

## Key Performance Indicator Dashboard:

### Strategic Planning

This report assesses progress on the college's strategic action plans particularly related to enrollment and overall satisfaction with the planning process.

| Source           |      | Item                                                                                                                                                    | Current |  | Benchmark<br>By 2025 |
|------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--|----------------------|
| M<br>H<br>E<br>C | 1a.  | Annual unduplicated headcount enrollment:<br>Total                                                                                                      | 22,825  |  | 29,000               |
|                  | 1b.  | Credit headcount                                                                                                                                        | 14,493  |  | 14,000               |
|                  | 1c.  | Noncredit headcount                                                                                                                                     | 8,757   |  | 15,000               |
|                  | 2.   | Market share of first-time, full-time freshman                                                                                                          | 19.6%   |  | 34.0%                |
|                  | 3.   | Market share of part-time undergraduates                                                                                                                | 72.5%   |  | 70.0%                |
|                  | 4.   | HCC share of recent college-bound high school graduates                                                                                                 | 20.6%   |  | 40.0%                |
|                  | 5.   | Minority student enrollment compared to service area population                                                                                         | 73.7%   |  | 60.0%                |
|                  | 6a.  | Enrollments in online courses:<br>Credit, online                                                                                                        | 24,352  |  | 10,300               |
|                  | 6b.  | Noncredit, online                                                                                                                                       | 3,866   |  | 2,300                |
|                  | 6c.  | Credit, hybrid                                                                                                                                          | 5,110   |  | 1,700                |
|                  | 6d.  | Noncredit, hybrid                                                                                                                                       | 987     |  | 300                  |
|                  | 7a.  | Enrollment in continuing education/workforce development courses:<br>Unduplicated annual headcount                                                      | 3,250   |  | 8,500                |
|                  | 7b.  | Annual course enrollments                                                                                                                               | 5,373   |  | 13,900               |
|                  | 8a.  | Enrollment in continuing professional education leading to government or industry-required certification or licensure:<br>Unduplicated annual headcount | 1,985   |  | 4,000                |
|                  | 8b.  | Annual course enrollments                                                                                                                               | 3,117   |  | 6,000                |
|                  | 9a.  | Enrollment in noncredit community service and lifelong learning courses:<br>Unduplicated annual headcount                                               | 3,564   |  | 4,801                |
|                  | 9b.  | Annual course enrollments                                                                                                                               | 7,067   |  | 10,328               |
|                  | 10a. | Enrollment in noncredit basic skills and literacy courses:<br>Unduplicated annual headcount                                                             | 2,658   |  | 2,700                |
|                  | 10b. | Annual course enrollments                                                                                                                               | 6,387   |  | 6,200                |

|                            |             |                                                                           |              |  |               |
|----------------------------|-------------|---------------------------------------------------------------------------|--------------|--|---------------|
| <b>M<br/>H<br/>E<br/>C</b> | <b>11a.</b> | Enrollment in contract training courses:<br>Unduplicated annual headcount | <b>1,319</b> |  | <b>5,000</b>  |
|                            | <b>11b.</b> | Annual course enrollments                                                 | <b>2,549</b> |  | <b>10,000</b> |
|                            | <b>12.</b>  | High School Dual Enrollment                                               | <b>1,970</b> |  | <b>750</b>    |
| <b>Employee Survey</b>     |             | Effective Strategic Planning                                              | <b>3.69</b>  |  | <b>4.00</b>   |

