

F-1 End: Workforce Focus Key Performance Indicator Report

Purpose: Report on the progress of the institution

Timeline: Annual

Background: This report addresses the board end, Workforce Focus. Monitoring measures were selected by the board and include the required Maryland Higher Education Commission (MHEC) indicators.

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 administration and relevant staff review the details of all the reports that contribute to these measures. Plans for innovation and continuous quality improvement are developed and included in the next integrated strategic planning and budget development cycles.

◆————— 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. KPI Report

Key Performance Indicator Dashboard: Workforce Focus

This category examines how the college determines the requirements, needs, expectations, and preferences of employees.

| Source | Item | Current | Benchmark By 2025 |
|-------------|----------------------------------------------------------------------|---------|-------------------|
| MHEC | 1. Percent minorities of full-time faculty | 32.8% | 40.0% |
| | 2. Percent minorities of full-time administrative/professional staff | 43.7% | 40.0% |

| | | | |
|------------------------------------------------|--------------------------------------------|------|------|
| Internal Measure Employee Survey | Overall job satisfaction | 3.89 | 4.00 |
| | Select Survey Items: | | |
| | Have a safe campus. | 4.20 | 4.00 |
| | I am satisfied with my personal workspace. | 4.06 | 4.00 |
| | I can get everything I need to do my job. | 3.83 | 4.00 |

Key Performance Indicator Report

These 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.

To comply with the United States Department of Education requirements, Howard Community College (HCC) collects and reports the race and ethnicity of students, faculty, and staff in its categories. The revised MHEC definition uses the citizenship and ethnicity status of students, faculty, and staff *in addition* to their race to calculate minority and non-minority groups.

| <i>First, HCC must remove from this calculation anyone who indicated they were “foreign/non-resident alien or unknown.” Next, if anyone in the remaining cohort indicates they are Hispanic/Latino, they are automatically considered “minority.” For the group that remains, minorities are considered any person whose race/ethnicity is not “white only.”</i> | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|-------------------------|----------------------------|
| | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 | Benchmark Fall 2025 |
| 1. Percent minorities of full-time faculty | 31.4% | 30.8% | 32.4% | 33.9% | 32.8% | 40.0% |
| | <i>n=61/194</i> | <i>n=57/185</i> | <i>n=58/179</i> | <i>n=60/177</i> | <i>n=58/177</i> | |
| <i>Peer AVG:</i> | 20.6% | 21.9% | 21.2% | 21.6% | <i>n/a</i> | |
| <i>State AVG:</i> | 23.1% | 23.8% | 23.7% | 24.0% | <i>n/a</i> | |
| <i>First, HCC must remove from this calculation anyone who indicated they were “foreign/non-resident alien or unknown.” Next, if anyone in the remaining cohort indicates they are Hispanic/Latino, they are automatically considered “minority.” For the group that remains, minorities are considered any person whose race/ethnicity is not “white only.”</i> | | | | | | |
| | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 | Fall 2025 | Benchmark Fall 2025 |
| 2. Percent minorities of full-time administrative/professional staff | 32.6% | 32.5% | 40.7% | 43.5% | 43.7% | 40.0% |
| | <i>n=91/279</i> | <i>n=86/265</i> | <i>n=103/253</i> | <i>n=112/258</i> | <i>n=110/252</i> | |
| <i>Peer AVG:</i> | 22.5% | 23.1% | 26.3% | 29.3% | <i>n/a</i> | |
| <i>State AVG:</i> | 25.8% | 26.9% | 28.8% | 30.7% | <i>n/a</i> | |
| <i>n/a = not available</i> | | | | | | |

Internal Measures

Employee satisfaction is an original board of trustees' key performance indicator. HCC's most valuable resource is its employees; therefore, the college takes steps to ensure a productive, competent, up-to-date, and competitively compensated workforce. Several measures demonstrate this commitment.

