

E-1 End: Operations Focus Key Performance Indicator Report

Purpose: Report on the progress of the institution

Timeline: Annual

Background: This report addresses the board end, Operations 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: Operations Focus

This category examines the college's management of key learning-centered processes for HCC's educational programs, offerings, and support services that create student, stakeholder, and organizational value.

Source	Item	Current		Benchmark FY25
MHEC	1. Licensure exam passing rate NCLEX RN	82%		90%
	Licensure exam passing rate NCLEX PN	86%		97%
	2. Emergency Medical Technician (EMT-B)	65%		87%
	3. Associate degrees and certificates awarded			
	a. Total	1,243		1,400
	b. Career	324		No Benchmark Requested
	c. Transfer	823		No Benchmark Requested
	d. Certificates	96		No Benchmark Requested
	e. Unduplicated graduates	1,123		No Benchmark Requested
	4. Adult education student achievement of:			
	a. At least one ABE educational functioning level	34%		39%
	b. At least one ESL educational functioning level	39%		41%
Internal Measures	1. Paramedic	33%		93%
	2. Cardiovascular Technology (CVT) Not required for employment at this time.	60%		90%
	3. Radiologic Technology (RADT)	65%		95%
	4. Dental Hygiene (DHYG)	85%		92%
	5. Certified Nursing Assistant (CNA)	94%		93%

End: Operations Focus Key Performance Indicator Report

These are four 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>Percentage of graduates who on their first try passed licensing and certification examinations in each academic field offered for which such tests are conducted and mandatory for employment in the field. Data reported in the next year MHEC Performance Accountability report.</i>						
1. Licensure exams passing rate NCLEX RN	FY19	FY20	FY21	FY22	FY23	Benchmark FY25
	94%	82%	83%	78%	82%	90%
	n=125/ 133	n=145/ 177	n=124/ 150	n=127/ 163	n=116/ 141	
	Peer AVG:	90%	88%	89%	82%	
	State AVG:	89%	88%	89%	85%	
	Nat'l AVG:	91%	88%	84%	81%	
	NCLEX PN	100%	93%	76.5%	100%	86%
	n=11/1 1	n=25/27	n=13/17	n=10/10	n=18/21	
Peer AVG:	100%	100%	100%	*	*	
State AVG:	98%	96%	91%	89%	90%	
Nat'l AVG:	85%	87%	81%	80%	82%	
*None of HCC's peers had PN program test-takers in FY22.						
<i>Percentage of graduates who by their third attempt passed licensing and certification examinations in each academic field offered for which such tests are conducted.</i>						
2. Emergency Medical Technician (EMT-B)	FY19	FY20	FY21	FY22	FY23	Benchmark FY25
	70%	50%	71%	66%	65%	87%
	n=14/21	n=4/8** *	n=5/7	n=21/32	n=13/20	
	State AVG*:	76%	78%	82%	80%	Not Available
	Nat'l AVG:	73%	76%	**	**	**
*There are no peer averages available.						
**National average is not available.						
***There are very few students taking these tests, so one student not passing the exam results in a large change in the percentage. The health sciences faculty is working with students to increase their success with licensing and certification examinations.						

Number of career and transfer associate degrees and credit certificates awarded per fiscal year (FY).

	FY18	FY19	FY20	FY21	FY22	FY23	Benchmark FY25
3. Associate degrees and credit certificates awarded							
a. Total awards	1,386	1,427	1,438	1,436	1,344	1,243	1,400
Peer AVG:	1,472	1,272	1,142	1,336	1,207	*	
State AVG:	1,168	1,148	1,101	1,186	1,116	*	
b. Career degrees	344	352	372	351	345	324	No Benchmark Requested
Peer AVG:	250	248	254	271	271	*	
State AVG:	324	319	317	325	325	*	
c. Transfer degrees	946	979	983	990	928	823	No Benchmark Requested
Peer AVG:	759	712	613	646	616	*	
State AVG:	587	586	561	591	548	*	
d. Certificates	96	96	83	95	71	96	No Benchmark Requested
Peer AVG:	463	313	276	419	278	*	
State AVG:	252	243	224	269	235	*	
e. Unduplicated graduates	1,300	1,294	1,326	1,275	1,239	1,123	No Benchmark Requested
Peer AVG:	1,158	1,037	960	1,117	998	*	
State AVG:	1,037	1,035	993	1,069	994	*	

*Peer and state data not available at this time.

