

## 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 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 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 report will be available at: <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: 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 2025	
MHEC	1a.	Wage growth of occupational degree graduates: Median income one year prior to graduation	\$16,812	-	No Benchmark Requested
	1b.	Median income three years after graduation	\$55,832	-	No Benchmark Requested
	2.	<b>Graduates employed within one year</b>	78.4%	-	No Benchmark Requested
External Quality Feedback		<b>Voice of the Student and Stakeholder</b> <i>How does your organization obtain information from your students and other stakeholders?</i>	70-85%		50-65% (By 2019)
		<b>Student and Stakeholder Engagement</b> <i>How does your organization serve students' and other stakeholders' needs to engage them and build relationships?</i>	70-85%		50-65% (By 2019)
Internal Measure In-class surveys	1.	Overall student satisfaction ( <b>Yearly Evaluation of Services Survey (YESS)</b> )	4.05		4.00
	2.	Progress relevant to credit course objectives ( <b>Individual Development and Educational Assessment (IDEA) Survey</b> )	64%		80%
	3.	Excellence of teacher ( <b>IDEA Survey</b> )	70%		80%
	4.	Quality of instruction-overall ( <b>YESS Survey</b> )	74%		80%
	5.	Overall noncredit course satisfaction as measured on course evaluations ( <b>Continuing Education and Workforce Development Survey</b> )	98.3%		95%

Also see the **FY21 "Comment Card Trends"** report on [page 143](#).

## Key Performance Indicator Report

The following are two 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.

<i>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.</i>						
	FY16	FY17	FY18	FY19	FY20	MHEC requires no Benchmark
Wage growth of occupational degree graduates:						
1a. Median income one year prior to graduation	\$16,962	\$11,764	\$14,275	\$16,169	<b>\$16,812*</b>	No Benchmark Requested
1b. Median income three years after graduation	\$50,502	\$53,709	\$56,844	\$55,926	<b>\$55,832*</b>	No Benchmark Requested
a. Median income one year prior to graduation						
-State Avg	\$15,442	\$15,334	\$15,815	<b>\$16,643</b>	<b>\$18,143*</b>	
-Peer Avg	\$17,392	\$16,194	\$17,477	<b>\$17,546</b>	<b>\$17,179*</b>	
b. Median income three years after graduation						
-State Avg	\$40,639	\$41,086	\$42,795	<b>\$43,616</b>	<b>\$46,329*</b>	
-Peer Avg	\$42,976	\$44,140	\$45,841	<b>\$48,163</b>	<b>\$49,819*</b>	







\*The metric has changed sources from Jacob France Institute to Maryland Longitudinal Data Center







<i>Graduates employed within one year.</i>					
	FY2016 Graduates	FY2017 Graduates	FY2018 Graduates	FY2019 Graduates	MHEC requires no Benchmark
2. Graduates employed within one year**	<b>86.1%</b>	<b>83.3%</b>	<b>80.6%</b>	<b>78.4%</b>	No Benchmark Requested
State Avg.	<b>75.0%</b>	<b>76.7%</b>	<b>75.9%</b>	<b>72.8%</b>	
Peer Avg.	<b>77.0%</b>	<b>79.6%</b>	<b>79.6%</b>	<b>78.8%</b>	

\*\*This is a new metric. Percentage of **career program associate degree and certificate** Maryland residential graduates who were employed in Maryland in the year after graduation. Employment data does not include graduates who were employed by the federal government or certain non-profits, as well as those who were self-employed or independent contractors.











## External Measures

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

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%
Baldridge Criteria 1000 points	Overall Score						
							
							
							
							
							

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

Category 3: <b>Student and Stakeholder Focus</b> 85 points		0-9%	10-29%	30-49%	50-69%	70-89%	90-100%
<b>3.1</b> Voice of the Students and Stakeholders 40 points							
							
							
							
							
<b>3.2</b> Student and Stakeholder Engagement 45 points							
							
							
							
							