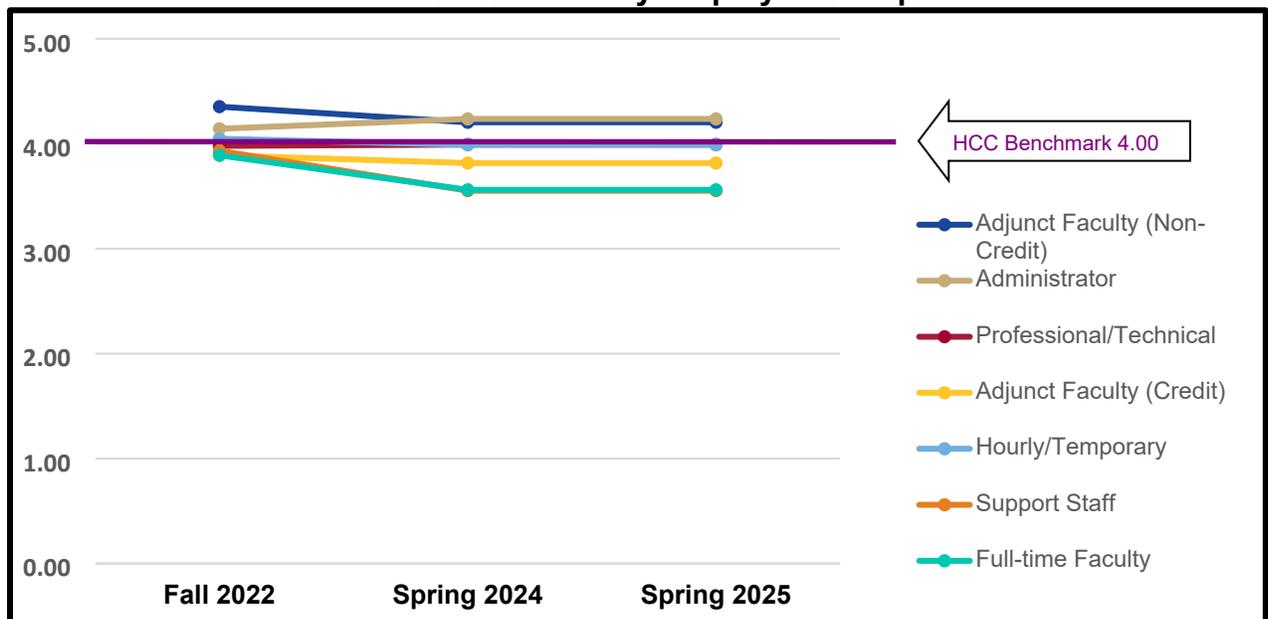
Benchmark: All employee groups will evaluate their job satisfaction and college climate at the 4.0 (out of 5.0) or above level.

Employee Satisfaction Survey Results

The employee survey ratings shown below are on a five-point agreement scale, with 5.0 being the highest and 1.0 being the lowest. **The most current overall job satisfaction rating of 3.89 is less than the 4.0 benchmark set by the board.**

| Job Satisfaction - By the Years at HCC | | | |
|-----------------------------------------------|-----------|-------------|-------------|
| | Fall 2022 | Spring 2024 | Spring 2025 |
| 0 to 5 Years | 4.06 | 4.03 | 4.10 |
| 6 to 10 Years | 3.90 | 3.90 | 3.65 |
| 11 to 15 Years | 3.90 | 3.71 | 3.79 |
| 16 to 20 Years | 3.90 | 3.50 | 3.48 |
| 21 to 25 Years | 3.89 | 3.85 | 3.61 |
| Over 25 years | 4.26 | 4.09 | 3.92 |
| OVERALL RATING ON JOB SATISFACTION | 3.99 | 3.90 | 3.89 |