Adult education student achievement of certain skill levels.						
4. Adult education student achievement of: a. At least one ABE educational functioning level b. At least one ESL educational functioning level	FY19	FY20	FY21	FY22	FY23	Benchmark FY25
	41.1%	31.0%	46%	29%	34%	39.0%
	n=138/336	n=58/189	n=11/24	n=45/155	n=56/164	
	Peer AVG: 17.1%	24.0%	20.8%	26.0%	*	
	State AVG: 26.9%	20.0%	25.1%	27.5%	*	
	40.0%	23.0%	52%	32.3%	39%	41.0%
	n=315/787	n=176/777	n=13/25	n=212/657	n=319/819	
	Peer AVG: 30.8%	28.4%	31.3%	36.3%	*	
	State AVG: 33.9%	26.8%	29.1%	37.0%	*	
*State and peer data are not available at this time.						

Internal Measures

The college voluntarily tracks additional licensure exam pass rates for paramedic, cardiovascular technology, radiologic technology, dental hygiene, and certified nursing assistant completers. Please note that there are very few students taking these tests, so one student not passing the exam results in a large change in the percentage. The health sciences faculty is working with students to increase their success with licensing and certification examinations.

Percentage of graduates who by their third attempt passed licensing and certification examinations in each academic field offered for which such tests are conducted.						
1. Paramedic	FY19	FY20	FY21	FY22	FY23	Benchmark FY25
	33%	73%	80%	45%	33%	93%
	n=1/3	n=8/11	n=8/10	n=5/11	n=11/33	
	State AVG: 81%	89%	85%	83%	81%	
	Nat'l AVG: 79%	76%	*	*	*	
*There are no peer averages to report. Students have two years to complete the process. No national average is available at this time for the indicated years.						

*Percentage of graduates who on their first try passed licensing and certification exam.**

	FY19	FY20	FY21	FY22	FY23	Benchmark FY25
2. Cardiovascular Technology (CVT)	57%	42%	89%	33%	60%	90%
	n=4/7	n=3/7	n=8/9	n=2/6	n=6/10	

*Students are not required to take the certification exam for employment. State and national averages are not available.

Percentage of graduates who on their first try passed licensing and certification exam.

	FY19	FY20	FY21	FY22	FY23	Benchmark FY25
3. Radiologic Technology (RADT)	100%	94%	94%	94%	65%	95%
	n=17/17	n=17/18	n=15/16	n=16/17	n=13/20	
State AVG:	89.5%	89.8%	90.7%	86.9%	Not Available	
Nat'l AVG:	89.0%	88.2%	83.8%	83.5%	Not Available	

Percentage of graduates who on their first try passed licensing and written certification exam.

	FY19	FY20	FY21	FY22	FY23	Benchmark FY25
4. Dental Hygiene (DHYG)	83%	83%	90%	77%	85%	92%
	n=10/12	n=10/12	n=10/12	n=7/9	n=11/13	

Percentage of continuing education students that complete the coursework. There is no licensure exam; successful students go right to work.

	FY19	FY20	FY21	FY22	FY23	Benchmark FY25
5. Certified Nursing Assistant (CNA)	96%	95%	98%	94%	94%	93%
	n=238/247	n=223/234	n=252/257	n=165/176	n=133/141	

Below is an overview of the many projects that faculty and staff executed during the last year to study the effectiveness of HCC's instruction and support services. This work is mandated by the Middle States Commission on Higher Education (MSCHE) via its requirements for accreditation (Standard V: [Educational Effectiveness Assessment](#)).

