

D-1 End: Measurement, Analysis, and Knowledge Management Board – Key Performance Indicator Report

Purpose: Report on the progress of the institution

Timeline: Annual

Background: This report addresses the board end, *Measurement, Analysis, and Knowledge Management*. HCC aligns its operations with the framework developed by the Baldrige Performance Excellence Program. 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 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.

Key Performance Indicator Dashboard: Measurement, Analysis, and Knowledge Management

This category examines how the college selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets.

Source	Item	Current		Benchmark 2025
MHEC	1. Performance at transfer institutions: a. Percent with cumulative GPA after first year of 2.0 or above	88.3%		86%
	2. Developmental completers after four years	42.8%		45%
	3. Successful-persistor rate after four years: a. College-ready students	86.2%		85%
	b. Developmental completers	93.0%		92%
	c. Developmental non-completers	42.5%	-	MHEC did not request a benchmark
	d. All students in cohort	75.5%		80%
	4. Successful-persistor rate after four years (by race/ethnicity): a. African American only	67.3%		80%*
	b. Asian only	89.0%		80%*
	c. Hispanic/Latino	74.0%		80%*
	d. White only	80.0%		80%*
	5. Graduation-transfer rate after four years: a. College-ready students	72.2%		70%
	b. Developmental completers	61.8%		65%
	c. Developmental non-completers	22.6%	-	MHEC did not request a benchmark
	d. All students in cohort	54.8%		59%

*Internal Benchmarks (MHEC did not request benchmark, however, the college set one anyway).

Source	Item	Current	Benchmark 2025
MHEC	6. Graduation-transfer rate after four years (by race/ethnicity):		
	a. African American only	44.5%	59%*
	b. Asian only	66.3%	59%*
	c. Hispanic/Latino	49.3%	59%*
	d. White only	63.1%	59%*
	7. Overall fall-to-fall retention rate for all first-time freshman		
	a. Pell grant recipients	62.0%	62.0%
	b. All students	58.3%	62.0%
	c. Developmental students	58.0%	62.0%
	d. College-ready students	58.6%	60.0%
	8. Graduate transfers within one year	67.4%	67.0%
External Quality Feedback	Measurement, Analysis, and Improvement of Organizational Performance <i>How does the college measure, analyze, and then improve organizational performance?</i>	70-85%	50-65% (By Fall 2019)
	Knowledge Management, Information, and Information Technology <i>How does the college manage its organizational knowledge assets, information, and information technology?</i>	70-85%	50-65% (By Fall 2019)

*Internal Benchmarks (MHEC did not request benchmark, however, the college set one anyway).

End: Measurement, Analysis, and Knowledge Management Key Performance Indicator Report

These are eight 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>Percent of transfers at Maryland public four-year colleges and universities with cumulative grade point averages of 2.0 and above; mean GPA after first year.</i>						
Performance at transfer institutions:	AY 16-17	AY 17-18	AY 18-19	AY 19-20	AY 20-21	Benchmark AY 2024-25
1a. Percent with cumulative GPA after first year of 2.0 or above	84.9%	80.7%	83.5%	85.4%	88.3%	86%
<i>State Avg:</i>	86.1%	85.0%	85.0%	87.4%	87.2%	
<i>Peer Avg:</i>	87.4%	87.2%	88.7%	88.1%	88.7%	

<i>Percent of students entering fall cohort with at least one area of developmental need, who, after four years, have completed all recommended developmental coursework. Denominator is unduplicated headcount of students identified as needing developmental coursework in English, reading, and/or mathematics (excluding ESOL). Students in numerator have completed all recommended developmental courses.</i>						
	Fall 2013 Cohort	Fall 2014 Cohort	Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Benchmark Fall 2021 Cohort
2. Developmental completers after four years:	44.9%	41.1%	43.0%	45.5%	42.8%	45%
	<i>n=601/ 1,339</i>	<i>n=504/ 1,226</i>	<i>n=569/ 1,324</i>	<i>n=597/ 1,313</i>	<i>n=480/ 1,121</i>	
<i>State Avg:</i>	47.7%	49.4%	49.1%	48.9%	50.4%	
<i>Peer Avg:</i>	56.3%	55.2%	61.3%	61.5%	58.1%	

Percent of first-time fall entering students attempting 18 or more credit hours during their first two years, who graduated, transferred, earned at least 30 credits with a cumulative grade point average of 2.0 or above, or were still enrolled four years after entry.