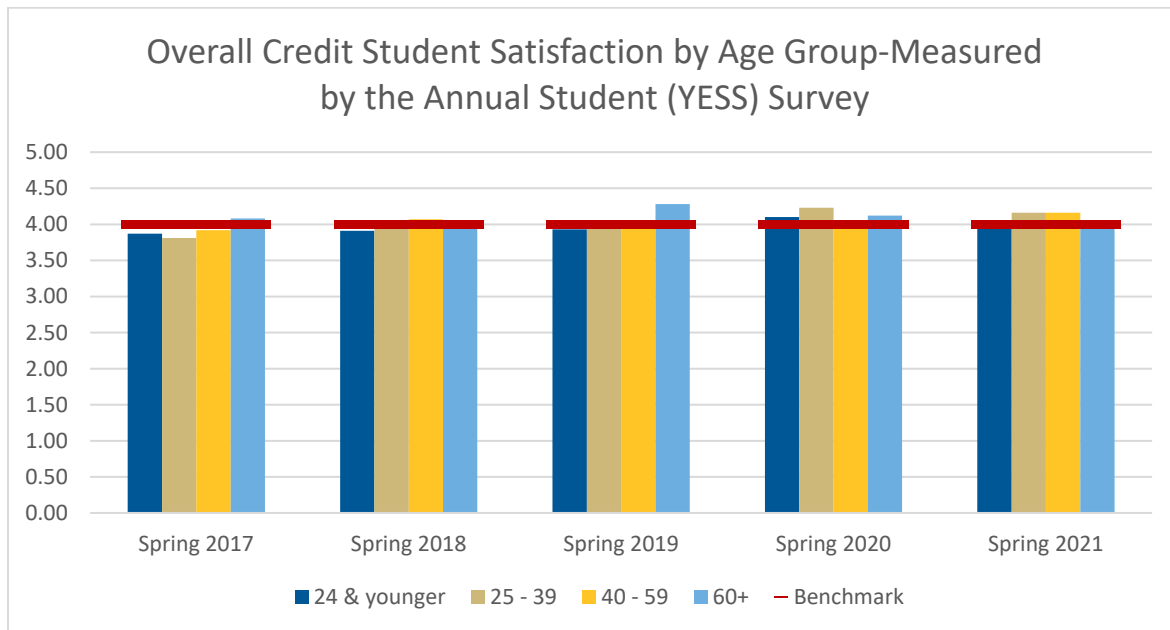
**Action:** HCC receives a detailed feedback report delineating strengths and weaknesses in each category. The president's team reviews the opportunities for improvement and charges process improvement teams to pursue those initiatives. HCC was a finalist and hosted a site visit in 2017, 2018, and 2019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

## 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 2017	Spring 2018	Spring 2019	Spring 2020	Spring 2021	Benchmark	Current Benchmark Status
24 & younger	3.87	3.91	3.93	4.10	3.95	4.00	Getting There
25 - 39	3.81	3.94	4.01	4.23	4.16	4.00	Exceeded
40 - 59	3.92	4.07	3.98	4.04	4.16	4.00	Exceeded
60+	4.08	3.99	4.28	4.12	3.99	4.00	Getting There
Overall	3.86	3.92	3.95	4.13	4.05	4.00	Exceeded



**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 2021, N= (24 and younger) 183, (25-39) 102, (40-59) 79, (60+) 24, spring enrollment 8,370, YESS respondents = 388\*. \*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:** While all but one age category show a slight decrease in FY21, the mean scores are still generally higher than the years pre-pandemic.

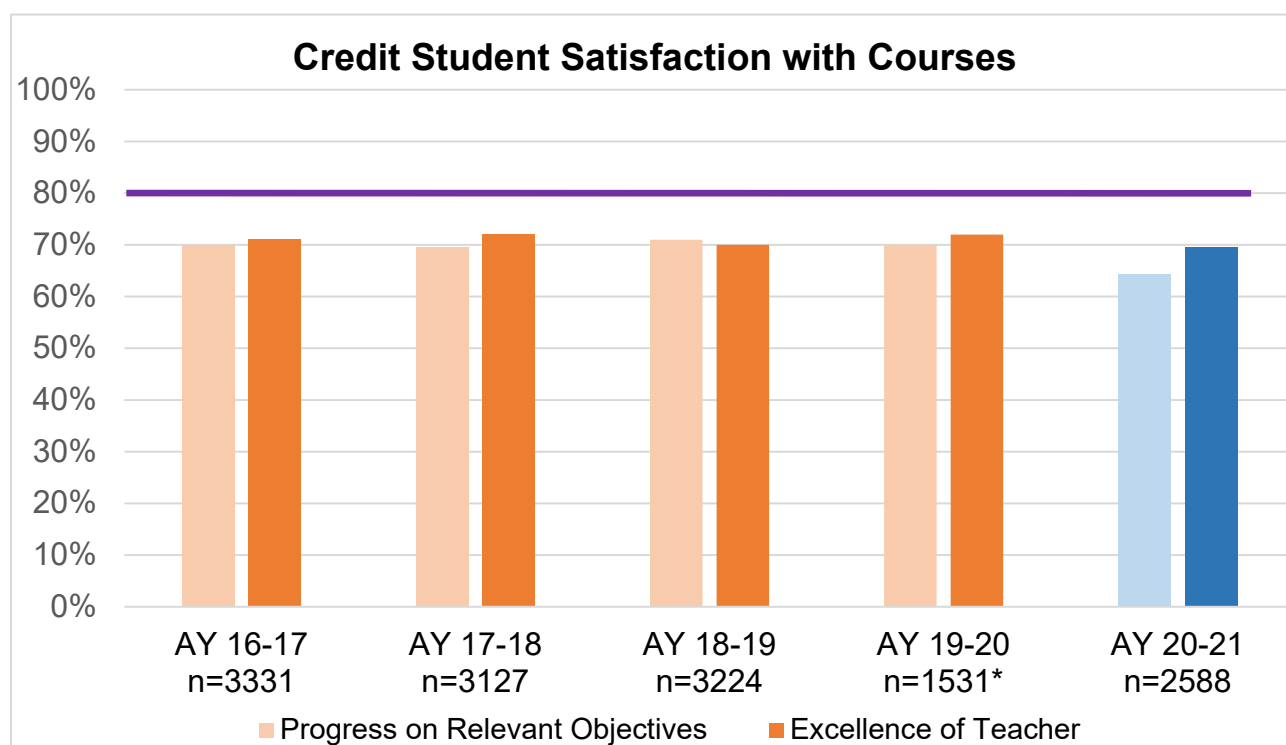
**Data Source:** Data is from HCC's annual YESS survey administered and analyzed by the planning, research, and organizational development (PROD) office.

