

E-1 End: Operations Focus Key Performance Indicator Report

Background: This report addresses the board end, Operations Focus. HCC aligns its strategic planning operations with the performance excellence criteria developed by the Baldrige Performance Excellence 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 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 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.

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	98%	90%
	Licensure exam passing rate NCLEX PN	77%	97%
	2. Emergency Medical Technician (EMT-B)	63%	87%
	3. Associate degrees and certificates awarded		
	a. Total	1,436	1,400
	b. Career	351	NA
	c. Transfer	990	NA
	d. Certificates	95	NA
	e. Unduplicated graduates	1,275	NA
	4. Adult education student achievement of:		
External Quality Feedback	a. At least one ABE educational functioning level	46%	39%
	b. At least one ESL educational functioning level	49%	41%
External Quality Feedback	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?	Baldrige 70-85%	50-65%
	How does HCC design, implement, manage and improve its key work processes that support its key processes?	Baldrige 70-85%	50-65%
Internal Measures	1. Paramedic	80%	93%
	2. Cardiovascular Technology (CVT) Not required for employment at this time.	89%	90%
	3. Radiologic Technology (RADT)	94%	95%
	4. Dental Hygiene (DHYG)	90%	92%
	5. Certified Nursing Assistant (CNA)	98%	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.

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.

	FY17	FY18	FY19	FY20	FY21	Benchmark FY25
1. Licensure exams passing rate NCLEX RN	90%	85%	94%	82%	98%	90%
	n=116/129	n=109/129	n=125/133	n=145/177	n=48/49	
Peer AVG:	85%	90%	90%	88%	87%	
State AVG:	86%	88%	89%	88%	90%	
Nat'l AVG:	86%	88%	91%	88%	90%	
NCLEX PN	100%	100%	100%	93%	76.5%	100%
	n=7/7	n=3/3	n=11/11	n=25/27	n=13/17	
Peer AVG:	90%	100%	100%	100%	100%*	
State AVG:	98%	99%	98%	96%	91%	
Nat'l AVG:	84%	85%	85%	87%	81%	

*Only one peer has PN program

Percentage of graduates who by their third attempt passed licensing and certification examinations in each academic field offered for which such tests are conducted.

	FY17	FY18	FY19	FY20	FY21	Benchmark FY25
2. Emergency Medical Technician (EMT-B)	100%	100%	70%	50%	71%	87%
	n=10/10	n=16/16	n=14/21	n=4/8***	n=5/7	
State AVG*:	78%	77%	76%	78%	82%	
Nat'l AVG:	80%	80%	73%	76%	**	

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

**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).

	FY16	FY17	FY18	FY19	FY20	FY21	Benchmark FY25
3. Associate degrees and credit certificates awarded							
a. Total awards	1,249	1,306	1,386	1,427	1,438	1,436	1,400
Peer AVG:	1,414	1,413	1,472	1,272	1,142	*	
State AVG:	1,183	1,150	1,168	1,148	1,101	*	
b. Career degrees	314	304	344	352	372	351	NA
Peer AVG:	296	262	250	248	254	*	
State AVG:	334	312	324	319	317	*	
c. Transfer degrees	854	937	946	979	983	990	NA
Peer AVG:	810	810	759	712	613	*	
State AVG:	592	594	587	586	561	*	
d. Certificates	81	65	96	96	83	95	NA
Peer AVG:	432	341	463	313	276	*	
State AVG:	253	244	252	243	224	*	
e. Unduplicated graduates*	1,210	1,255	1,300	1,294	1,326	1,275	NA
Peer AVG:	*	1,139	1,158	1,037	960	*	
State AVG:	*	1,137	1,037	1,035	993	*	

*State and peer data not available at this time.







