

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

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

**Timeline:** Annual

**Background:** This report addresses the board end, Operations Focus. 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 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.

### ◆———— 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	78%	90%
	Licensure exam passing rate NCLEX PN	100%	97%
	2. Emergency Medical Technician (EMT-B)	66%	87%
	3. Associate degrees and certificates awarded		
	a. Total	1,344	1,400
	b. Career	345	No Benchmark Requested
	c. Transfer	928	No Benchmark Requested
	d. Certificates	71	No Benchmark Requested
	e. Unduplicated graduates	1,239	No Benchmark Requested
	4. Adult education student achievement of:		
Internal Measures	a. At least one ABE educational functioning level	29%	39%
	b. At least one ESL educational functioning level	32.3%	41%
	1. Paramedic	45%	93%
	2. Cardiovascular Technology (CVT) Not required for employment at this time.	33%	90%
	3. Radiologic Technology (RADT)	94%	95%
	4. Dental Hygiene (DHYG)	77%	92%
	5. Certified Nursing Assistant (CNA)	94%	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.

<i>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.</i>						
	FY18	FY19	FY20	FY21	FY22	Benchmark FY25
<b>1. Licensure exams passing rate</b>						
<b>NCLEX RN</b>	<b>85%</b>	<b>94%</b>	<b>82%</b>	<b>83%</b>	<b>78%</b>	<b>90%</b>
	n=109/129	n=125/133	n=145/177	n=124/150	n=127/163	
Peer AVG:	90%	90%	88%	89%	82%	
State AVG:	88%	89%	88%	89%	85%	
Nat'l AVG:	88%	91%	88%	84%	81%	
<b>NCLEX PN</b>	<b>100%</b>	<b>100%</b>	<b>93%</b>	<b>76.5%</b>	<b>100%</b>	<b>100%</b>
	n=3/3	n=11/11	n=25/27	n=13/17	n=10/10	
Peer AVG:	100%	100%	100%	100%	*	
State AVG:	99%	98%	96%	91%	89%	
Nat'l AVG:	85%	85%	87%	81%	80%	
*None of HCC's peers had PN program test-takers in FY22.						

<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>						
	FY18	FY19	FY20	FY21	FY22	Benchmark FY25
<b>2. Emergency Medical Technician (EMT-B)</b>						
	<b>100%</b>	<b>70%</b>	<b>50%</b>	<b>71%</b>	<b>66%</b>	<b>87%</b>
	n=16/16	n=14/21	n=4/8***	n=5/7	n=21/32	
State AVG*:	77%	76%	78%	82%	80%	
Nat'l AVG:	80%	73%	76%	**	**	
*There are no peer averages available.						
**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).*

	FY17	FY18	FY19	FY20	FY21	FY22	Benchmark FY25
<b>3. Associate degrees and credit certificates awarded</b>							
a. Total awards	<b>1,306</b>	<b>1,386</b>	<b>1,427</b>	<b>1,438</b>	<b>1,436</b>	<b>1,344</b>	<b>1,400</b>
Peer AVG:	1,413	1,472	1,272	1,142	<b>1,336</b>	*	
State AVG:	1,150	1,168	1,148	1,101	<b>1,186</b>	*	
b. Career degrees	<b>304</b>	<b>344</b>	<b>352</b>	<b>372</b>	<b>351</b>	<b>345</b>	<b>No Benchmark Requested</b>
Peer AVG:	262	250	248	254	<b>271</b>	*	
State AVG:	312	324	319	317	<b>325</b>	*	
c. Transfer degrees	<b>937</b>	<b>946</b>	<b>979</b>	<b>983</b>	<b>990</b>	<b>928</b>	<b>No Benchmark Requested</b>
Peer AVG:	810	759	712	613	<b>646</b>	*	
State AVG:	594	587	586	561	<b>591</b>	*	
d. Certificates	<b>65</b>	<b>96</b>	<b>96</b>	<b>83</b>	<b>95</b>	<b>71</b>	<b>No Benchmark Requested</b>
Peer AVG:	341	463	313	276	<b>419</b>	*	
State AVG:	244	252	243	224	<b>269</b>	*	
e. Unduplicated graduates	<b>1,255</b>	<b>1,300</b>	<b>1,294</b>	<b>1,326</b>	<b>1,275</b>	<b>1,239</b>	<b>No Benchmark Requested</b>
Peer AVG:	1,139	1,158	1,037	960	<b>1,117</b>	*	
State AVG:	1,137	1,037	1,035	993	<b>1,069</b>	*	

\*Peer and state data not available at this time.