## 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.**

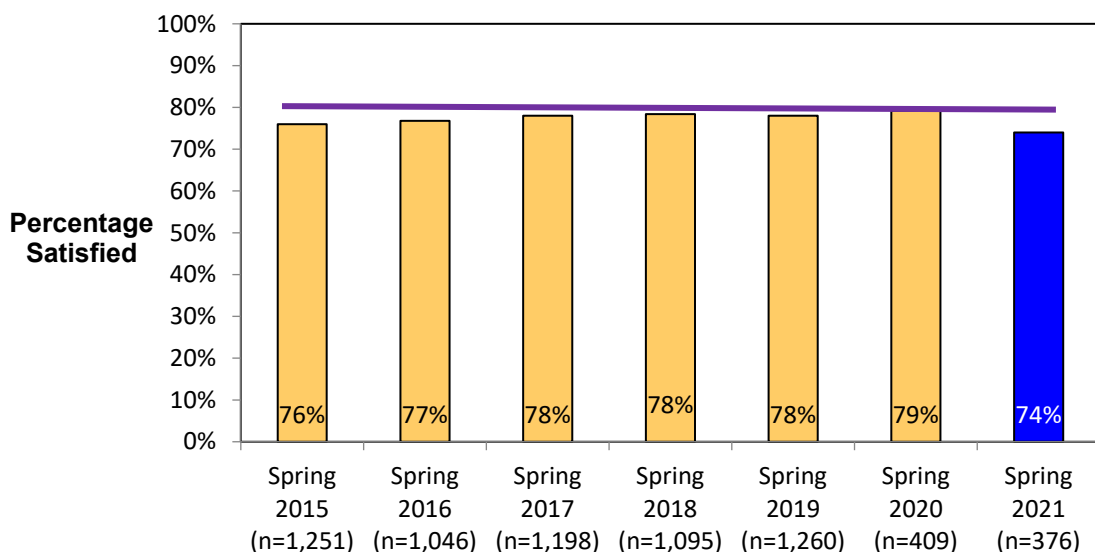
The college routinely administers course evaluations in credit courses. The students of all new instructors complete evaluations. Students of other faculty evaluate their classes on a rotating schedule. The college is currently using the Individual Development and Educational Assessment (IDEA) survey 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 **2020-2021** academic year (AY), the IDEA survey was administered to students in **1,348** course sections in the fall semester, and **1,240** course sections in the spring semester. Students in **64 percent** of these classes evaluated the course at the satisfactory or above level when rating their progress against relevant course objectives. Students in **70 percent** of these classes responded at the satisfactory or above level when rating the excellence of the teacher. **This is the sixth year of utilizing the online version of the IDEA survey.**



\*Fall data only due to coronavirus pandemic.

On the YESS survey, **73.7 percent** of students said they were very satisfied or satisfied with the overall quality of instruction. Note that numbers in parenthesis represent number of survey respondents for that item. **This is the second year of utilizing the online version of the YESS survey.**

## Quality of Instruction Overall



## Noncredit Student Satisfaction with Courses

FY17	FY18	FY19	FY20	FY21	Benchmark	Current Benchmark Status
98.6%	98.6%	98.9%	98.2%	98.3%	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 **FY21, n=1,505/1,531**.