Assessment of Student Learning Outcomes within the Classroom

The assistant director of learning outcomes assessment, a research associate, and a research analyst work closely with faculty in collaboration with the provost and her associate vice presidents to assess student learning within the classroom including, but not limited to, general education goal reviews, assessment of high impact practices within the office of academic engagement, program and course reviews, as well as consult on faculty promotion projects and grants. The Learning Outcomes Assessment office (LOA) administrates the general education subcommittee, which conducts discussions about business, curriculum, and assessment processes related to general education; manages the general education dashboard; reviews assessment results; creates recommendations for student learning and process improvements; and oversees curriculum changes to the general education core.

Listed next is an overview of the general education reports, general education subcommittee work, academic engagement projects, program reviews, course reviews, and other projects/initiatives underway during fiscal year (FY) 2024. Shading is provided to ease the reading transition from one goal, academic division, or person to the next.

General Education Goal Reviews

The second cycle of general education assessment ended in June of 2023. FY2024 is the designated year of reflection where goal teams submit comprehensive cycle 2 summary reports, and the general education subcommittee conducts an audit of general education processes.

General Education Subcommittee of Curriculum Committee

Ongoing Work	Members	Division
Review of business, curriculum, and assessment processes related to general education; review of assessment results; recommendations for in-classroom student learning and overall process improvements; oversight of curriculum changes to general education core; training for and oversight of new goal teams.	Melinda Moore (co-chair)	Teaching & Learning
	Deborah Greenberg (co-chair)	LOA
	Uzzie Cannon	Foundational Learning (FL)
	Laura Yoo	FL
	Yang Yu	Liberal Studies (LS)
	Sandra Lee	LS
	Sepideh Abdollahzadeh	Health Science and Technology (HST)
	TBD	HST
	Jamie Bourne	Center for Teaching Excellence
	Princess King	Dual Enrollment
	Toni Muhammad	Teaching & Learning
	Danielle Johnson	Student Success
	Kristin Pavlovsky	Curriculum Services
	Candace dePass	Learning Engagement
	Lombuso Khoza	Learning Engagement

Academic Engagement Projects

Project/Initiative	Description	Lead Staff/Faculty
Step UP	Program outcomes	Eileen Kaplan
International Education	Surveys/outcome assessment	Lombuso Khoza
Phi Theta Kappa	Student data/outcomes/eligibility	Cheryl Campo
Center for Civic and Community Engagement	Program data/surveys	Jacqueline Regales
Silas Craft Collegians	Program review/student data/outcomes/surveys	Angela Phillips
Rouse Scholars	Student data/outcomes/surveys/preparation for program review	Cheryl Campo
Schoenbrodt Scholars	Student data/outcomes/eligibility/preparation for program review	Cheryl Campo

Program Reviews

Division		Programs Title	Lead Faculty
FL	349	CPA Candidacy Certificate	Michelle Sotka
LS	339	General Studies - Health Sciences	Carla Lawson
LS	340	General Studies - Liberal Arts	Sandra Lee
HST	337	APP Development	Mark Quinn
HST	345	Baking and Pastry Arts	David Milburn
HST	344	Baking and Pastry Arts Management	David Milburn
HST	151	CISCO Certified Networking Certificate	Mengistu Ayane
HST	307	CISCO Networking	Mengistu Ayane
HST	351	Cloud Operations and Security	Joel Offenberg
HST	348	Culinary Arts	Eric McCoy
HST	347	Culinary Arts Management	Eric McCoy
HST	352	Data Business Analytics	Kathy Kelly/Linda Mercurio
HST	280	Dental Hygiene	Susan Seibel
HST	214	Entrepreneurship Certificate	Helen Rose
HST	336	Game and Simulation Development	Dave Hinton/Craig Murray
HST	322	General Studies - business, leadership, technology emphasis	Adriano Lima e Silva
HST	338	General Studies - STEM	Karen Bridges
HST	328	Hotel, Restaurant, and Event Management	Hal Kenny
HST	353	Integrated Workplace Technologies	Cindy Garnsey
HST	346	Restaurant Management	Hal Kenny