Adult education student achievement of certain skill levels.						
4. Adult education student achievement of:	FY18	FY19	FY20	FY21	FY22	Benchmark FY25
	<b>42.0%</b>	<b>41.1%</b>	<b>31.0%</b>	<b>46%</b>	<b>29%</b>	<b>39.0%</b>
	n=211/502	n=138/336	n=58/189	n=11/24	n=45/155	
	Peer AVG:	21.6%	17.1%	24.0%	20.8%	*
	State AVG:	27.0%	26.9%	20.0%	25.1%	*
	<b>42.0%</b>	<b>40.0%</b>	<b>23.0%</b>	<b>52%</b>	<b>32.3%</b>	<b>41.0%</b>
	n=372/885	n=315/787	n=176/777	n=13/25	n=212/657	
	Peer AVG:	46.4%	30.8%	28.4%	31.3%	*
	State AVG:	36.0%	33.9%	26.8%	29.1%	*
*State and peer data are not available at this time.						

### Internal Measures

The college voluntarily tracks additional licensure exam pass rates for paramedic, cardiovascular technology, radiologic technology, dental hygiene, and certified nursing assistant 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.						
1. Paramedic	FY18	FY19	FY20	FY21	FY22	Benchmark FY25
	<b>67%</b>	<b>33%</b>	<b>73%</b>	<b>80%</b>	<b>45%</b>	<b>93%</b>
	n=2/3	n=1/3	n=8/11	n=8/10	n=5/11	
	State AVG:	81%	81%	89%	85%	83%
	Nat'l AVG:	86%	79%	76%	*	*
*There are no peer averages to report. Students have two years to complete the process. No national average is available at this time for the indicated years.						

Percentage of graduates who on their first try passed licensing and certification exam.*						
2. Cardiovascular Technology (CVT)	FY18	FY19	FY20	FY21	FY22	Benchmark FY25
	86%	57%	42%	89%	33%	90%
	n=6/7	n=4/7	n=3/7	n=8/9	n=2/6	
*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.						
3. Radiologic Technology (RADT)	FY18	FY19	FY20	FY21	FY22	Benchmark FY25
	94%	100%	94%	94%	94%	95%
	n=17/18	n=17/17	n=17/18	n=15/16	n=16/17	
	State AVG: 92.0%	89.5%	89.8%	90.7%	86.9%	
	Nat'l AVG: 89.4%	89.0%	88.2%	83.8%	83.5%	

Percentage of graduates who on their first try passed licensing and written certification exam.						
4. Dental Hygiene (DHYG)	FY18	FY19	FY20	FY21	FY22	Benchmark FY25
	92%	83%	83%	90%	77%	92%
	n=12/13	n=10/12	n=10/12	n=10/12	n=7/9	

Percentage of continuing education students that complete the coursework. There is no licensure exam; successful students go right to work.						
	FY18	FY19	FY20	FY21	FY22	Benchmark FY25
5. Certified Nursing Assistant (CNA)	94%	96%	95%	98%	94%	93%
	n=143/152	n=238/247	n=223/234	n=252/257	n=165/176	

Below 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 teaching and learning 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. The general education conducts discussions about business, curriculum, and assessment processes related to general education; manages the general education dashboard; reviews assessment results; creates recommendations for student learning and process improvements; and oversees 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 fiscal year (FY) 2023. 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 FY23. All goals now collect data within Canvas, the college's learning management system. A progress report, including an analysis of the data collected in FY22, was submitted to the curriculum committee in September 2022. The institutional level ethics goal team trained faculty and is collecting data in spring 2023. The Quantitative Reasoning and Scientific Reasoning goals are on track to submit end of cycle reports to the general education subcommittee at the end of the spring semester.

## General Education Subcommittee of Curriculum Committee

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.	Melinda Moore (co-chair)	Teaching & Learning
	Deborah Greenberg (co-chair)	LOA
	Heidi Kirkman	AH
	Kelly McMillan	HSCI
	Jennifer Kling	SET
	Linda Mercurio	BUCO
	Elisa Roberson	EGWL
	Yang Yu	MATH/SSTE
	Mary O'Rourke	Admissions/Advising
	Valerie Vidal	Advising/Transfer
	Toni Muhammad	Teaching & Learning

## 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	Cheryl Campo
Center for Civic and Community Engagement	Program data/surveys	Cindy Paige-Desi
Silas Craft Collegians	Program review/student data/outcomes/surveys	Candace DePass
Rouse Scholars	Student data/outcomes/surveys/preparation for program review	Cheryl Campo
Schoenbrodt Scholars	Student data/outcomes/eligibility/preparation for program review	Cheryl Campo