**End: Strategic Planning**  
**Key Performance Indicator Report**

The following are 12 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>Annual unduplicated headcount credit and noncredit courses.</i> |                    |                    |                    |                    |                    |                              |
|--------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------------------|
|                                                                    | <b>FY<br/>2021</b> | <b>FY<br/>2022</b> | <b>FY<br/>2023</b> | <b>FY<br/>2024</b> | <b>FY<br/>2025</b> | <b>Benchmark<br/>FY 2025</b> |
| <b>Annual unduplicated headcount enrollment</b>                    |                    |                    |                    |                    |                    |                              |
| <b>1a. Total</b>                                                   | 21,094             | 22,694             | 21,896             | 23,141             | <b>22,825</b>      | <b>29,000</b>                |
| <b>1b. Credit Students</b>                                         | 13,911             | 12,943             | 13,378             | 14,128             | <b>14,493</b>      | <b>14,000</b>                |
| <i>State Avg:</i>                                                  | 9,266              | 8,404              | <b>8,381</b>       | <b>n/a</b>         | <b>n/a</b>         |                              |
| <i>Peer Avg:</i>                                                   | 7,692              | 7,309              | <b>7,484</b>       | <b>n/a</b>         | <b>n/a</b>         |                              |
| <b>1c. Noncredit Students</b>                                      | 7,543              | 10,156             | 8,897              | 9,370              | <b>8,757</b>       | <b>15,000</b>                |
| <i>State Avg:</i>                                                  | 6,036              | 7,260              | <b>8,282</b>       | <b>n/a</b>         | <b>n/a</b>         |                              |
| <i>Peer Avg:</i>                                                   | 4,504              | 5,851              | <b>6,858</b>       | <b>n/a</b>         | <b>n/a</b>         |                              |

| <i>Percent of county first-time, full-time freshmen enrolled in Maryland institutions who attend HCC.</i> |                      |                      |                      |                      |                         |                                |
|-----------------------------------------------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|--------------------------------|
|                                                                                                           | <b>Fall<br/>2020</b> | <b>Fall<br/>2021</b> | <b>Fall<br/>2022</b> | <b>Fall<br/>2023</b> | <b>Fall<br/>2024</b>    | <b>Benchmark<br/>Fall 2025</b> |
| <b>2. Market share first-time, full-time freshman</b>                                                     | 27.4%                | 23.6%                | 19.3%                | 25.1%                | <b>19.6%</b>            | <b>34.0%</b>                   |
|                                                                                                           | n=540/<br>1,973      | n=454/<br>1,920      | n=413/<br>2,137      | n=568/<br>2,262      | <b>n=387/<br/>1,977</b> |                                |
| <i>State Avg:</i>                                                                                         | 46.8%                | 42.6%                | 41.9%                | <b>43.2%</b>         | <b>n/a</b>              |                                |
| <i>Peer Avg:</i>                                                                                          | 51.9%                | 45.1%                | 43.3%                | <b>43.2%</b>         | <b>n/a</b>              |                                |

| <i>Percent of county part-time undergraduates enrolled in Maryland institutions who attend HCC.</i> |                      |                      |                      |                      |                           |                                |
|-----------------------------------------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|---------------------------|--------------------------------|
|                                                                                                     | <b>Fall<br/>2020</b> | <b>Fall<br/>2021</b> | <b>Fall<br/>2022</b> | <b>Fall<br/>2023</b> | <b>Fall<br/>2024</b>      | <b>Benchmark<br/>Fall 2025</b> |
| <b>3. Market share of part-time undergraduates</b>                                                  | 72.4%                | 65.8%                | 70.4%                | 72.2%                | <b>72.5%</b>              | <b>70.0%</b>                   |
|                                                                                                     | n=5,154/<br>7,122    | n=3,990/<br>6,060    | n=4,182/<br>5,939    | n=4,533/<br>6,277    | <b>n=4,862/<br/>6,705</b> |                                |
| <i>State Avg:</i>                                                                                   | 68.5%                | 69.0%                | 66.7%                | <b>71.1%</b>         | <b>n/a</b>                |                                |
| <i>Peer Avg:</i>                                                                                    | 69.0%                | 66.7%                | 66.4%                | <b>70.0%</b>         | <b>n/a</b>                |                                |

*The percent of new public high school graduates enrolled at any Maryland higher education institutions the following fall who are attending HCC.*

|                                                                      | Fall<br>2020    | Fall<br>2021    | Fall<br>2022    | Fall<br>2023    | Fall<br>2024            | Benchmark<br>Fall 2024 |
|----------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-------------------------|------------------------|
| <b>4. Market share of recent college-bound high school graduates</b> | 35.5%           | 32.2%           | 30.0%           | 24.3%           | <b>20.6%</b>            | <b>40.0%</b>           |
|                                                                      | n=650/<br>1,830 | n=505/<br>1,569 | n=514/<br>1,713 | n=402/<br>1,652 | <b>n=355/<br/>1,630</b> |                        |
| State Avg:                                                           | 54.1%           | 52.1%           | 49.0%           | <b>49.3%</b>    | <b>n/a</b>              |                        |
| Peer Avg:                                                            | 59.7%           | 60.6%           | 53.4%           | <b>53.8%</b>    | <b>n/a</b>              |                        |