**Benchmark:** Set by the board, 95 percent of all respondents will rate their overall course satisfaction as satisfactory, good, or excellent.

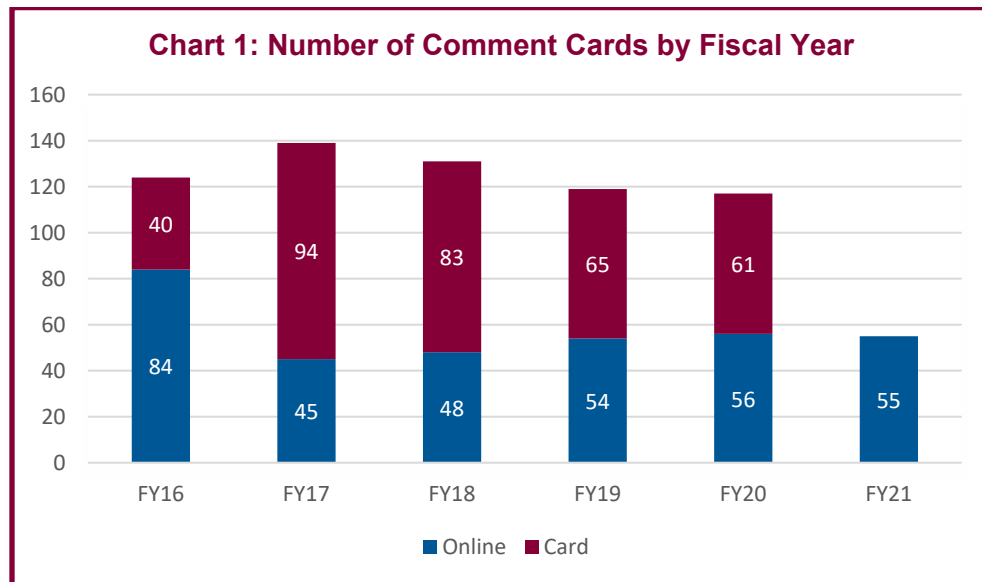
**Performance Outcome:** The benchmark has been exceeded for five years.