Course Reviews

Division	Course Name	Title	Faculty Lead
FL	ACCT-233	Advanced Accounting	Michelle Sotka
FL	ACCT-234	Government and Not-For-Profit Accounting	Michelle Sotka
FL	ACCT-235	Federal Taxation of Individuals	Michelle Sotka
FL	ACCT-237	Federal Taxation of Corporations, Partnerships, Estates, and Trusts	Michelle Sotka
FL	MATH-145	Business Calculus	Rehana Yusaf
FL	MATH-153	Precalculus II	Andrew Brown / Christel J. Wohlfack
FL	MATH-220	Discrete Structures	Howald
FL	PSYC-101	General Psychology	Maureen Schuler
LS	AGNG-160	The Aging Process: Gerontology	Carla Lawson
LS	AGNG-250	The Psychological Aspects of Aging	Carla Lawson
LS	AMSL-101	Elementary Sign Language I	Amelia Yongue
LS	AMSL-102	Elementary Sign Language II	Amelia Yongue
LS	AMSL-201	Intermediate Sign Language I	Amelia Yongue
LS	AMSL-202	Intermediate Sign Language II	Amelia Yongue
LS	ANTH-120	Comparative World Cultures	Alejandro Muzzio
LS	ARAB-101	Elementary Arabic I	Abdelrahim Salih
LS	ARAB-102	Elementary Arabic II	Abdelrahim Salih
LS	ARAB-201	Intermediate Arabic I	Abdelrahim Salih
LS	ARAB-202	Intermediate Arabic II	Abdelrahim Salih
LS	ARTS-103	Drawing I: Observation and Invention	Steven Silberg
LS	ARTS-104	Digital Fundamentals	Dave Beaudoin
LS	ARTS-110	Art Appreciation	Steven Silberg
LS	ARTS-121	Introduction to Digital Photography	Donna Jones
LS	ARTS-202	Painting Studio: Watercolor	Steven Silberg
LS	ARTS-221	Photography: Digital II	Donna Jones
LS	ARTS-231	Printmaking Studio	Juliette Ludeker
LS	ARTS-240	Ceramics I	Rebecca Bafford
LS	ARTS-241	Ceramics Studio: Sculptural Form	Rebecca Bafford
LS	CHNS-101	Foundational Mandarin Chinese I	Yulan Liu
LS	CHNS-102	Elementary Mandarin Chinese II	Yulan Liu
LS	CHNS-201	Intermediate Mandarin Chinese I	Yulan Liu
LS	CHNS-202	Intermediate Mandarin Chinese II	Yulan Liu
LS	CHNS-222	Cultures of China	Yulan Liu
LS	CRIM-106	Street Law	Evelyn Del Rosario
LS	CRIM-210	Evidence and Procedure	Evelyn Del Rosario
LS	DANC-104	Hip-Hop Dance	Darion Smith
LS	DANC-150	Dance Improvisation	Liz Higgins

