

## E-1 End: Operations Focus Key Performance Indicator Report

**Background:** This report addresses the key performance indicator for the End: *Operations Focus*. HCC aligns its operations with the criteria developed by the Baldrige National Quality Program. Monitoring measures were selected by the board in 2003. The measures include the required Maryland Higher Education Commission (MHEC) indicators. The dashboard was introduced as a vehicle to summarize the information in 2005.

Green ■ – signals that HCC is operating above the benchmark, yellow ■ – indicates that performance is at the benchmark, and red ■ – shows that the operating level is still below the benchmark. Detail pages are included in the report. Updates are indicated in blue. Information concerning benchmarks is in purple.

At its May 18, 2016, meeting, the trustees reset and approved the five-year benchmarks for the most recent list of required 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 system. The website address is:  
<http://www.howardcc.edu/about-us/leadership/board-of-trustees/key-performance-indicators/>

The administration and relevant staff review the details of all the reports that contribute to these measures. Plans for improvement are developed and included in appropriate core work and/or strategic planning for the next integrated strategic planning and budget development cycles.

**Purpose:** Report on the progress of the institution

**Timeline:** Annual

### ◆———— Recommendation —————◆

This item is for information only and requires no board action.

**Compliance:** This report is in compliance with Board Bylaw VII - Board Execution and Evaluation of Policy: Suggested Timeline for Important Tasks.

## End: Operations Focus Key Performance Indicator Report

The following 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.

<i>Percentage of graduates who on their <u>first try</u> 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>						
	FY12	FY13	FY14	FY15	FY16	Benchmark FY20
<b>Licensure exams passing rate</b>						
<b>NCLEX RN</b>	<b>89%</b>	<b>87%</b>	<b>72%</b>	<b>83%</b>	<b>89%</b>	<b>90%</b>
	n=132/ 152	n=160/ 183	n=116/ 161	n=143/ 172	n=119/ 133	
Peer AVG:	93%	91%	84%	89%	82%	
State AVG:	90%	88%	83%	82%	83%	
Nat'l AVG:	89%	87%	83%	83%	84%	
<b>NCLEX PN</b>	<b>93%</b>	<b>92%</b>	<b>94%</b>	<b>100%</b>	<b>100%</b>	<b>97%</b>
	n=13/14	n=11/12	n=15/16	n=16/16	n=11/11	
Peer AVG:	100%	100%	94%	93%	95%	
State AVG:	93%	95%	94%	96%	95%	
Nat'l AVG:	84%	85%	84%	81%	83%	
<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>						
	FY12	FY13	FY14	FY15	FY16	Benchmark FY20
<b>Emergency Medical Technician (EMT-B)</b>	<b>86%</b>	<b>93%</b>	<b>100%</b>	<b>77%</b>	<b>86%</b>	<b>87%</b>
	n=19/22	n=27/29	n=32/32	n=40/52	n=24/28	
State AVG:*	94%	90%	75%	62%	**	
Nat'l AVG:	72%	70%	67%	68%	**	

\*There are no peer averages available. Only four other colleges report this data and they are not the usual peers.

\*\*State and national data for fiscal year 2016 students are not available at this time.

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

	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>Benchmark FY20</b>
Associate degrees and credit certificates awarded							
a. Career degrees	222	257	270	326	283	314	<b>290</b>
Peer AVG:	250	295	300	287	315	*	
State AVG:	299	334	336	340	343	*	
b. Transfer degrees	650	698	796	787	882	854	<b>900</b>
Peer AVG:	564	608	651	718	744	*	
State AVG:	489	530	545	564	594	*	
c. Certificates	70	102	105	93	114	81	<b>100</b>
Peer AVG:	201	233	283	288	310	*	
State AVG:	218	232	239	320	304	*	

*The unduplicated number of credit students enrolled in the fall and the number of credit degrees and certificates awarded annually in STEM programs. STEM programs are defined as computer/information sciences, engineering/engineering technologies, mathematics, and natural sciences.*

	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>Benchmark FY20</b>
STEM programs							
a. Credit enrollment	3,773	3,861	4,039	4,245	4,228	3,989	<b>4,400</b>
Peer AVG:	2,024	2,072	1,976	1,968	1,921	*	
State AVG:	2,922	2,722	2,676	2,639	2,646	*	
b. Credit degrees/cert.	375	469	476	449	470	480	<b>500</b>
Peer AVG:	221	307	327	326	357	*	
State AVG:	303	350	357	402	410	*	

\*State and national data for FY16 are not available at this time.






