

G-4 Report on Board End: Leadership

Background: This report addresses the board core end, *Leadership*. HCC aligns its operations with the two educational excellence criteria for this category.

Measures were selected by the board in 2003. The administration now presents the dashboard as a vehicle to summarize the information. Green ■ – signals that HCC is operating above the benchmark, yellow ■ – performance is at the benchmark, and red ■ – the operating level is still below the benchmark. Detail pages follow the dashboard. Any updates are indicated in [blue](#).

At its May 22, 2002, meeting, the trustees approved all the current benchmarks for the required Maryland Higher Education Commission (MHEC) indicators. Later in 2006, the board will have to opportunity to set new benchmarks.

Once viewed 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 board core end (Key Performance Indicator) system. The website address is: <http://www.howardcc.edu/hcc/plan&eval/BoardEnds/boardends.htm>

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.





Category 1 - Leadership

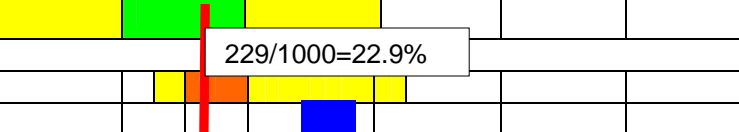
This category examines how the college's senior leaders address the organizational values, directions, and performance expectations to ensure a focus on students and stakeholders, student learning, faculty and staff empowerment, innovation, and organizational learning. Also examined are the organization's governance system and how the organization addresses its public and community responsibilities.

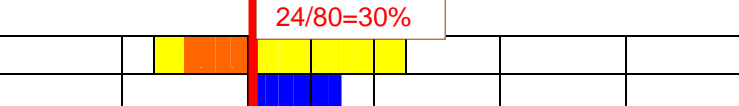
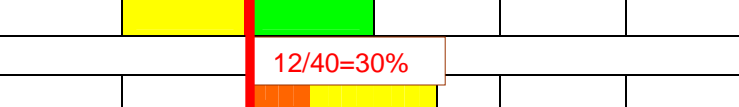
Source	Item	Current	Benchmark
External Quality Feedback	Organizational Leadership How do senior leaders guide the organization? What is the organization's governance system? How do senior leaders review organizational performance?	30-45%	45%
	Social Responsibility How does the organization address its responsibilities to the public, ensure ethical behavior and practice good citizenship?	30-45%	45%
MHEC	Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions* <i>(*less than 60% is better in this measure)</i>	44.7%	60.0%
	Percentage of expenditures on instruction	53.8%	50.0%
	Percentage of expenditures on instruction and selected academic support	61.4%	58.0%
QUEST (Employee Survey)	Express open viewpoints	3.99	3.50
	Overall ratings of the VPs as a team	4.12	3.50
	Overall rating of the Board of Trustees	4.15	3.50
	Overall rating of the President	4.47	3.50

External Measures

The college prepared and submitted applications to various Baldrige-based quality awards competitions; the results are indicated below.

Maryland State Quality Award		CQIN Pacesetter		Baldrige	
	Range of total applicant scores		HCC's Score - 2002 Specific score is issued		Oct 2005 -HCC's score Score given as an interval, e.g. Total: 376-475
	2002 - Score interval in which HCC was rated				
	2003- Score interval in which HCC was rated				

		Scoring Ranges					
		0-9	10-29	30-49	50-69	70-89	90-100
Baldrige Criteria 1000 points	Overall Score						
		$229/1000=22.9\%$					

			0-9	10-29	30-49	50-69	70-89	90-100
1:	Leadership (120 points)	1.1* 70 points						
			$24/80=30\%$					
		1.2* 50 points						
			$12/40=30\%$					

*scoring changed in 2003.

Action:

The college receives a detailed feedback report delineating strengths and weaknesses in the category. A team reviews those reports, collects information on the process improvements that occur in the intervening months, and submits a new application. On May 24, 2005, the college submitted an application to the Malcolm Baldrige Award competition. HCC received its feedback report in late October 2005 and the original team met on December 5th to discuss next steps. [A new team is working to submit the application for the Maryland Performance Excellence Award.](#)

Benchmark:

When the benchmark was originally set, institutions receiving an overall score of 450 and above received site visits. Therefore, the administration recommended a Category benchmark aligned with that score: **The college will receive a rating for Category #1 of 45 percent on the Maryland Performance Excellence Award by 2007 or Baldrige by 2009.**

Next are three measures **mandated by the Maryland Higher Education Commission (MHEC)**. Note Peer Colleges: College of Southern Maryland, Harford Community College, and Frederick Community College.