*Percentage of non-white full- and part-time students enrolled at HCC and the percentage of non-whites 18 15 and older in Howard County.\**

|                                                            | Fall<br>2020         | Fall<br>2021         | Fall<br>2022         | Fall<br>2023         | Fall<br>2024             | Benchmark<br>Fall 2025 |
|------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|--------------------------|------------------------|
| <b>5. Percent non-white enrollment</b>                     | 64.7%                | 68.7%                | 70.4%                | 71.9%                | <b>73.7%</b>             | <b>60.0%</b>           |
|                                                            | n=5,597/<br>8,658    | n=5,009/<br>7,289    | n=5,151/<br>7,317    | n=5,368/<br>7,462    | <b>n=5438/<br/>7,379</b> |                        |
| State Avg:                                                 | 43.4%                | 43.8%                | 45.4%                | <b>46.8%</b>         | <b>n/a</b>               |                        |
| Peer Avg:                                                  | 39.6%                | 39.6%                | 42.8%                | <b>43.9%</b>         | <b>n/a</b>               |                        |
|                                                            | <b>July<br/>2020</b> | <b>July<br/>2021</b> | <b>July<br/>2022</b> | <b>July<br/>2023</b> | <b>July<br/>2024</b>     |                        |
| <b>Reference Only:</b>                                     |                      |                      |                      |                      |                          |                        |
| Percent non-white service area population, 18-15 or older* | 47.9%                | 48.7%                | 50.1%                | 51.1%                | <b>52.1%</b>             | <b>None required</b>   |
| State Avg:                                                 | 32.9%                | 33.4%                | 32.7%                | <b>35.0%</b>         | <b>n/a</b>               |                        |
| Peer Avg:                                                  | 30.4%                | 31.3%                | 32.6%                | <b>34.0%</b>         | <b>n/a</b>               |                        |

\*Census Bureau changed its reporting age categories from 18 to 15 for the July 2019 data onward.

| <i>Total fiscal-year enrollments in credit and noncredit online courses.</i> |                    |                    |                    |                    |                    |                              |
|------------------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------------------|
|                                                                              | <b>FY<br/>2020</b> | <b>FY<br/>2021</b> | <b>FY<br/>2022</b> | <b>FY<br/>2023</b> | <b>FY<br/>2024</b> | <b>Benchmark<br/>FY 2025</b> |
| <b>Enrollment in Online Courses</b>                                          |                    |                    |                    |                    |                    |                              |
| <b>6a. Credit, online</b>                                                    | 12,041             | 50,497             | 26,954             | 22,772             | <b>24,352</b>      | <b>10,300</b>                |
| <i>State Avg:</i>                                                            | 11,087             | 27,885             | 18,610             | <b>15,603</b>      | <i>n/a</i>         |                              |
| <i>Peer Avg:</i>                                                             | 11,362             | 27,577             | 17,662             | <b>14,217</b>      | <i>n/a</i>         |                              |
| <b>6b. Noncredit, online</b>                                                 | 3,884              | 8,804              | 7,153              | 5,415              | <b>3,866</b>       | <b>2,300</b>                 |
| <i>State Avg:</i>                                                            | 1,395              | 7,975              | 6,169              | <b>4,307</b>       | <i>n/a</i>         |                              |
| <i>Peer Avg:</i>                                                             | 817                | 3,520              | 1,008              | <b>1,405</b>       | <i>n/a</i>         |                              |
| <b>6c. Credit, hybrid</b>                                                    | 2,275              | 2,861              | 5,135              | 3,484              | <b>5,110</b>       | <b>1,700</b>                 |
| <i>State Avg:</i>                                                            | 1,972              | 2,142              | 1,979              | <b>2,043</b>       | <i>n/a</i>         |                              |
| <i>Peer Avg:</i>                                                             | 3,074              | 3,074              | 2,953              | <b>3,474</b>       | <i>n/a</i>         |                              |
| <b>6d. Noncredit, hybrid</b>                                                 | 553                | 579                | 802                | 976                | <b>987</b>         | <b>300</b>                   |
| <i>State Avg:</i>                                                            | 592                | 450                | 498                | <b>448</b>         | <i>n/a</i>         |                              |
| <i>Peer Avg:</i>                                                             | 299                | 431                | 400                | <b>299</b>         | <i>n/a</i>         |                              |