LS	DANC-204	Intermediate Hip-Hop Dance	Liz Higgins/Darion Smith
LS	EDUC-113	Working With Infants and Toddlers	Laurie Collins
LS	EDUC-140	Child Health, Safety, Nutrition	Laurie Collins
LS	EDUC-265	Educational Assessment	Laurie Collins
LS	EDUC-293	Special Education Assessment Part I Birth-12th Grade	Katie McDonald
LS	EDUC-294	Special Education Assessment Part II Birth-12th Grade	Katie McDonald
LS	EXSC-150	Sport and Society	Carla Lawson
LS	FREN-101	Elementary French I	Keith Phillips
LS	FREN-102	Elementary French II	Keith Phillips
LS	FREN-201	Intermediate French I	Keith Phillips
LS	FREN-202	Intermediate French II	Keith Phillips
LS	GERM-101	Elementary German I	Abdelrahim Salih
LS	GERM-102	Elementary German II	Abdelrahim Salih
LS	GERM-201	Intermediate German I	Abdelrahim Salih
LS	GERM-202	Intermediate German II	Abdelrahim Salih
LS	HIST-216	History of India	Hanael Bianchi
LS	HIST-231	History of Modern Africa	Terrell Bratcher
LS	HUMN-102	Happiness: A Humanities Approach	Tara Hart
LS	ITAL-101	Elementary Italian I	Abdelrahim Salih
LS	ITAL-102	Elementary Italian II	Abdelrahim Salih
LS	ITAL-201	Intermediate Italian I	Abdelrahim Salih
LS	ITAL-202	Intermediate Italian II	Abdelrahim Salih
LS	JPNS-101	Elementary Japanese I	Yulan Liu
LS	JPNS-102	Elementary Japanese II	Yulan Liu
LS	JPNS-201	Intermediate Japanese I	Yulan Liu
LS	JPNS-202	Intermediate Japanese II	Yulan Liu
LS	KORE-101	Elementary Korean I	Yulan Liu
LS	KORE-102	Elementary Korean II	Yulan Liu
LS	KORE-201	Intermediate Korean I	Yulan Liu
LS	KORE-202	Intermediate Korean II	Yulan Liu
LS	LFIT-126	Yoga I	Carla Lawson
LS	LFIT-127	Tai Chi	Carla Lawson
LS	MUSA-101	Music Appreciation	Lisa Rehwoldt
LS	MUSA-103	American Popular Music	Benjamin Myers
LS	MUSA-150	Class Voice I	Ben Myers
LS	MUSA-151	Class Voice II	Ben Myers
LS	MUSA-152	Class Piano I	Wei-Der Huang
LS	MUSA-153	Class Piano II	Wei-Der Huang
LS	MUSA-154	Class Guitar I	Kyle Coughlin
LS	MUSA-155	Class Guitar II	Kyle Coughlin
LS	PERS-101	Foundational Persian I	Abdelrahim Salih
LS	PERS-102	Foundational Persian II	Abdelrahim Salih

LS	PERS-201	Intermediate Persian I	Abdelrahim Salih
LS	POLI-102	State and Local Government	Michael Heffren
LS	POLI-104	The US Constitution	Michael Heffren
LS	POLI-201	Comparative Government	Michael Heffren
LS	RUSS-101	Elementary Russian I	Abdelrahim Salih
LS	RUSS-102	Elementary Russian II	Abdelrahim Salih
LS	RUSS-201	Intermediate Russian I	Abdelrahim Salih
LS	RUSS-202	Intermediate Russian II	Abdelrahim Salih
LS	SOCI-203	Sociology of Sport	Greg Fleisher
LS	SOWK-200	Introduction to Social Work	Philip Vilaro
LS	SPAN-101	Elementary Spanish I	Keith Phillips
LS	SPAN-102	Elementary Spanish II	Keith Phillips
LS	SPAN-201	Intermediate Spanish I	Keith Phillips
LS	SPAN-202	Intermediate Spanish II	Keith Phillips
LS	SPAN-203	Advanced Intermediate Spanish I	Keith Phillips
LS	SPAN-204	Advanced Intermediate Spanish II	Keith Phillips
LS	THET-105	Improvisational Acting	Bill Gillett
LS	THET-138	Basic Stage/Media Make-Up	Bill Gillett
LS	THET-216	Contemporary Drama	Lisa Wilde
LS	THET-224	Musical Theatre Performance	Jenny Male
LS	THET-250	Shakespeare From Page to Stage	Lisa Wilde
LS	THET-271	Theatre Juried Audition Tech	Jenny Male
LS	THET-291	Theatre History I	Lisa Wilde
LS	THET-292	Theatre History II	Jenny Male
HST	AVMP-260	Video Production II	Patrick Pagano
HST	AVMP-290	Media Career Development	Patrick Pagano
HST	AVMP-291	Audio and Video Media Internship I	Patrick Pagano
HST	AVMP-292	Audio and Video Media Internship II	Patrick Pagano
HST	BIOL-109	Plants, People, and Ecosystems	Shannon Dahl
HST	BMGT-145	Principles of Management	Adriano Lima e Silva
HST	CADD-108	Introduction to Geographical Information Systems (GIS)	Dave Hinton
HST	CADD-109	Introduction to Building Information Modeling (BIM)	Dave Hinton
HST	CADD-124	Gaming and Simulation Portfolio Seminar	Kelly Scible
HST	CADD-208	Intermediate Geographical Information Systems (GIS) - GIS Analyst	Dave Hinton
HST	CADD-209	Advanced Building Information Modeling	Dave Hinton
HST	CADD-210	Advanced Geographical Information Systems (GIS) - GIS Programmer	Dave Hinton