**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.

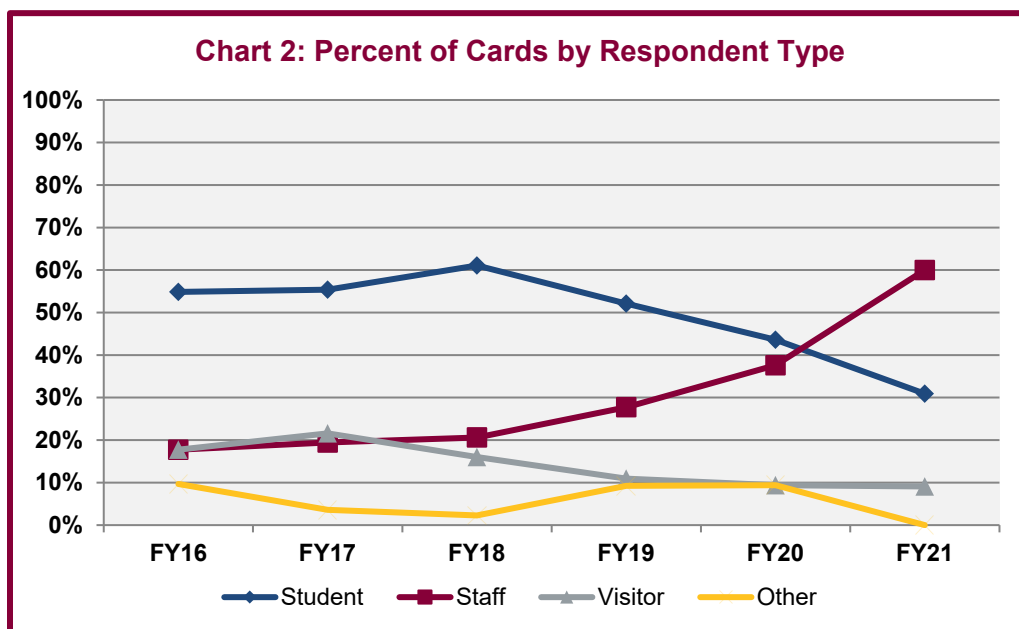


## Comment Card Trends

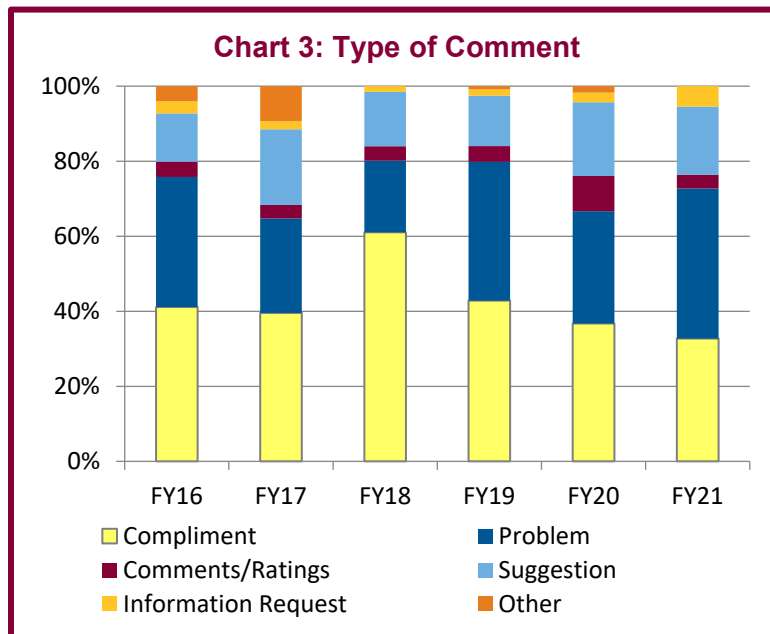
There were a total of **55 comment cards received in FY21**, a **fifty-three percent decrease** from FY20. This year, **100 percent** of the comments received were from the **online** web form; none were sent via the traditional paper cards.



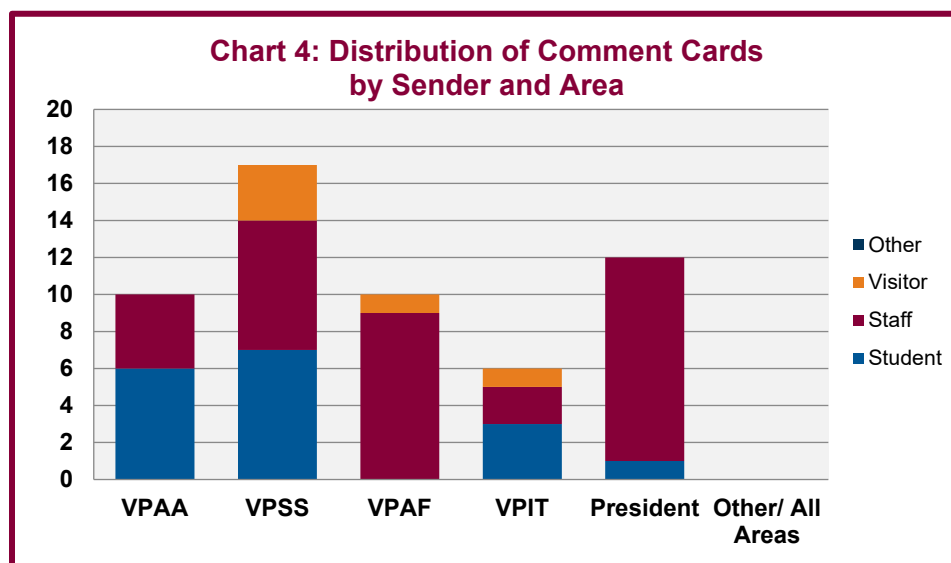
The percentage of student comments **decreased** this year to **31 percent (17)** from **44 percent (51) in FY20**; the percentage of staff comments **increased to 60 percent (33) in FY21 from 38 percent (44) last year**. The percentage of visitor comments **stayed at nine percent, with five received in FY21 compared to 11 in FY20**.



As can be seen in chart 3, compliments and problems are still the most frequent comment types. The number of comment cards reporting problems has **increased by 10 percent, from 30 to 40 percent**. Of the **18 compliments** submitted, **78 percent (14)** cited a staff member by name. Copies of cards commending an individual are sent to that person to acknowledge his/her contribution to HCC.



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 their 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.



### **Board Talking Points:**

- When rating their satisfaction with noncredit courses at HCC, **98.3** percent of the students chose satisfied, good, or excellent.
- Students in **70 percent** of the **2,588** credit classes chosen to complete the IDEA survey rated the course at the satisfactory or above level when rating the excellence of their teacher.
- The median income of HCC occupational program degree graduates three years after graduation (**\$55,832**) outpaces the comparative peer and state earnings.