## 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 services that create student, stakeholder, and organizational value. It also examines the related support processes.

Source	Item	Current	Benchmark
<b>External Quality Feedback</b>	<i>How does HCC design its key work systems and identify processes for delivering student and stakeholder value and maximizing student learning and success, prepare for emergencies, and achieve organizational success and sustainability?</i>	<b>Baldrige 2016</b> <b>50-65%</b>	<b>50-65%</b>
	<i>How does HCC design, implement, manage and improve its key work processes that support its key processes?</i>	<b>Baldrige 2016</b> <b>30-45%</b>	<b>50-65%</b>
<b>MHEC</b>	<b>1. Licensure exam passing rate NCLEX RN</b>	<b>89%</b>	<b>90%</b>
	<b>2. Licensure exam passing rate NCLEX PN</b>	<b>100%</b>	<b>97%</b>
	<b>3. Emergency Medical Technician (EMT-B)</b>	<b>86%</b>	<b>87%</b>
	<b>4. Associate degrees and certificates awarded</b> a. Career	<b>314</b>	<b>290</b>
	b. Transfer	<b>854</b>	<b>900</b>
	c. Certificates	<b>81</b>	<b>100</b>
	<b>5. Education programs</b> a. Credit enrollment	<b>379</b>	<b>542</b>
	b. Credit awards	<b>55</b>	<b>40</b>
	<b>6. STEM programs</b> a. Credit enrollment	<b>3,989</b>	<b>4,400</b>
	b. Credit awards	<b>480</b>	<b>500</b>
<b>Internal Measures</b>	<b>1. Paramedic</b>	<b>79%</b>	<b>93%</b>
	<b>2. Cardiovascular Technology (CVT)</b> Not required for employment at this time.	<b>80%</b>	<b>90%</b>
	<b>3. Geriatric Nursing Assistant (GNA) - Written</b>	<b>84%</b>	<b>90%</b>
	<b>4. Geriatric Nursing Assistant (GNA) - Skills</b>	<b>89%</b>	<b>85%</b>
	<b>5. Radiologic Technology (RADT)</b>	<b>100%</b>	<b>TBD</b>
	<b>6. Dental Hygiene (DHYG)</b>	<b>100%</b>	<b>TBD</b>

## External Measures

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

National Baldrige Performance Excellence Award Application (Overall Score)			
	December 2012: 41.8-56.8%		October 2015: 38.4-53.4% <i>Criteria enhanced</i>
	November 2013: 39.2-54.2% <i>Criteria enhanced</i>		November 2016: 34.9-49.9%
	November 2014: 36.0-51.0%		

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

Category 6: Operations Focus 85 points		0-9%	10-29%	30-49%	50-69%	70-89%	90-100%
6.1-Work processes 45 points							
6.2-Operational Effectiveness 40 points							

**Action:** HCC receives a detailed feedback report in late fall delineating strengths and weaknesses in each category. The president's team reviews the opportunities for improvement and charts process improvement teams to pursue those initiatives. After winning the U.S. Senate Productivity Award (Maryland Performance Excellence Award - 2007), HCC was a finalist and hosted a site visit in October 2008 for the Baldrige award. A team created and submitted a Baldrige application in May 2016; HCC was not chosen for a site visit this year.

**Benchmark:** When the benchmark was originally set, institutions receiving an overall score of 450 or more received at least 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 6 of the performance excellence criteria by 2016. HCC achieved that benchmark in one of the two subcategories. HCC's team is working with a Baldrige coach for this year's application due in May 2017.**

## Internal Measures

The college voluntarily tracks additional licensure exam pass rates for paramedic, cardiovascular technology, and certified nursing assistant completers.