## Program Reviews

Division	Code	Programs Title	Lead Faculty
AH	206	Communications Studies	Heidi Kirkman
AH	334	Humanities	Tara Hart/Marie Westhaver
AH	326	Visual Arts	Steven Silberg
BUCO	271	Accounting	Michelle Sotka/Lindsey Patterson
BUCO	315	Cyber Forensics Technology	Charles Edwards
BUCO	316	Cyber Forensics Technology Certificate	Charles Edwards
BUCO	193	Network Security Administration Certificate	Joel Offenbergl
HSCI	115	Cardiac Monitoring and Analysis Certificate	Bill Fisher
HSCI	114	Cardiovascular Technology-Invasive Technologist	Bill Fisher
HSCI	281	Diagnostic Medical Sonography	Sepideh Abdollahzadeh
HSCI	170	Human Services	Kelly McMillan
HSCI	250	Public Health	Kelly McMillan
SET	290	Construction Management	Gazan Bozai
SET	291	Construction Management Certificate	Gazan Bozai
SET	18	Electronics Technology	Dave Hinton
SSTE	341	Secondary Education - AA Degree	Laurie Collins
SSTE	207	Secondary Education-Chemistry	Laurie Collins
SSTE	247	Secondary Education-English	Laurie Collins
SSTE	208	Secondary Education-Mathematics	Laurie Collins
SSTE	210	Secondary Education-Spanish	Laurie Collins

## Course Reviews

Division	Course Name	Title	Faculty Lead
AH	ARTS-102	Three-Dimensional Art and Design	Steven Silberg
AH	ARTS-123	Introduction to Printmaking	Steven Silberg
AH	ARTS-124	Introduction to Ceramics	Rebecca Bafford
AH	AVMP-220	Writing for Film and Broadcast	Patrick Pagano
AH	AVMP-230	Video Production I	Patrick Pagano
AH	DANC-113	Music Concepts for Dance	Liz Higgins/Darion Smith
AH	DANC-114	History and Culture of Hip-Hop	Liz Higgins/Darion Smith
AH	DANC-225	Contemporary Modern Dance Techniques: High Intermediate I	Liz Higgins/Darion Smith
AH	DANC-226	Contemporary Modern Dance Techniques: High Intermediate II	Liz Higgins/Darion Smith

Division	Course Name	Title	Faculty Lead
AH	DANC-227	Contemporary Modern Dance Techniques: High Intermediate III	Liz Higgins/Darion Smith
AH	DANC-228	Contemporary Modern Dance Techniques: High Intermediate IV	Liz Higgins/Darion Smith
AH	ENTE-107	Entertainment Technology Video	Patrick Pagano/Bill Gillet
AH	FILM-171	Introduction to American Cinema	Marie Westhaver
AH	FILM-172	Introduction to World Cinema	Marie Westhaver
AH	HUMN-107	Arts, Cultures, and Ideas	Tara Hart
AH	MUSA-101	Music Appreciation	Lisa Rehwoldt
AH	MUSA-104	African American Music	Monica Tripp-Roberson
AH	MUSA-107	Music Technology in Society	Kyle Coughlin
AH	MUSA-123	Ear Training & Musicianship I	Lucy Chen
AH	MUSA-125	Ear Training & Musicianship II	Lucy Chen
AH	MUSA-180	Introduction to Jazz Improvisation	Alan Blackman
AH	MUSA-223	Ear Training & Musicianship III	Lucy Chen
AH	MUSA-225	Ear Training & Musicianship IV	Lucy Chen
AH	PHIL-102	Introduction to Logic	Helen Mitchell
AH	SPCH-110	Interpersonal Communication	Heidi Kirkman
AH	THET-102	Acting for Non-Theatre Majors	Jenny Male
AH	THET-250	Shakespeare From Page to Stage	Jenny Male
AH	THET-261	Dialects for the Actor	Jenny Male
AH	THET-291	Theatre History I	Jenny Male
AH	THET-292	Theatre History II	Jenny Male
AH	WMST-111	Introduction to Women's Studies: Women, Gender, and Society	Helen Mitchell
AH	WMST-193	Introduction to Women's Studies: Women, Art, and Culture	Helen Mitchell
BUCO	BMGT-151	Business Law I	Linda Mercurio
BUCO	BMGT-203	Business Ethics	Kathy Norton
BUCO	CFOR-101	Computer Forensics I	Charles Edwards
BUCO	CFOR-200	Computer Forensics II	Charles Edwards
BUCO	CMGT-200	International Cuisine	Eric McCoy
BUCO	CMSY-103	Beginning Databases	Ahn Truong
BUCO	CMSY-118	Advanced Databases	Ahn Truong
BUCO	CMSY-127	Microsoft Outlook	Stephanie Quintero
BUCO	CMSY-158	Fundamentals and Practice for Network+ Certification	Joel Offenbergl
BUCO	CMSY-205	Advanced JavaScript	Mark Quinn
BUCO	CSCO-293	Enterprise Networking, Security, and Automation	Mengistu Ayane