NEW Indicator

<i>Adult education student achievement of:</i>						
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Benchmark FY25
4. Adult education student achievement of:						
a. At least one ABE educational functioning level	55.3%	42.0%	41.1%	39.0%	46%	39.0%
<i>Peer AVG:</i>	17.1%	21.6%	17.1%	24.0%	*	
<i>State AVG:</i>	20.8%	27.0%	26.9%	20.0%	*	
b. At least one ESL educational functioning level	57.2%	42.0%	40.0%	22.0%	49%	41.0%
<i>Peer AVG:</i>	27.8%	46.4%	30.8%	28.4%	*	
<i>State AVG:</i>	34.7%	36.0%	33.9%	26.8%	*	

*State and peer data for FY21 are not available at this time.

External Measures

The college 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						

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 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. **HCC will be celebrated at the 2022 Quest for Excellence Conference on April 3, 2022.**

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 6 of the performance excellence criteria by 2019. HCC surpassed that benchmark.**

Internal Measures

The college voluntarily tracks additional licensure exam pass rates for paramedic, cardiovascular technology, geriatric nursing assistant, radiologic technology, and dental hygiene 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.

	FY17	FY18	FY19	FY20	FY21	Benchmark FY25
1. Paramedic	100%	67%	33%	73%	80%	93%
	n=11/11	n=2/3	n=1/3	n=8/11	n=8/10	
State AVG:	81%	81%	81%	89%	85%	
Nat'l AVG:	87%	86%	79%	76%	*	

*There are no peer averages to report. Students have two years to complete the process. No national average is available.

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

	FY17	FY18	FY19	FY20	FY21	HCC Benchmark
2. Cardiovascular Technology (CVT)	88.9%	86%	57%	42%	89%	90%
	n=8/9	n=6/7	n=4/7	n=3/7	n=8/9	

*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.

	FY17	FY18	FY19	FY20	FY21	HCC Benchmark
3. Radiologic Technology (RADT)	100%	94%	100%	94%	94%	95%
	n=19/19	n=17/18	n=17/17	n=17/18	n=15/16	
State AVG:	90.6%	92.0%	89.5%	89.8%	90.7%	
Nat'l AVG:	89.3%	89.4%	89.0%	88.2%	83.8%	

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

	FY17	FY18	FY19	FY20	FY21	HCC Benchmark
4. Dental Hygiene (DHYG)	81%	92%	83%	83%	90%	92%
	n=9/11	n=12/13	n=10/12	n=10/12	n=10/12	

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

	FY17	FY18	FY19	FY20	FY21	HCC Benchmark
5. Certified Nursing Assistant (CNA)	92%	94%	96%	95%	98%	93%
	n=141/ 153	n=143/ 152	n=238/ 247	n=223/ 234	n =252/ 257	

Here 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.

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 vice president of academic affairs 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 reviews, and course reviews.

They create and manage project timelines; consult on the development of metrics, benchmarks, and surveys; develop assessment trainings; retrieve and analyze student- and course-level data; conduct assessment and evaluation projects; consult on faculty promotion projects and grants; provide comprehensive assessment and data assistance to all academic engagement programs; and provide feedback on drafts of all reviews. Within the work of the general education subcommittee of the curriculum council, the associate vice president of academic affairs and the assistant director also contribute to assessment of student learning within the classroom by leading discussions about business, curriculum, and assessment processes related to general education; managing the general education dashboard; reviewing assessment results; creating recommendations for student learning and process improvements; and overseeing 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 academic year 2021-22. Shading is provided to ease the reading transition from one goal, academic division, or person to the next.

Key for acronyms for division/department titles:

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

General Education Goal Reviews

The implementation of the second cycle of general education assessment continued in FY22. All goals, with the exception of Oral Communication have begun collecting data. A progress report, including an analysis of the data collected in FY21, was submitted to the curriculum council in September 2021. The Oral Communication goal team is in the process of training faculty on the use of Canvas to collect outcomes, in addition to rubric norming and will be ready to collect data in fall 2022. The institutional level ethics goal is also in the process of training faculty and will be ready to collect data in the fall of 2022.

