

E-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	32.4%	40.0%
	2. Percent minorities of full-time administrative/professional staff	40.7%	40.0%

Normally in this KPI, we also report on measures of employee engagement. Since numerous positions and processes within the HCC Forward restructure just began on July 1, 2023, it was important to let employees operate in their new positions, reporting channels, and business processes during the fall term. The administration has selected a series of pulse surveys and will send it to the employees this spring term. The board will receive a report on that work later this term.

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 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Benchmark Fall 2025
1. Percent minorities of full-time faculty	29.1%	28.9%	31.4%	30.8%	32.4%	40.0%
	<i>n=58/199</i>	<i>n=57/197</i>	<i>n=61/194</i>	<i>n=57/185</i>	<i>n=58/179</i>	
Peer AVG:	18%	18.5%	20.6%	21.9%	<i>n/a</i>	
State AVG:	22.8%	23.3%	23.1%	23.8%	<i>n/a</i>	
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	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Benchmark Fall 2025
2. Percent minorities of full-time administrative/professional staff	31.4%	31.5%	32.6%	32.5%	40.7%	40.0%
	<i>n=92/293</i>	<i>n=88/279</i>	<i>n=91/279</i>	<i>n=86/265</i>	<i>n=103/ 253</i>	
Peer AVG:	21.5%	23.5%	22.5%	23.1%	<i>n/a</i>	
State AVG:	25.7%	26.3%	25.8%	26.9%	<i>n/a</i>	
<i>n/a = not available</i>						

Board of Trustees Talking Point:

- The college has made progress in hiring a diverse full-time faculty (**32.4 percent** minorities) and administrative/professional staff (**40.7 percent** minorities).