<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>						
	FY12	FY13	FY14	FY15	FY16	Benchmark FY20
<b>Paramedic</b>	<b>100%</b> n=12/12	<b>100%</b> n=7/7	<b>89%</b> n=8/9	<b>60%</b> n=6/10	<b>79%</b> n=11/14	<b>93%</b>
State AVG:	67%	70%	66%	65%	*	
Nat'l AVG:	74%	73%	77%	78%	*	

\*State and national data for FY16 are not available at this time. There are no peer averages to report. Students have two years to complete the process.

<i>Percentage of graduates who on their <u>first try</u> passed licensing and certification exam.*</i>						
	FY12	FY13	FY14	FY15	FY16	Benchmark FY20
<b>Cardiovascular Technology (CVT)</b>	<b>100%</b> n=4/4	<b>100%</b> n=4/4	<b>57%</b> n=4/7	<b>0%</b> n=0/2	<b>80%</b> n=4/5	<b>90%</b>

\*Students are not required to take the certification exam for employment.

<i>Percentage of graduates who on their <u>first try</u> passed licensing and certification exam.</i>							
<b>Geriatric Nursing Assistant (GNA)</b>	2010	2011	2012	2013/2014	2015	2016	Benchmark 2020
<b>Written</b>	<b>92%</b> n=76/83	<b>99%</b> n=71/72	<b>100%</b> n=46/46	<b>**</b>	<b>100%</b> n=10/10	<b>84%</b> n=32/38	<b>90%</b>
State AVG:	91%	90%	89%		87%	*	
<b>Skills</b>	<b>90%</b> n=75/83	<b>96%</b> n=69/72	<b>96%</b> n=44/46	<b>**</b>	<b>90%</b> n=9/10	<b>89%</b> n=33/37	<b>85%</b>
State AVG:	88%	80%	87%		83%	*	

\*State and national data for FY16 are not available at this time.

\*\*Testing procedures changed in 2013. Many HCC students do not test at HCC so their results are not available to the college.

<i>Percentage of graduates who on their <u>first try</u> passed licensing and certification exam.</i>					
	FY13	FY14	FY15	FY16	Benchmark
<b>Radiologic Technology (RADT)</b>	<b>90%</b> n/a	<b>92%</b> n/a	<b>100%</b> n=10/10	<b>100%</b> n=16/16	<b>TBD</b>

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

	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>Benchmark</b>
<b>Dental Hygiene (DHYG)</b>	n/a	n/a	n/a	<b>100%</b>	<b>TBD</b>
	n/a	n/a	n/a	n=12/12	

## Assessment of Student Learning Outcomes Within the Classroom

The learning outcomes assessment associate director, research associate, and analyst work closely with faculty in collaboration with the vice president of academic affairs to plan for the reviews by creating and managing project timelines; consulting on metrics and benchmarks; developing assessment training; providing data; conducting assessment and evaluation projects; and providing feedback on drafts of all reviews.

Listed below is an overview of the **General Education Goal Reviews**, **Program Reviews**, and **Course Reviews** underway during 2016-17. Shading is provided to ease the reading transition from one goal or academic division to the next.

### General Education Goal Reviews

<b>General Education Goal</b>	<b>Assessment Team</b>	<b>Division</b>
Written Communication	Laura Yoo (lead) Margaret Garroway	EGWL
Oral and Expressive Communication	Bill Gillett (lead) Heidi Kirkman	AH
	Robin Bauer-Taylor Claudia Dugan	EGWL
	Mary Beth Furst	BUCO
Global Competency	Greg Fleisher (lead) Laura Cripps Hanael Bianchi	SSCI
	Mary Beth Furst	BUCO
	Amelia Yongue Abdelrahim Salih	EGWL
	Martha Westhaver	AH
Technological Competency	Mike Long (lead) Gabriel Ayine Andrew Brown John Esenwa Emily Francis Fred Lang Rehana Yusaf	MATH
	Anjula Batra Cindy Garnsey	BUCO
	David Hinton	SET