General Education Subcommittee of Curriculum Council

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.	Laura Cripps (Chair)	Academic Affairs
	Deborah Greenberg	LOA
	Heidi Kirkman	AH
	Rehana Yusef	MATH
	Nancy Calder/Kelly McMillan	HS
	Jennifer Kling	SET
	Daren Johnson	BUCO
	Elisa Roberson	EGWL
	Yang Yu	SSTE
	Mary O'Rourke	Admissions/Advising
	Valerie Vidal	Advising/Transfer
	Melinda Moore	Curriculum Management

Academic Engagement Projects

Project/Initiative	Description	Lead Staff/Faculty
Step UP	Program outcomes	Eileen Kaplan
International Education	Surveys/outcome assessment	Mary Allen
Phi Theta Kappa	Student data/outcomes/eligibility	Frances Turner
Service Learning	Program data/surveys	Cindy Paige-Desi
Silas Craft Collegians	Program review/student data/outcomes/surveys	Jarrell Anderson
Rouse Scholars	Student data/outcomes/surveys/preparation for program review	Frances Turner
Schoenbrodt Scholars	Student data/outcomes/eligibility/preparation for program review	Frances Turner

Program Reviews

Division	Code	Programs Title	Lead Faculty
AH	142	Dance Performance	Liz Higgins/Darion Smith
AH	237	Theatre	Bill Gillett/Jenny Male
BUCO	272	Certified Bookkeeping Certificate	Lindsey Patterson
BUCO	283	Event Management Certificate	Tim Banks
EGWL	335	World Language and Culture	Amelia Yongue
SET	330	Additive Manufacturing Technology	Dave Hinton/Mark Edelen
SET	342	Biomedical Equipment Technology	Dave Hinton/Craig Murray
SET	343	Biomedical Equipment Technology	Dave Hinton/Craig Murray
SET	321	Plant Science	Shannon Dahl
SSTE	90	Criminal Justice	Evelyn Del Rosario
SSTE	07	General Studies	Philip Vilardo

Course Reviews

Division	Course Name	Course Title	Lead Faculty
AH	ARTS-101	Two-Dimensional Art and Design	Steven Silberg
AH	ARTS-210	Drawing II: Observation and Composition	Thomas Engleman
AH	ARTS-240	Ceramics I	Rebecca Bafford
AH	ARTS-261	Survey of Western Art: Renaissance to Present Day	Steven Silberg
AH	AVMP-120	Concept and Story Development	Patrick Pagano
AH	AVMP-155	Principles of Film and Media Production	Patrick Pagano
AH	DANC-100	Introduction to Dance	Liz Higgins/Darion Smith
AH	DANC-107	Practicum in Choreography, Performance, or Production	Liz Higgins/Darion Smith
AH	DANC-207	Dance Practicum IV	Liz Higgins/Darion Smith
AH	DANC-265	High Intermediate Ballet Technique I	Liz Higgins/Darion Smith
AH	DANC-266	High Intermediate Ballet Technique II	Liz Higgins/Darion Smith
AH	DANC-267	High Intermediate Ballet Technique III	Liz Higgins/Darion Smith