Successful-persistor rate after four years:	Fall 2013 Cohort	Fall 2014 Cohort	Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Benchmark Fall 2021 Cohort
3a. College-ready students	88.0% <i>n=381/433</i>	84.4% <i>n=259/307</i>	81.4% <i>n=272/334</i>	84.0% <i>n=315/375</i>	86.2% <i>n=413/479</i>	85%
<i>State Avg:</i>	82.3%	86.3%	83.3%	85.2%	84.9%	
<i>Peer Avg:</i>	87.7%	86.6%	83.0%	87.2%	82.7%	
3b. Developmental completers	94.0% <i>n=535/569</i>	91.8% <i>n=447/487</i>	92.2% <i>n=506/549</i>	91.1% <i>n=530/582</i>	93.0% <i>n=424/456</i>	92%
<i>State Avg:</i>	82.9%	81.6%	80.2%	79.0%	78.9%	
<i>Peer Avg:</i>	80.7%	81.2%	77.5%	79.4%	76.1%	
3c. Developmental non-completers	56.5% <i>n=255/451</i>	53.7% <i>n=237/441</i>	52.4% <i>n=247/471</i>	46.0% <i>n=194/422</i>	42.5% <i>n=152/358</i>	MHEC did not request a benchmark
<i>State Avg:</i>	36.7%	35.1%	38.4%	39.3%	36.5%	
<i>Peer Avg:</i>	32.8%	31.2%	34.3%	41.1%	35.8%	
3d. All students in cohort	80.6% <i>n=1,171/1,453</i>	76.4% <i>n=943/1,235</i>	75.7% <i>n=1,025/1,354</i>	75.3% <i>n=1,039/1,379</i>	75.5% <i>n=989/1,293</i>	80%
<i>State Avg:</i>	69.6%	70.7%	69.3%	70.7%	73.1%	
<i>Peer Avg:</i>	76.5%	76.2%	72.4%	78.3%	75.5%	

Percent of first-time fall entering students attempting 18 or more credit hours during their first two years, who graduated, transferred, earned at least 30 credits with a cumulative grade point average of 2.0 or above, or were still enrolled four years after entry, by minority racial/ethnic category.

Successful-persistor rate after four years (by race/ethnicity):	Fall 2013 Cohort	Fall 2014 Cohort	Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	HCC Internal Benchmark Fall 2021 Cohort
4a. African American only	73.2%	68.1%	70.1%	68.7%	67.3%	80%*
	<i>n</i> =268/ 366	<i>n</i> =254/ 373	<i>n</i> =267/ 381	<i>n</i> =270/ 393	<i>n</i> =251/ 373	
State Avg:	59.7%	64.3%	62.6%	62.3%	64.7%	
Peer Avg:	64.7%	67.8%	65.8%	69.2%	64.4%	
4b. Asian only	87.3%	88.5%	84.1%	85.4%	89.0%	80%*
	<i>n</i> =165/ 189	<i>n</i> =102/ 143	<i>n</i> =148/ 176	<i>n</i> =140/ 164	<i>n</i> =145/ 163	
State Avg:	78.8%	78.6%	80.8%	77.4%	83.0%	
Peer Avg:	74.1%	68.6%	80.1%	73.8%	<i>n/a</i>	
4c. Hispanic/Latino	75.9%	71.3%	77.8%	68.8%	74.0%	80%*
	<i>n</i> =107/ 141	<i>n</i> =107/ 141	<i>n</i> =112/ 144	<i>n</i> =119/ 173	<i>n</i> =108/ 146	
State Avg:	66.1%	67.1%	70.5%	70.7%	70.0%	
Peer Avg:	69.1%	71.3%	71.7%	75.7%	73.8%	
4d. White only**	81.4%	81.7%	75.5%	79.4%	80.0%	80%*
	<i>n</i> =443/ 544	<i>n</i> =318/ 389	<i>n</i> =349/ 462	<i>n</i> =340/ 428	<i>n</i> =299/ 374	
State Avg:	-	72.6%	75.3%	76.5%	78.3%	
Peer Avg:	-	78.7%	78.4%	81.3%	80.3%	

n/a = not available. For the Asian category, the peer average is *n/a* if the *n*<50.

*HCC internal benchmarks (MHEC did not request a benchmark).

**New metric in 2021. *State Avg* and *Peer Avg* data are not available for fall 2013 cohort.

Percent of first-time fall entering students attempting 18 or more hours during their first two years, who graduated with a degree or certificate and/or transferred to another institution of higher education within four years.