## Program Reviews

Division	Programs Under Review	Lead Faculty
AH	142 – Dance Performance	Joan Nicholas-Walker, Elizabeth Higgins
AH	237 – Theatre	William Gillet, Jennifer Male
AH	244 – Film Studies	Martha Westhaver, Michael Giuliano
BUCO	271 – Accounting	Michele Sotka
BUCO	229 – Information Systems Management- Office Systems	Rozaliya Volynskiy
BUCO	230 – Information Systems Management- Programming/Technical Systems	Rozaliya Volynskiy
BUCO	37 – Business Management	Mary Beth Furst
BUCO	272 – Certificate Bookkeeping Certificate	Michele Sotka
BUCO	295 – Computer Forensics Certificate	Rozaliya Volynskiy
BUCO	268 – Lodging Management Certificate	Vidyanidhi Rege
BUCO	283 – Event Management Certificate	Vidyanidhi Rege
BUCO	189 – Web Developer Certificate	Rozaliya Volynskiy
BUCO	171c – Cisco	Rozaliya Volynskiy
BUCO	171e – Web Development	Rozaliya Volynskiy
BUCO	171f – Computer Forensics Technology	Rozaliya Volynskiy
EGWL	203 – Spanish	Robin Bauer-Taylor
EGWL	241 – Arabic	Rahim Salih
HSCI	280 – Dental Hygiene (AAS)	Susan Siebel
SSCI	312 – Secondary Education- Humanities/Arts	Barbara Maestas
SSCI	314 – Secondary Education-Social Sciences	Barbara Maestas
SSCI	07 – General Studies	Greg Fleisher
SSCI	166 – General Studies for Certificate Students	Greg Fleisher
SSCI	210 – Secondary Education-Spanish	Fran Kroll
SSCI	247 – Secondary Education-English	Fran Kroll
SSCI	35a – Humanities/Arts	Fran Kroll
SSCI	35b – Social Sciences	Fran Kroll
SSCI	90a – Criminal Justice	Patrick O'Guinn
STEC	06 – Biomedical Engineering Technology (AAS)	Bahman Nasseri
STEC	276 – Gaming and Simulation Design	David Hinton
STEC	68 – Pre-Allied Health	Bhuvana Chandran, Patricia Turner
STEC	70 – CAD Technology Certificate	David Hinton
STEC	72 – CAD Technology (AAS)	David Hinton
STEC	76 – Biomedical Engineer Specialist Certificate	Mark Edelen



## Course Reviews

Division	Course Name	Course Title	Lead Faculty
AH	FILM-171	Introduction to American Cinema	Martha Westhaver
AH	FILM-172	Introduction to World Cinema	Martha Westhaver
AH	MUSC-117L	Applied Performance Lab.	Hsien-Ann Meng
AH	MUSC-118L	Applied Performance Lab.	Hsien-Ann Meng
AH	MUSC-139	Introduction to Music Technology and Entrepreneurship	Kyle Coughlin
AH	MUSC-217L	Applied Performance Lab.	Hsien-Ann Meng
AH	MUSC-218L	Applied Performance Lab.	Hsien-Ann Meng
AH	SPCH-105	Fund of Public Speaking	Heidi Kirkman
AH	SPCH-110	Interpersonal Communications	Heidi Kirkman
AH	THET-202	Acting II	Lisa Wilde
AH	THET-271	Theatre Juried Audition Techniques	Jennifer Male
BUCO	ACCT-111	Principles of Accounting I	Lindsey Patterson
BUCO	ACCT-112	Principles of Accounting II	Brian Kelley
BUCO	ACCT-179	QuickBooks for Professional	Lindsey Patterson
BUCO	ACCT-190	Certified Bookkeeper Review	Brian Kelley
BUCO	ACCT-231	Intermediate Accounting I	Michele Sotka
BUCO	ACCT-232	Intermediate Accounting II	Michele Sotka
BUCO	BMGT-120	Small Business Management	Roger Weber
BUCO	BMGT-134	Coaching as Tool for an Effective Leader	Betty Noble
BUCO	BMGT-141	Supervisory Development	Judith Kizzie
BUCO	BMGT-145	Principles of Management	Anjula Batra
BUCO	BMGT-150	International Business Issues Seminar	Mary Beth Furst
BUCO	BMGT-200	Managing for the Future	Mary Beth Furst
BUCO	BMGT-240	Human Resource Management	Betty Noble
BUCO	BMGT-241	Project Management	Betty Noble
BUCO	CMSY-102	Beginning Word Processing	Ahnica Truong
BUCO	CMSY-103	Beginning Databases	Stephanie Quintero
BUCO	CMSY-104	Advanced Word Processing	Ahnica Truong
BUCO	CMSY-105	Maintenance and Management of PCs and mobile Devices I	Pamela Mitchell
BUCO	CMSY-106	Maintenance and Management of PCs and mobile Devices I	Pamela Mitchell
BUCO	CMSY-116	PowerPoint	Cindy Garnsey
BUCO	CMSY-118	Advanced Databases	Stephanie Quintero
BUCO	ELEC-107	Introduction to Electron Circuits	Dave Hinton
BUCO	HMGT-164	Event Management	Vidyanidhi Rege, Jodi Fisher
BUCO	HMGT-225	Hospitality Purchasing and Cost Control	Michael Levins, Brenda Anderson