Division	Course Name	Course Title	Lead Faculty
AH	DANC-268	High Intermediate Ballet Technique IV	Liz Higgins/ Darion Smith
AH	ENTE-106	Entertainment Technology Audio	Patrick Pagano/ Bill Gillet
AH	FILM-200	Latin American Film	Marie Westhaver
AH	FILM-214	The Art of the Documentary	Marie Westhaver
AH	HUMN-100	Creative Writing	Tara Hart
AH	HUMN-200	Advanced Creative Writing	Tara Hart
AH	MUSA-100	Fundamentals of Music	Benjamin Myers
AH	MUSA-102	Business of Music	Kyle Coughlin
AH	MUSA-120	Fundamentals of Music for Pre-Music Majors	Benjamin Myers
AH	MUSA-122	Music Theory I	Benjamin Myers
AH	MUSA-123	Ear Training & Musicianship I	Benjamin Myers
AH	MUSA-124	Music Theory II	Benjamin Myers
AH	MUSA-125	Ear Training & Musicianship II	Benjamin Myers
AH	MUSA-222	Music Theory III	Benjamin Myers
AH	MUSA-223	Ear Training & Musicianship III	Benjamin Myers
AH	MUSA-224	Music Theory IV	Benjamin Myers
AH	MUSA-225	Ear Training & Musicianship IV	Benjamin Myers
AH	PHIL-104	Experiencing the World's Religions	Helen Mitchell
AH	PHIL-201	Religions of the World	Helen Mitchell
AH	SPCH-105	Fundamentals of Public Speaking	Heidi Kirkman
AH	THET-103	Acting Foundations for Performance	Jenny Male
AH	THET-115	Theatre Design	Jenny Male
AH	THET-125	Text Analysis	Lisa Wilde
AH	THET-209	Modern Drama	Lisa Wilde
AH	THET-245	Production Management	Jenny Male
AH	THET-273	Movement for the Actor	Jenny Male
AH	THET-291	Theatre History I	Jenny Male
AH	WMST-230	Women in Colonial America	Helen Mitchell
AH	WMST-231	American Women and Suffrage	Helen Mitchell
BUCO	ACCT-231	Intermediate Accounting I	Michelle Sotka
BUCO	ACCT-232	Intermediate Accounting II	Michelle Sotka
BUCO	BMGT-100	Introduction to Business & Organization	Michael Bouman
BUCO	BMGT-130	Principles of Marketing	Kathy Norton
BUCO	CMSY-102	Beginning Word Processing	Stephanie Quintero
BUCO	CMSY-104	Advanced Word Processing	Stephanie Quintero

Division	Course Name	Course Title	Lead Faculty
BUCO	CMSY-105	Managing and Maintaining PCs and Mobile Devices I	Rose Volynskiy
BUCO	CMSY-106	Managing and Maintaining PCs and Mobile Devices II	Rose Volynskiy
BUCO	CMSY-116	PowerPoint	Cindy Garnsey
BUCO	CMSY-132	Introduction to Windows	Ahn Truong
BUCO	CMSY-168	Developing for the Web	Mark Quinn
BUCO	CMSY-171	Computer Science II	Paul Hogan
BUCO	CMSY-203	Introduction to PHP	Mark Quinn
BUCO	CMSY-219	Microcomputer Operating System	Charles Edwards
BUCO	CMSY-281	Advanced C++ Programming	Paul Hogan
BUCO	CSCO-291	Introduction to Networks	Mengistu Ayane
BUCO	CSCO-292	Switching, Routing, and Wireless Essentials	Mengistu Ayane
BUCO	ENTR-100	Introduction to Entrepreneurship	Michael Bouman
BUCO	HMGT-164	Conference Management	Tim Banks
BUCO	HMGT-166	Social Event and Wedding Management	Tim Banks
BUCO	HMGT-225	Hospitality Purchasing & Cost Control	Tim Banks
BUCO	HMGT-242	Lodging Management & Operations	Tim Banks
BUCO	HMGT-244	Managing the Housekeeping Operation	Tim Banks
BUCO	OFFI-279	Keyboarding	Cindy Garnsey
BUCO	SPCH-175	Business Communications	Cathy Norton
EGWL	ENGL-105	Special Topics in Literature	Brian Martin
EGWL	ENGL-201	American Literature I	Brian Martin
EGWL	ENGL-202	American Literature II	Brian Martin
EGWL	ENGL-204	English Literature II	Brian Martin
EGWL	ENGL-213	Latin American Literature	Brian Martin
EGWL	TURK-101	Elementary Turkish I	Rahim Salih
EGWL	TURK-102	Elementary Turkish II	Rahim Salih
HSCI	DHYG-100	Pre-Dental Hygiene Theory and Clinic I	Matilda Minassian
HSCI	DHYG-106	Oral Anatomy and Tooth Morphology	Susan Seibel
HSCI	DHYG-150	Dental Hygiene Theory and Clinic II	Matilda Minassian
HSCI	DHYG-209	Periodontics	Susan Seibel
HSCI	DHYG-257	Dental Hygiene Ethics and Jurisprudence	Bridget Holmes
HSCI	DMSU-211	Ultrasound Physics and Instrumentation I	Sepideh Abdollahzadeh
HSCI	DMSU-212	Ultrasound Physics and Instrumentation III	Chante Robertson
HSCI	EMSP-205	Medical Emergencies I	Angel Burba
HSCI	EXSC-100	Introduction to Physical Education	Kelly McMillan
HSCI	EXSC-200	Care and Prevention of Athletic Injuries	Kelly McMillan