HST	CARD-123	Hemodynamics	Bill Fisher
HST	CARD-124	X-Ray Theory for Cardiovascular Technology	Kelly Scible
HST	CARD-201	Cardiovascular Pharmacology	Bill Fisher
HST	CARD-220	Cardiovascular Procedures	Kelly Scible
HST	CFOR-210	Computer Forensics III	Charles Edwards
HST	CFOR-250	Computer Network Forensic Technology	Charles Edwards
HST	CMGT-265	Garde' Manger	Unknown
HST	CMSY-107	Cloud Storage Fundamentals	Cindy Garnsey
HST	CMSY-120	Introduction to Computer Systems	William Lieberman
HST	CMSY-141	Computer Science I	William Lieberman
HST	CMSY-163	Introduction to Firewalls and Network Security	Joel Offenber
HST	CMSY-169	Mobile Design & Development	Mark Quinn
HST	CMSY-182	Google Suite: Applications and Integration	Cindy Garnsey
HST	CMSY-183	Virtual Workplace Communications	Cindy Garnsey
HST	CMSY-255	Introduction to Unix	Mark Quinn
HST	CMSY-262	Encryption and Secure Communications	Joel Offenber
HST	CMSY-263	Ethical Hacking and Cyber Defense	Joel Offenber
HST	CNST-100	Introduction to Construction Management	Gazan Bozai
HST	CNST-101	Building Construction Materials and Methods	Gazan Bozai
HST	CNST-200	Construction Surveying	Gazan Bozai
HST	CNST-205	Building Construction Contract Documents	Gazan Bozai
HST	CNST-208	Structural Building Systems	Gazan Bozai
HST	DHYG-104	General and Oral Pathology	Susan Seibel
HST	DHYG-200	Dental Hygiene Theory and Clinic III	Susan Seibel
HST	DMSU-101	Introduction to Sonography	Chante Robertson
HST	DMSU-112	Sectional Anatomy for Imaging Professionals	Chante Robertson
HST	DMSU-132	Pediatrics and Small Parts Ultrasound	Chante Robertson
HST	DMSU-133	Pediatrics and Small Parts Ultrasound Lab	Chante Robertson
HST	DMSU-140	Ultrasound OB/GYN I	Raminder Singh
HST	DMSU-141	Ultrasound OB/GYN I Lab	Raminder Singh
HST	DMSU-142	Ultrasound OB/GYN II	Raminder Singh
HST	DMSU-143	Ultrasound OB/GYN II Lab	Raminder Singh