Division	Course Name	Course Title	Lead Faculty
BUCO	HMGT-242	Lodging Management and Operations	Vidyanidhi Rege, Jodi Fisher
BUCO	HMGT-244	Managing the Housekeeping Operation	Vidyanidhi Rege, Jodi Fisher
EGWL	ARAB-101	Elementary Arabic I	Rahim Salih
EGWL	ARAB-201	Intermediate Arabic I	Rahim Salih
EGWL	ARAB-203	Adv. Intermediate Arabic I	Rahim Salih
EGWL	ARAB-204	Adv. Intermediate Arabic II	Rahim Salih
EGWL	ENGL-085	Academic Adv. Oral Comm. - ESL	Sarah Saxer
EGWL	ENGL-086/087	Academic Advanced ESL Reading, Writing and Grammar Combined	Sarah Saxer
EGWL	ENGL-087	Academic Advanced Writing and Grammar -ESL	Sarah Saxer
EGWL	ENGL-088	Grammar for Written Expression	Sarah Saxer
EGWL	ENGL-121	College Composition	Laura Yoo
EGWL	ENGL-206	African-American Literature	Ryna May
EGWL	ENGL-213	Latin American Literature	Ryna May
EGWL	ENGL-214	Middle Eastern Literature	Ryna May
EGWL	ENGL-217	The English Bible as Literature	Ryna May
EGWL	ENGL-219	Asian Literature	Ryna May
EGWL	ENGL-226	World Literature I GD	Ryna May
EGWL	ENGL-227	World Literature II GD	Ryna May
EGWL	HNDI-102	Elementary Hindi II	Yulan Liu
EGWL	HNDI-201	Intermediate Hindi I	Yulan Liu
EGWL	HNDI-202	Intermediate Hindi II	Yulan Liu
EGWL	SPAN-201	Intermediate Spanish I	Robin Bauer
EGWL	TURK-101	Elementary Turkish I	Rahim Salih
HSCI	AGNG-290	Aging and Health	Kelly McMillan
HSCI	CARD-120	Rhythm Analysis and 12-Lead ECG	Kelly Scible
HSCI	CARD-121	Cardiovascular Assessment Skills Lab	Kelly Scible
HSCI	CARD-122	Cardiac Anatomy and Pathophysiology	Bill Fisher
HSCI	DHGY-210	Pharmacology and Pain Management	Susan Seibel
HSCI	DHYG-104	General and Oral Pathology	Matilda Minassian
HSCI	DHYG-207	Dental Public Health	Susan Seibel
HSCI	DHYG-250	Dental Hygiene Theory and Clinic IV	Rachel Dorn
HSCI	DHYG-257	Dental Hygiene Ethics and Jurisprudence	Susan Seibel
HSCI	DMSU-212	Ultrasound Physics and Instrumentation III	James Hwang
HSCI	DMSU-213	Pathophysiology for Imaging Professionals	James Hwang
HSCI	DMSU-252	Clinical Sonography II	James Hwang
HSCI	DMSU-253	Clinical Sonography III	James Hwang
HSCI	DMSU-254	Clinical Sonography IV	James Hwang
HSCI	EMSP-106	Emergency Medical Technician I	Angel Burba
HSCI	EMSP-107	Emergency Medical Technician II	Angel Burba
HSCI	EMSP-110	EMT Clinical Experience	Angel Burba
HSCI	EXSC-100	Introduction to Physical Education	Kelly McMillan
HSCI	HEED-115	Personal and Community Health	Kelly McMillan