Job Satisfaction by Employee Group



| |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description of the Indicator: The survey is conducted every year with all HCC employees (including contracted workers in food services and public safety). Ratings are given on a five-point satisfaction scale, ranging from "Strongly Agree" (5.0) to "Strongly Disagree" (1.0). The sum of all items in the Overall Category, divided by the number of items, equals the mean value for Job Satisfaction. |
| Benchmark: As set by the board, the overall rating for employee satisfaction will be 4.0 for all groups. |
| Performance Outcome: Overall job satisfaction remains steady but below the 4.0 benchmark, holding at 3.90 from Spring 2024 to Spring 2025, with the highest ratings among employees with 0–5 years at HCC (4.10) and Administrators (4.24) / Adjunct Faculty (Non-Credit) (4.20) . In contrast, satisfaction is lowest among mid- to longer-tenured employees—especially 16–20 years (3.48) —and among Support Staff (3.55) and Full-time Faculty (3.56) , indicating the greatest opportunity for improvement is in these groups. |
| Data Source: Data is from HCC's employee survey administered and analyzed by the planning, research, and organizational development (PROD) office. |

Ratings are shown below for all the survey items on a five-point agreement scale, with 5.0 being the highest and 1.0 being the lowest. **HCC has met the 4.00 benchmark for five of the ten items.** The top-rated item was: “I am satisfied with the general condition of campus facilities.”

| Employee Ratings of the Overall Category: Three-Year Trends (2022-2025) | | | | |
|--------------------------------------------------------------------------------|--------------------------------|----------------------------------|----------------------------------|--------------------------------------|
| | Fall 2022 n=366 | Spring 2024 n=375 | Spring 2025 n=382 | Difference FA24- SP25 |
| <i>sorted in descending order by Spring 2025</i> | | | | |
| Overall Category | | | | |
| I am satisfied with the general condition of campus facilities. | 4.37 | 4.25 | 4.21 | -0.04 |
| I have a safe campus. | 4.34 | 4.16 | 4.20 | 0.04 |
| I know my organization’s mission (what it is trying to accomplish). | 4.25 | 4.16 | 4.18 | 0.02 |
| I am satisfied with my personal workspace. | 4.15 | 4.19 | 4.06 | -0.13 |
| I am satisfied with the overall climate of sustainability on campus. | 4.09 | 4.15 | 4.03 | -0.12 |
| I am satisfied with the adequacy of parking facilities. | 4.37 | 4.22 | 3.99 | -0.23 |
| I can get everything I need to do my job. | 3.77 | 3.86 | 3.83 | -0.03 |
| HCC is continuously improving. | 3.80 | 3.63 | 3.46 | -0.17 |
| I am satisfied with the freedom I have to openly express viewpoints. | 3.39 | 3.33 | 3.46 | 0.13 |
| My organization asks what I think. | 3.61 | 3.43 | 3.41 | -0.02 |
| Overall Category Mean | 3.99 | 3.90 | 3.89 | -0.01 |

All employees have access to the survey results. If the senior leadership team determines a need for further investigation of a topic the PROD office can host a focus group.

During FY 2026, the college sponsored a successful college-wide Day of Learning. Human Resources and the Center for Learning Excellence offered enhanced training opportunities for new and continuing employees. The HCC Student Success Steering and Data Teams fielded the Achieving the Dream (ATD) Institutional Capacity Framework and Assessment Tool (ICAT) and then the ATD coaches facilitated two college-wide workshops, involving 180 faculty and staff, to discuss the results. This spring the teams will develop the next steps to increase our capacities.

This January, the president launched “Pizza with the President,” a series of informal sessions designed to bring our campus community closer together. The senior leadership team discusses the topics that emerge from these listening sessions to determine next steps.

Next month, the Belk Center for Community College Leadership and Research at North Carolina State University will conduct the nationally recognized **PACE Survey for Community Colleges** for our campus. Employees will anonymously participate in the survey. The Belk Center will provide the board of trustees and our college with a report. HCC will receive comparator data. This will fulfill the independent survey requirement, set forth in SB813, and, ideally, add to our understanding of the institution’s culture and overall capacity to promote student success.

Board of Trustees Talking Point:

- The college has made progress in hiring a diverse full-time faculty (**32.8 percent** minorities) and administrative/professional staff (**43.7 percent** minorities).
- The college is implementing new initiatives to make progress on its Strategic Goal #4 - Support a culture of care and belonging through employee engagement.