HST	DMSU-182	Ultrasound Vascular I	Chante Robertson
HST	DMSU-183	Ultrasound Vascular I Lab	Beth Hendler-Friedman
HST	DMSU-204	Echocardiography II	Chante Robertson
HST	DMSU-206	Echocardiography II	Chante Robertson
HST	DMSU-207	Echocardiography II Lab	Chante Robertson
HST	DMSU-256	Clinical Practicum III	Raminder Singh
HST	DMSU-283	Physiologic Testing for Vascular Sonographers	Chante Robertson
HST	DMSU-284	Ultrasound Vascular II	Raminder Singh
HST	DMSU-285	Ultrasound Vascular II Lab	Raminder Singh
HST	EMSP-215	Medical Emergencies III	Raminder Singh
HST	EMSP-290	Emerging Issues in Paramedicine	Chante Robertson
HST	ENES-200	Engineering Design with CAD	Craig Murray
HST	ENES-202	Computing Fundamentals for Engineers	Craig Murray
HST	ENTE-200	Entertainment Technology Drafting	Patrick Pagano
HST	ENTE-215	Entertainment Technology Troubleshooting	Patrick Pagano
HST	ENTR-120	Entrepreneurship in Practice	Candice Miles
HST	NURS-124	LPN Transition Concepts	Archiena Beaver
HST	NURS-125	Paramedic Transition Nursing Concepts	Cindy Cosgrove
HST	NURS-126	Military Corpsman Transition Nursing Concepts	Ellen Nichols
HST	NURS-143	Concepts of Nursing I	Rachael Farrell
HST	OFFI-260	Medical Terminology	Stephanie Quintero
HST	OFFI-270	Medical Transcription Techniques	Cindy Garnsey
HST	PMGT-250	Cake Decorating	David Milburn
HST	PMGT-260	Candies, Confections, and Showpieces	David Milburn
HST	PTAP-240	Therapeutic Exercise	Cristina Fontanez Garrison
HST	PTAP-250	Clinical Neuroscience	Cristina Fontanez Garrison
HST	PTAP-265	Professional Issues in Physical Therapy	Cristina Fontanez Garrison
HST	PTAP-270	Clinical Education III	Coleen Hanger
HST	PTAP-275	Clinical Education IV	Coleen Hager
HST	RADT-238	Clinical Radiography III	Assefa Fisseha
HST	RADT-245	Advanced Imaging Modalities, Image Analysis, and Pathology	Assefa Fisseha
HST	RADT-247	Radiation Biology and Protection	Assefa Fisseha
HST	RADT-248	Clinical Radiography IV	Assefa Fisseha

Other projects and initiatives:

Project	Description	Lead Staff/Faculty
Composition and Learning Center Analysis	An examination of the students who use the tutoring services offered in the Composition and Literature Center.	Laura Yoo
Foundational Learning Demographics	Provided a report on the characteristics of students enrolled in courses in the division of foundational learning.	Sylvia Lee
ACEN/MBON Report	Provide data to the Nursing program for their external accreditors.	Archiena Beaver
AGPHA Report	Provided data to the Hospitality programs for their external accreditors.	Tim Banks
OER Report	Provide a report on the financial impact of zero textbook cost course sections.	Nana Owusu-Nkwantabisa
Data Requests	Requests for student, course, and program data that is used by faculty for promotion projects, program accreditations, annual plans, course reviews, and other projects.	HCC Faculty and Staff
Surveys	Creation and administration of surveys for division leadership, faculty, programs, and cohorts.	HCC Faculty and Staff

Assessment of Student Learning Outcomes Outside the Classroom

During FY2024 there was a substantial reorganization of the student services areas. With the leadership and the new units now in place, they will begin the process of identifying expected student learning outcomes for each of their areas using national best practice standards. Collaborating with the provost, her associate vice presidents, and the planning, research, and organizational development staff, they will examine trend data and set benchmarks for performance levels. A new student service support program review cycle will be identified and launched in FY2025.

Talking Points for the Board of Trustees
The college continues to support students in attaining over 1,243 degrees each year.
The college continues to work to support allied health students in their preparation for certification exams.
HCC supports a broad range of student learning outcomes research to determine the effectiveness of its general education, courses, and programs in and out of the classroom, as compared to external best practices. This work verifies the college's commitment to providing an exceptional educational experience for its students and ensures HCC's compliance with accreditation standards.