<b>Division</b>	<b>Course Name</b>	<b>Course Title</b>	<b>Lead Faculty</b>
HSCI	HEED-130	Human Sexuality	Kelly McMillan
HSCI	HEED-213	Stress Management	Kelly McMillan
HSCI	HUMS-110	Introduction to Human Services	Carla Lawson
HSCI	HUMS-122	Individual Counseling Techniques	Carla Lawson
HSCI	HUMS-150	Community Resources and Partnerships	Carla Lawson
HSCI	HUMS-250	Community Services Practicum	Carla Lawson
HSCI	LFIT-127	Tai Chi	Patrick Finley
HSCI	LFIT-129	Self Defense	Patrick Finley
HSCI	LFIT-136	Kickboxing for Fitness	Patrick Finley
HSCI	LFIT-137	Circuit Weight Training	Patrick Finley
HSCI	LFIT-138	Thai Boxing/Muay Thai	Patrick Finley
HSCI	MLTS-201	Introduction to the Medical Laboratory	Nancy Calder
HSCI	MLTS-202	Clinical Chemistry	Nancy Calder
HSCI	MLTS-203	Clinical Hematology	Nancy Calder
HSCI	MLTS-204	Clinical Immunology/Immunohematology	Nancy Calder
HSCI	MLTS-205	Clinical Microbiology I	Nancy Calder
HSCI	MLTS-206	Clinical Microbiology II	Nancy Calder
HSCI	NURS-234	Family Centered Nursing II	Elizabeth Johnson
HSCI	NURS-235	Nursing Care of Patients in Community and Mental Health Settings	Kit Angell
HSCI	NURS-240	Medical-Surgical Nursing II	Donna Musselman
HSCI	PTAP-160	Orthopedic Dysfunctions I	Ken Crivelli
HSCI	PTAP-210	Fundamentals of Practice II	Ken Crivelli
HSCI	PTAP-213	Clinical Education I	Ken Crivelli
HSCI	PTAP-214	Clinical Education II	Ken Crivelli
HSCI	PTAP-230	Therapeutic Modalities II	Ken Crivelli
HSCI	RADT-101	Introduction to Procedures	Assefa Fisseha
HSCI	RADT-111	Radiologic Procedures I	Assefa Fisseha
HSCI	RADT-112	Clinical Radiography I	Assefa Fisseha
HSCI	RADT-121	Radiologic Procedures II	Assefa Fisseha
HSCI	AGNG-290	Aging and Health	Kelly McMillan
HSCI	CARD-120	Rhythm Analysis and 12-Lead ECG	Kelly Scible
HSCI	CARD-121	Cardiovascular Assessment Skills Lab	Kelly Scible
HSCI	CARD-122	Cardiac Anatomy and Pathophysiology	Bill Fisher
HSCI	DHGY-210	Pharmacology and Pain Management	Susan Seibel
MATH	HMDV-160	Stem Seminar I	Loretta Tokoly
MATH	HMDV-161	STEM Seminar II	Loretta Tokoly
MATH	HMDV-260	Stem Seminar III	Loretta Tokoly
MATH	HMDV-261	STEM Seminar IV	Loretta Tokoly
MATH	MATH-127	Concepts of Mathematics I	Mike Long
MATH	MATH-128	Concepts of Mathematics II	Mike Long
MATH	MATH-260	Differential Equations	Matthew Lochman