Graduation-transfer rate after four years:	Fall 2013 Cohort	Fall 2014 Cohort	Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Benchmark Fall 2021 Cohort
5a. College-ready students	70.0%	70.0%	68.3%	70.1%	72.2%	70%
	<i>n</i> =303/433	<i>n</i> =215/307	<i>n</i> =228/334	<i>n</i> =263/375	<i>n</i> =346/479	
<i>State Avg:</i>	69.0%	73.5%	71.0%	73.0%	71.6%	
<i>Peer Avg:</i>	77.4%	76.6%	73.6%	77.1%	72.4%	
5b. Developmental completers	65.7%	66.7%	65.8%	64.1%	61.8%	65%
	<i>n</i> =374/569	<i>n</i> =325/487	<i>n</i> =361/549	<i>n</i> =373/582	<i>n</i> =282/456	
<i>State Avg:</i>	56.1%	58.6%	60.0%	58.0%	56.2%	
<i>Peer Avg:</i>	58.1%	60.1%	62.6%	60.7%	56.0%	
5c. Developmental non-completers	27.5%	31.1%	29.1%	24.9%	22.6%	MHEC did not request a benchmark
	<i>n</i> =124/451	<i>n</i> =137/441	<i>n</i> =137/471	<i>n</i> =105/422	<i>n</i> =81/358	
<i>State Avg:</i>	25.0%	26.0%	27.1%	28.6%	25.6%	
<i>Peer Avg:</i>	24.1%	25.7%	25.5%	29.4%	24.6%	
5d. All students in cohort	55.1%	54.8%	53.6%	53.7%	54.8%	59%
	<i>n</i> =801/1,453	<i>n</i> =677/1,235	<i>n</i> =726/1,354	<i>n</i> =741/1,379	<i>n</i> =709/1,293	
<i>State Avg:</i>	51.0%	54.3%	54.5%	55.3%	56.4%	
<i>Peer Avg:</i>	60.7%	61.8%	62.7%	64.1%	61.6%	

Percent of first-time fall entering students attempting 18 or more hours during their first two years, who graduated with a degree or certificate and/or transferred to another institution of higher education within four years, by minority racial/ethnic category.

Graduation-transfer rate after four years (by race/ethnicity):	Fall 2013 Cohort	Fall 2014 Cohort	Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	HCC Internal Benchmark Fall 2021 Cohort
6a. African American only	48.1%	46.4%	49.6%	47.3%	44.5%	59%*
	<i>n</i> =176/ 366	<i>n</i> =173/ 373	<i>n</i> =189/ 381	<i>n</i> =186/ 393	<i>n</i> =166/ 373	
State Avg:	43.5%	48.8%	48.0%	49.3%	48.2%	
Peer Avg:	48.2%	51.4%	53.3%	54.9%	49.1%	
6b. Asian only	59.8%	66.9%	60.8%	64.6%	66.3%	59%*
	<i>n</i> =113/ 189	<i>n</i> =105/ 157	<i>n</i> =107/ 176	<i>n</i> =106/ 164	<i>n</i> =108/ 163	
State Avg:	57.8%	58.1%	61.7%	60.4%	61.5%	
Peer Avg:	n/a	n/a	n/a	65.8%	n/a	
6c. Hispanic/Latino	43.3%	51.0%	45.8%	46.2%	49.3%	59%*
	<i>n</i> =61/ 141	<i>n</i> =73/ 143	<i>n</i> =66/ 144	<i>n</i> =80/ 173	<i>n</i> =72/ 146	
State Avg:	43.6%	48.2%	46.9%	51.0%	51.4%	
Peer Avg:	51.0%	60.9%	56.5%	63.0%	59.6%	
6d. White only**	60.7%	60.8%	55.6%	59.3%	63.1%	59%*
	<i>n</i> =330/ 544	<i>n</i> =236/ 388	<i>n</i> =257/ 462	<i>n</i> =254/ 428	<i>n</i> =236/ 374	
State Avg:	-	58.3%	57.8%	60.3%	62.5%	
Peer Avg:	-	66.3%	65.3%	66.9%	67.5%	

n/a = not available. For the Asian category, the peer average is *n/a* if the *n*<50.

*HCC internal benchmarks (MHEC did not request a benchmark).

** New metric in 2021. *State Avg* and *Peer Avg* data are not available for fall 2013 Cohort.

Percent of first-time fall entering students who filed a Free Application for Federal Student Aid (FAFSA) and who are still in attendance the next fall.

Overall fall-to-fall retention rate for all first-time freshman	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort	Fall 2019 Cohort	Fall 2020 Cohort	Benchmark Fall 2024 Cohort
7a. Pell grant recipients	61.5%	59.4%	61.9%	56.7%	62.0%	62.0%
	<i>n</i> =411/ 668	<i>n</i> =383/ 645	<i>n</i> =369/ 596	<i>n</i> =355/ 626	<i>n</i> =232/ 374	
State Avg:	51.9%	51.8%	53.9%	51.1%	52.4%	
Peer Avg:	54.4%	53.9%	56.5%	51.4%	54.7%	

Percentage of degree-seeking (b) all students, (c) developmental students and (d) college-ready students attending college for the first time in the fall who return the following fall.

