71 |
| FY16 | 84 | 40 |
| FY17 | 45 | 94 |
| FY18 | 48 | 83 |

The percentage of student comments increased this year to 61 percent (80) from 55 percent (77) in FY17; the percentage of staff comments increased from 19.4 percent (27) in FY17 to 21 percent (27) this year. The number of visitor comments decreased by six percent (21) this year.

**Chart 2: Percent of Cards by Respondent Type**

Lines: Student, Staff, Visitor, Other across FY13–FY18.

As can be seen in chart 3, compliments and problems are still the most frequent comment types. The number of problems have decreased by six percent. Of the 80 compliments submitted, 76 percent (61) cited a staff member by name. Copies of cards commending an individual are sent to that person to acknowledge his/her contribution to HCC.

**Chart 3: Type of Comment**

Stacked bar chart showing percentage breakdown of comment types from FY13 to FY18. Categories: Compliments, Suggestions, Problems, Comments/Ratings, Requests for Information, Other.

As in previous years, comment cards sent by HCC's stakeholders were distributed to the president or appropriate vice president of the topic area for his/her review and action. Because of the large number of service areas, students tend to make the most comments about departments under the vice president of student services (VPSS) area. Staff comments most often fall under the vice president of administration and finance (VPAF) area. The other areas included in the chart below are the vice president of academic affairs (VPAA), the vice president of information technology (VPIT) and the president.

**Chart 4: Distribution of Comment Cards by Sender and Area**

Stacked bar chart showing distribution of comment cards by sender (Other, Visitor, Staff, Student) across areas: VPAA, VPSS, VPAF, VPIT, President, Other/All Areas.

**Board Talking Points:**

- When rating their satisfaction with noncredit courses at HCC, **98.6** percent of the students chose satisfied, good, or excellent.
- Students in **71.5** percent of the **3,127** credit classes chosen to complete the IDEA survey rated the course at the satisfactory or above level when rating the excellence of their teacher.
- For **FY16** (**since the college has the comparators for that cohort**), the median income of HCC occupational program degree graduates three years after graduation outpaces **($50,502)** the comparative peer and state earnings**.**