Division	Course Name	Course Title	Lead Faculty
HSCI	EXSC-210	Sport and Exercise Psychology	Kelly McMillan
HSCI	HEED-210	Foundation of Health Education and Health Behavior	Kelly McMillan
HSCI	HEED-212	Current Health Issues	Kelly McMillan
HSCI	HUMS-122	Individual Counseling Techniques	Kelly McMillan
HSCI	HUMS-150	Community Resources and Partnerships	Kelly McMillan
HSCI	HUMS-250	Community Services Practicum	Kelly McMillan
HSCI	NUTR-212	Food: Science and Technology	Kelly McMillan
HSCI	PTAP-100	Introduction to Physical Therapy	Ken Crivelli
HSCI	PTAP-110	Fundamentals of Practice I	Coleen Hager
HSCI	PTAP-120	Clinical Kinesiology	Coleen Hager
HSCI	PUBH-101	Introduction to Public Health	Kelly McMillan
HSCI	RADT-106	Introduction to Radiography and Patient Care	Assefa Fisseha
HSCI	RADT-108	Introduction to Clinical Radiography	Assefa Fisseha
MATH	MATH-061	Basic Algebra & Geometry	Larisa Gray
MATH	MATH-063	Introduction to Elementary Algebra	Larisa Gray
MATH	MATH-067	Elementary Algebra	Larisa Gray
MATH	MATH-067E	Elementary Algebra Extension	Larisa Gray
MATH	MATH-138	Statistics	Carol Howald
MATH	MATH-141	College Algebra	Kristina Cain/ Michael Nyagol
MATH	MATH-182	Calculus II	Lang
SET	BIOL-206	Nutrition for Health Services	Luda Bard
SET	BMET-211	Biomedical Instrumentation I	Craig Murray
SET	BMET-212	Biomedical Instrumentation II	Craig Murray
SET	CNST-200	Construction Surveying	Gazan Bozai
SET	ELEC-107	Introduction to Electron Circuits	Craig Murray
SET	ENES-246	Digital Logic Design with Lab	Andrew Proud
SET	ENES-247	Digital Circuits and Systems Laboratory	Andrew Proud
SET	ENST-115	Environmental Science Lab	Will Gretes
SET	ENST-233	Introduction to Environmental Health	Will Gretes
SET	URSC-101	Introduction to Undergraduate Research	Brendan Diamond
SET	URSC-201	Undergraduate Research Experience I	Brendan Diamond
SET	URSC-202	Undergraduate Research Experience II	Brendan Diamond
SET	URSC-203	Undergraduate Research III	Brendan Diamond
SSTE	ANTH-110	Global Archaeology	Alejandro Muzzio

Division	Course Name	Course Title	Lead Faculty
SSTE	ANTH-220	Cultures of the Middle East	Alejandro Muzzio
SSTE	CRIM-101	Introduction to Criminal Justice	Evelyn Del Rosario
SSTE	EDUC-110	Introduction to Education	Laurie Collins
SSTE	EDUC-111	Child Growth and Development	Laurie Collins
SSTE	EDUC-201	Processes and Acquisition of Reading	Barbara Maestas
SSTE	EDUC-230	Child Care Center Administration and Management	Laurie Collins
SSTE	HIST-201	Europe in the Twentieth Century	Mark Tacyn
SSTE	HIST-211	East Asian Civilization	Hanael Bianchi
SSTE	POLI-202	International Relations and Contemporary Foreign Policy	Michael Heffren
SSTE	PSYC-204	Adolescent Psychology	Maureen Schuler
SSTE	SOCI-103	The Sociology of the Family	Philip Vilardo
SSTE	SOCI-201	Minorities in American Society	Michael Heffren