| <i>Annual unduplicated headcount and course enrollments in noncredit courses with workforce intent.</i> |                    |                    |                    |                    |                    |                              |
|---------------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------------------|
|                                                                                                         | <b>FY<br/>2020</b> | <b>FY<br/>2021</b> | <b>FY<br/>2022</b> | <b>FY<br/>2023</b> | <b>FY<br/>2024</b> | <b>Benchmark<br/>FY 2025</b> |
| <b>Enrollment in continuing education workforce development courses</b>                                 |                    |                    |                    |                    |                    |                              |
| <b>7a. Unduplicated annual headcount</b>                                                                | 6,336              | 4,524              | 5,912              | 3,183              | <b>3,250</b>       | <b>8,500</b>                 |
| <i>State Avg:</i>                                                                                       | 4,780              | 3,743              | 4,071              | <b>3,976</b>       | <i>n/a</i>         |                              |
| <i>Peer Avg:</i>                                                                                        | 3,403              | 2,952              | 3,258              | <b>3,274</b>       | <i>n/a</i>         |                              |
| <b>7b. Annual course enrollments</b>                                                                    | 9,995              | 7,619              | 10,618             | 4,806              | <b>5,373</b>       | <b>13,900</b>                |
| <i>State Avg:</i>                                                                                       | 8,894              | 7,178              | 8,249              | <b>7,901</b>       | <i>n/a</i>         |                              |
| <i>Peer Avg:</i>                                                                                        | 5,141              | 5,413              | 5,367              | <b>5,456</b>       | <i>n/a</i>         |                              |

*Annual unduplicated headcount and course enrollments in noncredit courses with continuing professional education intent.*

|                                                                                                                               | FY<br>2020 | FY<br>2021 | FY<br>2022 | FY<br>2023   | FY<br>2024   | Benchmark<br>FY 2025 |
|-------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|--------------|--------------|----------------------|
| <b>Enrollment in continuing professional education leading to government or industry-required certification or licensure:</b> |            |            |            |              |              |                      |
| <b>8a. Unduplicated annual headcount</b>                                                                                      | 3,071      | 2,747      | 2,726      | 2,345        | <b>1,985</b> | <b>4,000</b>         |
| State Avg:                                                                                                                    | 2,260      | 1,726      | 2,180      | <b>2,276</b> | n/a          |                      |
| Peer Avg:                                                                                                                     | 2,132      | 2,055      | 2,151      | <b>2,296</b> | n/a          |                      |
| <b>8b. Annual course enrollments</b>                                                                                          | 5,036      | 4,200      | 4,027      | 3,613        | <b>3,117</b> | <b>6,000</b>         |
| State Avg:                                                                                                                    | 3,840      | 3,352      | 3,760      | <b>3,905</b> | n/a          |                      |
| Peer Avg:                                                                                                                     | 2,871      | 3,121      | 3,114      | <b>3,286</b> | n/a          |                      |

*Annual unduplicated headcount and course enrollments in noncredit courses with general education intent.*

|                                                                                | FY<br>2020 | FY<br>2021 | FY<br>2022 | FY<br>2023   | FY<br>2024   | Benchmark<br>FY 2025 |
|--------------------------------------------------------------------------------|------------|------------|------------|--------------|--------------|----------------------|
| <b>Enrollment in noncredit community service and lifelong learning courses</b> |            |            |            |              |              |                      |
| <b>9a. Unduplicated annual headcount</b>                                       | 3,487      | 1,878      | 2,387      | 3,420        | <b>3,564</b> | <b>4,801</b>         |
| State Avg:                                                                     | 3,329      | 1,366      | 2,097      | <b>2,663</b> | n/a          |                      |
| Peer Avg:                                                                      | 3,259      | 1,051      | 2,179      | <b>3,029</b> | n/a          |                      |
| <b>9b. Annual course enrollments</b>                                           | 7,747      | 3,213      | 3,577      | 6,300        | <b>7,067</b> | <b>10,328</b>        |
| State Avg:                                                                     | 8,479      | 3,356      | 4,757      | <b>5,872</b> | n/a          |                      |
| Peer Avg:                                                                      | 6,184      | 1,862      | 3,501      | <b>5,786</b> | n/a          |                      |