Overall fall-to-fall retention rate for all first-time freshman	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort	Fall 2019 Cohort	Fall 2020 Cohort	Benchmark Fall 2024 Cohort
7b. All Students**	61.5%	59.2%	60.6%	57.6%	58.3%	62.0%
	n=1,117/ 1,817	n=1,043/ 1,763	n=992/ 1,636	n=934/ 1,621	n=801/ 1,374	
State Avg:	-	54.4%	54.6%	52.9%	52.9%	
Peer Avg:	-	58.4%	58.7%	55.9%	57.3%	
7c. Developmental Students	63.8%	59.7%	61.2%	54.7%	58.0%	62.0%
	n=739/ 1,158	n=676/ 1,132	n=630/ 1,030	n=544/ 995	n=427/ 736	
State Avg:	51.3%	50.6%	52.1%	46.4%	47.5%	
Peer Avg:	56.8%	54.8%	56.0%	50.4%	56.2%	
7d. College-ready Students	57.4%	58.2%	59.7%	62.3%	58.6%	60.0%
	n=378/ 659	n=367/ 631	n=362/ 606	n=390/ 626	n=374/ 638	
State Avg:	61.2%	61.8%	58.2%	58.8%	55.4%	
Peer Avg:	66.5%	63.5%	64.5%	64.4%	64.0%	

**New Metric in 2021. State Avg and Peer Avg data are not available for fall 2016.







Percentage of transfer program graduates who transfer to a four-year college or university within a year after graduation.




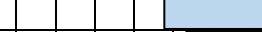
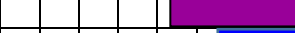

8. Graduate transfers within one year	FY 2017 Graduates	FY 2018 Graduates	FY 2019 Graduates	FY 2020 Graduates	FY 2021 Graduates	Benchmark FY 2024 Graduates
	65.3%	67.4%	67.0%	63.6%	67.4%	67%
	n=548/ 839	n=617/ 915	n=604/ 902	n=573/ 901	n=667/ 990	
State Avg:	57.8%	56.9%	58.3%	56.5%	n/a	
Peer Avg:	57.6%	57.4%	58.3%	56.5%	n/a	

n/a = not available.







External Measures







The college prepared and submitted applications to various Baldrige-based quality awards competitions.

National Baldrige Performance Excellence Award Application (Overall Score)			
	November 2014: 36.0-51.0%		November 2017: 58.2-73.0% <i>Criteria enhanced</i>
	October 2015: 38.4-53.4% <i>Criteria enhanced</i>		December 2018: 62.6%-77.6%
	November 2016: 34.9-49.9%		December 2019: 66.6%-81.6%

		0-9%	10-29%	30-49%	50-69%	70-89%	90-100%
Baldrige Criteria 1000 points	Overall Score						
							
							
							
							
							

This category examines how the college selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets.

Category 4: Measurement, Analysis, and Knowledge Management (90 points)		0-9%	10-29%	30-49%	50-69%	70-89%	90-100%
4.1 Measurement, Analysis, and Improvement of Organizational Performance	45 points						
							
							
							
							
							

		0-9%	10-29%	30-49%	50-69%	70-89%	90-100%
4.2 Knowledge Management, Information, and Information Technology	45 points						
							
							
							
							
							

Action: HCC receives a detailed feedback report delineating strengths and weaknesses in each category. The president's team reviews the opportunities for improvement and charges process improvement teams to pursue those initiatives. HCC was a finalist and hosted a site visit in 2017, 2018, and 2019 for the Baldrige award. HCC received the Malcolm Baldrige Performance Excellence Award in 2019.

Benchmark: When the benchmark was originally set, institutions receiving an overall score of 450 or more received site visits. In April 2009, the board accepted the administration's recommendation to increase the benchmark: **HCC will receive a 50-65 percent rating for category number four of the performance excellence criteria by 2019. HCC surpassed that benchmark.**

Board Talking Points:

- HCC students remain in higher education at a higher rate than the state average:
 - African American (**67.3** percent > **64.7** percent);
 - Asian (**89** percent > **83** percent); and
 - Hispanic/Latino (**74** percent > **70** percent).
- **61.8** percent graduation/transfer rate **exceeded** the state and the peer averages (**56.2** percent and **56.0** percent, respectively) for developmental completers.
- **62.0** percent of Pell grant recipients were retained fall-to-fall **exceeding** the state and peer averages (**52.4** percent and **54.7** percent, respectively).