Other projects and initiatives:

Project/Initiative	Description	Lead Staff/Faculty
General Education Year End Report	An annual executive summary on the general education program disseminated to the general education subcommittee and the VPAA.	LOA
English Placement Analysis	An analysis of the effectiveness of the English system used for placing students in first semester English courses.	Margaret Garroway
Composition and Literature Center Analysis	An examination of the students who use the tutoring services offered in the Composition and Literature Center.	Laura Yoo
Textbook Cost Analysis	An analysis of course success in zero cost, low cost, and regular cost textbook courses.	David Buck
Multiple Measures Dashboard	Collaboration with Admissions and Advising to standardize the information collected about English and math placement and use the data to establish a dashboard that can be used to evaluate English and math placement measures.	PROD/AIS/Admissions and Advising
Study Abroad	Two separate projects. One a report and analysis of the learning goals in the virtual study abroad classes in summer 2021. The other a survey of the collaborative online international learning (COIL) students in fall 2021.	Mary Allen
Cohort Data Management	Collaboration across the college to standardize the collection of student cohort data.	PROD/AIS/HCC Staff
Data Requests	Requests for student, course, and program data that is used by faculty for mandatory reports, 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

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. A unit review provides the directors and their 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 of student services (VPSS) and the 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 planning, research, and organizational development staff work closely with the VPSS staff 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. Planning occurs at least a year in advance to prepare for all scheduled reviews.

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

Unit/Department	Lead	FY22
Test Center	Karan Sharma	Maintain vital signs and complete action plan progress report
Student Life	Aisha Rivers	Maintain vital signs and complete action plan progress report
Financial Aid Services	Detra Hooper	Maintain vital signs and complete unit review
Athletics	Mike Smelkinson	Maintain vital signs and complete action plan progress report
Records, Registration, and Veterans Affairs	Katie Piper	Maintain vital signs and complete action plan progress report
Disability Support Services	Kathy McSweeney	Maintain vital signs and complete action plan progress report
Counseling and Career Services	Jay Coughlin	Maintain vital signs and complete unit review
Admissions, Advising, and Transfer Services	Mary O'Rourke	Maintain vital signs and complete action plan progress report
Academic Support Services	Melodie Gale	Maintain vital signs and complete action plan progress report

Below is a summary of the work underway within student services regarding program reviews. Most programs are on a three-year cycle of assessment where a comprehensive review is completed and then progress reports are completed in interim years to provide an update on action plans articulated in the program review. Newer programs, or ones that are in transition, go through a full program review every year until they get to a point of maturity and stability.

Program	Unit/ Department	Lead	FY22
Academic Standing	Academic Support Services; Admissions & Advising	Debra Greene, Melodie Gale, Mary O'Rourke	Action plan progress report
Ambiciones (Hispanic/Latinx Student Success)	Academic Support Services	Sandy Cos	Program review
Career Links	Counseling and Career Services	Maureen Marshall	Action plan progress report
Dual Enrollment	Admissions & Advising	Mary O'Rourke Chelsea Durbin	Assessment plan enacted with Howard County Public School System.
Early Alert	Academic Support Services	Melodie Gale	TBD (new process)
Freshman Focus	Admissions & Advising	Mary O'Rourke	Action plan progress report
Howard P.R.I.D.E.	Academic Support Services	Shawn Lamb; Terrell Bratcher	Action plan progress report
Internships and Co-ops	Counseling and Career Services	David Tirpak	Action plan progress report
Intrusive Advising (Near Completers)	Admissions & Advising	Mary O'Rourke	Action plan progress report
New Student Orientation	Student Life	Danny Hall	Action plan progress report
Reverse Transfer	Admissions & Advising	Mary O'Rourke	Action plan progress report
Tutoring Services	Academic Support Services	Parul Shah	Action plan progress report

Talking Points for the Board of Trustees
The college continues to support students in attaining more 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 our students and ensures HCC's compliance with accreditation standards.