<b>Division</b>	<b>Course Name</b>	<b>Course Title</b>	<b>Lead Faculty</b>
SSCI	ANTH-110	Global Archaeology	Laura Cripps
SSCI	CRIM-190	Criminal Justice - Introduction I	Evelyn Del Rosario
SSCI	EDUC-140	Child Health, Safety, and Nutrition	Barbara Maestas
SSCI	EDUC-191	Field Exp. Introduction to ECE	Barbara Maestas
SSCI	EDUC-203	Reading Instruction	Barbara Maestas
SSCI	EDUC-212	Advanced Methods and Materials in Early Childhood Education	Barbara Maestas
SSCI	EDUC-230	Child Care Center Administration and Management	Barbara Maestas
SSCI	EDUC-251	Advanced Practicum in Early Childhood Development	Barbara Maestas
SSCI	HIST-201	Europe in the 20th Century	Rosemary Williams
SSCI	HIST-211	East Asian Civilization	Hanael Bianchi
SSCI	HIST-213	History of Modern Russia	Rosemary Williams
SSCI	HIST-226	History - African American Experience	Hanael Bianchi
SSCI	POLI-102	State and Local Government	Michael Heffren
SSCI	POLI-201	Comparative Government	Michael Heffren
SSCI	PSYC-204	Adolescent Psychology	Maureen Schuler
SSCI	SOCI-103	The Sociology of the Family	Philip Vilaro
SSCI	SOCI-201	Minority in American Society	Michael Heffren
SSCI	SOCI-203	Sociology of Sport	Greg Fleisher
SET	BIOL-120	Biology for Engineers	Mark Edelen
SET	BIOL-121	Biology for Engineers Laboratory	Luda Bard
SET	BMET-112	Electro-Mechanical Fluidic Devices	Bahman Nasser
SET	BMET-211	Biomedical Instrumentation I	Bahman Nasser
SET	BMET-212	Biomedical Instrumentation II	Bahman Nasser
SET	ELEC-117	Linear Electronics	Dave Hinton
SET	ELEC-140	Network Cabling Systems	Dave Hinton
SET	ELEC-213	Digital Circuits	Dave Hinton
SET	ENES-100	Introduction to Engineering Design	Scott Foerster
SET	ENES-102	Introduction to Programming Concepts	Scott Foerster
SET	ENES-120	Statics	Mark Edelen
SET	ENES-130	Dynamics	Mark Edelen
SET	ENES-140	Mechanics of Materials	Mark Edelen
SET	ENES-171	Intermediate Programming Concepts for Engineers	Scott Forester
SET	ENES-181	Thermodynamics	Mark Edelen
SET	ENES-205	Electric Circuits	Scott Foerster
SET	ENES-222	Elements of Discrete Signal	Scott Foerster
SET	ENES-244	Digital Logic Design	Scott Foerster
SET	ENES-245	Digital Circuits and Systems Laboratory	Scott Foerster
SET	ENES-271	Introduction to Matlab	Mark Edelen

**Key for acronyms for division titles:**

AH	Arts and Humanities
BUCO	Business and Computer Systems
EGWL	English and World Languages
HSCI	Health Sciences
MATH	Mathematics
SSCI	Social Sciences and Teacher Education
SET	Science, Engineering, and Technology

**Other projects and initiatives:**

Project/Initiative	Description	Lead Staff/Faculty
Step UP	Program outcomes	Eileen Kaplan
First in the World Maryland Mathematics Reform Initiative	Collaboration between USM institutions and Maryland community colleges to develop and implement statistics pathways for students through statewide articulation agreements.	Bernadette Sandruck, Carol Howald
Data Requests	Requests for cohort data, honors data, enrollment data, etc. Data is used by faculty for mandatory reports, annual plans, course reviews and other projects.	HCC Faculty and Staff
Surveys	Creation and administration of surveys for faculty members and students. Acting as a consultant on survey design.	HCC Faculty and Staff

**Assessment of Student Learning Outcomes Outside the Classroom**

Unit and program reviews were implemented for the student services functional area in fiscal year 2015 as part of the college's institutional effectiveness and learning outcomes assessment plans. Unit reviews are conducted every five years with two student services' directors doing so annually. A unit review provides the director and his/her staff an opportunity to reflect on their operational goals and objectives, metrics, performance, and potential process improvements. The information garnered from that exercise informs a set of strategic departmental plans that are aligned with the vice president for student service's (VPSS) and college's strategic plans, and informs the college's budgeting process. Additionally, the VPSS identified 12 programs to review because of their importance to achieving goals outlined with the college's strategic plan. Those programs are reviewed on a more frequent basis to monitor progress and make adjustments as necessary. Directors share their progress toward implementing and executing the plans established in the unit/program review by completing action plan progress reports in the interim years.