*Annual unduplicated headcount and course enrollments in noncredit courses with basic skills intent (e.g., ABE, GED, college prep).*

|                                                                  | <b>FY<br/>2020</b> | <b>FY<br/>2021</b> | <b>FY<br/>2022</b> | <b>FY<br/>2023</b> | <b>FY<br/>2024</b> | <b>Benchmark<br/>FY 2025</b> |
|------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------------------|
| <b>Enrollment in noncredit basic skills and literacy courses</b> |                    |                    |                    |                    |                    |                              |
| <b>10a. Unduplicated annual headcount</b>                        | 2,676              | 1,222              | 2,029              | 2,385              | <b>2,658</b>       | <b>2,700</b>                 |
| State Avg:                                                       | 1,844              | 1,274              | 1,389              | <b>1,535</b>       | n/a                |                              |
| Peer Avg:                                                        | 969                | 549                | 767                | <b>877</b>         | n/a                |                              |
| <b>10b. Annual course enrollments</b>                            | 5,436              | 2,656              | 4,607              | 5,775              | <b>6,387</b>       | <b>6,200</b>                 |
| State Avg:                                                       | 3,256              | 2,523              | 2,708              | <b>2,943</b>       | n/a                |                              |
| Peer Avg:                                                        | 2,160              | 1,159              | 1,454              | <b>1,754</b>       | n/a                |                              |

*Annual unduplicated headcount and course enrollments in workforce and/or workplace related contract training courses.*

|                                           | <b>FY 2020</b> | <b>FY 2021</b> | <b>FY 2022</b> | <b>FY 2023</b> | <b>FY 2024</b> | <b>Benchmark<br/>FY 2025</b> |
|-------------------------------------------|----------------|----------------|----------------|----------------|----------------|------------------------------|
| <b>11a. Unduplicated annual headcount</b> | 3,218          | 1,921          | 3,141          | 970            | <b>1,319</b>   | <b>5,000</b>                 |
| State Avg:                                | 3,720          | 2,153          | 2,609          | <b>2,795</b>   | n/a            |                              |
| Peer Avg:                                 | 1,549          | 1,191          | 1,374          | <b>1,451</b>   | n/a            |                              |
| <b>11b. Annual course enrollments</b>     | 5,503          | 3,671          | 6,674          | 1,462          | <b>2,549</b>   | <b>10,000</b>                |
| State Avg:                                | 7,532          | 4,647          | 5,469          | <b>5,480</b>   | n/a            |                              |
| Peer Avg:                                 | 2,303          | 1,766          | 2,107          | <b>2,116</b>   | n/a            |                              |

*The unduplicated number of high school students attending HCC during the fall semester.*

|                                                                | <b>Fall<br/>2020</b> | <b>Fall<br/>2021</b> | <b>Fall<br/>2022</b> | <b>Fall<br/>2023</b> | <b>Fall<br/>2024</b> | <b>Benchmark<br/>Fall 2025</b> |
|----------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------------------|
| <b>12. Unduplicated fall headcount of high school students</b> | 1,787                | 837                  | 1,237                | 1,715                | <b>1,970</b>         | <b>750</b>                     |
| State Avg:                                                     | 920                  | 846                  | 928                  | <b>1,266</b>         | n/a                  |                                |
| Peer Avg:                                                      | 1,023                | 860                  | 1,016                | <b>1,383</b>         | n/a                  |                                |

## Employee Survey

Each year, the college distributes a series of web-based employee surveys. Budgeted employees, adjunct faculty, and contracted staff (Canteen and public safety) are asked to rate services and initiatives across the campus on a five-point scale (with five being the most positive). In **Spring 2025, 29 percent** of the budgeted employees participated. All items on the Employee Survey have a **benchmark** of at least 3.5 (on a scale of 5). The benchmark for this indicator was raised to **4.0** in 2008. The average rating across the questions related to *Effective Strategic Planning* this year was **3.69**.



There was a multi-faceted and inclusionary college-wide process to formulate the new strategic plan which launch on July 1, 2025.

### Board Talking Points:

- Of all the Howard County residents who enrolled as **first-time, full-time freshmen** in **any Maryland institution**, **19.6** percent chose to attend HCC.
- Of all the Howard County residents, the college attracted **72.5** percent of all the **part-time undergraduates enrolled** in Maryland institutions.
- HCC serves a **diverse** student body (**73.7** percent).