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.

	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	Benchmark FY 2006
Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions	60.0%	56.8%	56.2%	53.9% n=2,915/ 5,406	41.1% n=2454/ 5,978	44.7% n=2,883/ 6,451	60.0%
			Peer AVG:	49.4%	48.1%	43.6%	
			State AVG:	47.4%	45.6%	44.4%	

Percentage of total unrestricted (Educational & General) expenditures that goes to instruction.

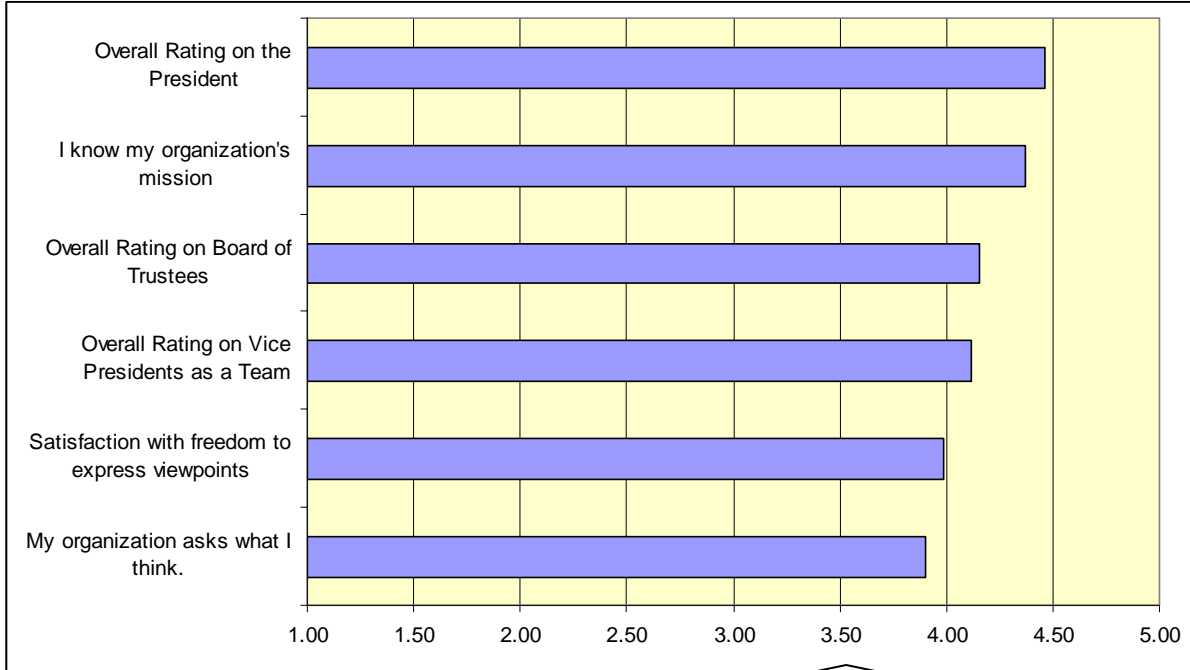
	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	Benchmark FY 2005
Percentage of expenditures on instruction	50.6%	48.2%	50.4%	51.6%	51.5%	53.6%	53.8%	50.0%
			Peer AVG:	47.4%	46.7%	46.6%		
			State AVG:	45.7%	45.0%	44.6%		

Percentage of total unrestricted (Educational & General) expenditures that goes to instruction plus the percentage of total unrestricted expenditures that goes to all areas of academic support except academic administration.

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	Benchmark FY 2005
Percentage of expenditures on instruction and selected academic support.	58.6%	57.7%	57.7%	58.7%	58.9%	60.8%	61.4%	58.0%
			Peer AVG:	56.6%	55.6%	55.5%		
			State AVG:	55.2%	54.4%	52.5%		

Internal Measures

The QUEST (QUALity Evaluation of Service Trends) Survey is now arranged by Baldrige Educational Excellence categories. Ratings shown below for the items in Category 1 are on a five-point agreement scale, with 5 being the highest and 1 the lowest.



HCC Benchmark
3.50

All measures exceeded the **HCC Benchmark of 3.50**. Note the positive trends!