The associate and assistant directors of research and planning work closely with clients to plan for their reviews by developing and managing project timelines; consulting on core work documents (e.g., metrics and benchmarks); providing data; conducting assessment and evaluation projects; and providing feedback on drafts of unit/program reviews. The planning,

research, and organizational development (PROD) department works at least a year in advance with directors to prepare for all scheduled reviews.

This is a summary of the work underway within student services regarding **unit reviews**.

Unit/Department	Lead	FY17
<b>Test Center</b>	Zakia Johnson	Unit Review in progress
<b>Student Life</b>	Schnell Garrett	Unit Review in progress
<b>Academic Support Services</b>	Debra Greene	Unit Review in progress
<b>Records, Registration, and Veterans Affairs</b>	Catherine Mund	Maintain Vital Signs and complete Action Plan Progress Report (Unit Review completed in FY16)
<b>Admissions, Advising, and Transfer Services</b>	Dorothy Plantz	Maintain Vital Signs and complete Action Plan Progress Report (Unit Review completed in FY15)
<b>Athletics</b>	Diane Schumacher	Maintain Vital Signs and complete Action Plan Progress Report (Unit Review completed in FY15)
<b>Financial Aid Services</b>	Dawn Mosisa-Lowe	Prepare for FY18 Unit Review (Revise Core Work; develop and complete Vital Signs)
<b>Children's Learning Center</b>	Kimberly Pins	Prepare for FY18 Unit Review (Revise Core Work; develop and complete Vital Signs)

This is a summary of the work underway within student services regarding **program reviews**.

Program	Unit/Department	Lead	FY16
<b>Ambiciones (Hispanic/Latino Student Success)</b>	Academic Support Services	Tabatha Cuadra; Debra Greene	Program Review includes demographic composition of participants and outcomes through spring 2017 (fall 2015 cohort – onward). Outcomes include yield rates, academic performance/standing, retention, persistence, transfer and graduation (eventually). Comparisons will be made to the general population of Hispanic/Latino students with disaggregation by gender.

<b>Academic Standing</b>	Academic Support Services; Admissions & Advising	Debra Greene; Melodie Gale; Cindy Nicodemus; Dorothy Plantz	Policy evaluation includes comparison of students who go on warning the first semester versus those who are in good academic standing; progression of first-time warning students at HCC and in the system of higher education; timing of academic advising intervention and relationship to academic performance; first-time probation students' academic behaviors
<b>Career Links</b>	Counseling & Career Services	Maureen Marshall	Action Plan Progress Report (Program Review completed in FY16)
<b>Internships &amp; Co-ops</b>	Counseling & Career Services	David Tirpak & Sheri Hawes	Action Plan Progress Report (Program Review completed in FY16)
<b>Early Alert</b>	Academic Support Services	Melodie Gale; Debra Greene	Action Plan Progress Report (Program Review completed in FY16)
<b>Freshman Focus</b>	Admissions & Advising	Dorothy Plantz	Action Plan Progress Report (Program Review completed in FY16)
<b>Howard P.R.I.D.E.</b>	Academic Support Services	Geoffrey Colbert; Debra Greene	Action Plan Progress Report (Program Review completed in FY16)
<b>Intrusive Advising (Near Completers)</b>	Admissions & Advising	Dorothy Plantz	Action Plan Progress Report (Program Review completed in FY16)
<b>New Student Orientation</b>	Student Life	Candace dePass; Schnell Garrett	Action Plan Progress Report (Program Review completed in FY16)
<b>Reverse Transfer</b>	Admissions & Advising	Dorothy Plantz	Action Plan Progress Report (Program Review completed in FY16)
<b>Tutoring Services</b>	Academic Support Services	Parul Shah; Debra Greene	Action Plan Progress Report (Program Review completed in FY16)

<b>Talking Points for the Board of Trustees</b>	
The college continues to work to support allied health students in their preparation for certification exams. The nursing board scores have a positive trend.	
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 also ensures HCC's compliance with accreditation standards.	