Division	Course Name	Title	Faculty Lead
BUCO	CSCO-305	Cisco Ip Telephony	Mengistu Ayane
BUCO	CSCO-651	Implementing Ip Routing	Mengistu Ayane
BUCO	HMGT-160	The Travel and Tourism Industry	Bryan Laing
BUCO	HMGT-163	Meetings, Conventions, and Expositions	Bryan Laing
BUCO	HMGT-250	Food & Beverage Management & Service	Hal Kenny
BUCO	HMGT-260	Fundamentals of Wines, Spirits, and Beers	Maria Bell
BUCO	HUMN-115	Entrepreneurship & Creativity	Daren Johnson
BUCO	OFFI-104	Data Entry	Stephanie Quintero
BUCO	PMGT-135	Baking and Pastries	David Milburn
BUCO	PMGT-230	Advanced Pastry Techniques	David Milburn
BUCO	PMGT-236	Artisan Bread Production	David Milburn
EGWL	ENGL-084	Academic Intermediate Writing and Grammar for ESL Students	Sarah Saxer
EGWL	ENGL-087	Academic Advanced Writing and Grammar for ESL Students	Sarah Saxer
EGWL	ENGL-121	College Composition	Laura Yoo + Nick Learned
EGWL	ENGL-206	African-American Literature	Brian Martin
EGWL	ENGL-211	Science Through Science Fiction	Brian Martin
EGWL	ENGL-212	By and About Women	Brian Martin
EGWL	ENGL-227	World Literature II	Brian Martin
EGWL	TURK-201	Intermediate Turkish I	Rahim Salih
HSCI	AGNG-250	The Psychological Aspects of Aging	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	DHYG-207	Dental Public Health	Susan Seibel
HSCI	DHYG-208	Dental Materials	Bridget Holmes
HSCI	DHYG-210	Pharmacology and Pain Management	Susan Seibel
HSCI	DHYG-250	Dental Hygiene Theory and Clinic IV	Bridget Holmes
HSCI	DMSU-252	Clinical Sonography II	Sepideh Abdollahzadeh
HSCI	DMSU-254	Clinical Sonography IV	Sepideh Abdollahzadeh
HSCI	EMSP-210	Medical Emergencies II	Angel Burba
HSCI	EXSC-100	Introduction to Physical Education	Kelly McMillan

Division	Course Name	Title	Faculty Lead
HSCI	EXSC-200	Care and Prevention of Athletic Injuries	Kelly McMillan
HSCI	HEED-115	Personal and Community Health	Kelly McMillan
HSCI	HEED-128	Exploring Health Care and Health Care Professions	Georgene Butler
HSCI	HEED-130	Human Sexuality	Kelly McMillan
HSCI	HEED-213	Stress Management	Kelly McMillan
HSCI	NURS-142	Fundamental Nursing Concepts	Ellen Nichols
HSCI	NUTR-212	Food: Science and Technology	Kelly McMillan
HSCI	PTAP-210	Fundamentals of Practice II	Cristina Fontanez Garrison
HSCI	PTAP-213	Clinical Education I	Cristina Fontanez Garrison
HSCI	PTAP-214	Clinical Education II	Cristina Fontanez Garrison
HSCI	RADT-126	Radiographic Procedures/Positioning II and Patient Care	Assefa Fisseha
HSCI	RADT-127	Radiographic and Fluoroscopic Imaging Equipment	Assefa Fisseha
HSCI	RADT-128	Clinical Radiography II	Assefa Fisseha
MATH	MATH-070	Intermediate Algebra	Kristy Blocklin & Christel Wohlfacka
MATH	MATH-127	Concepts of Mathematics I	Allison Bell
MATH	MATH-128	Concepts of Mathematics II	Allison Bell
MATH	MATH-155	Precalculus I & II	Andrew Brown & Christel Wohlfacka
MATH	MATH-260	Differential Equations	John Esenwa
SET	ASTR-104	Elementary Astronomy	Brendan Diamond
SET	ASTR-114	Elementary Astronomy Lab	Brendan Diamond
SET	BIOL-120	Biology for Engineers	Craig Murray/Luda Bard
SET	BIOL-121	Biology for Engineers LAB	Craig Murray/Luda Bard
SET	BMET-114	Biomedical Device Fundamentals	Craig Murray
SET	CADD-100	Principles of Drafting	Dave Hinton
SET	CADD-101	Introduction to Computer-Aided Drafting and Design	Dave Hinton
SET	CADD-103	Intermediate CAD	Dave Hinton
SET	CADD-208	Intermediate Geographical Information Systems (GIS) - GIS Analyst	Dave Hinton
SET	CADD-209	Advanced Building Information Modeling	Dave Hinton
SET	CADD-210	Advanced Geographical Information Systems (GIS) - GIS Programmer	Dave Hinton

Division	Course Name	Title	Faculty Lead
SET	CNST-200	Construction Surveying	Gazan Bozai
SET	ELEC-107	Introduction to Electron Circuits	Craig Murray
SET	ELEC-117	Linear Electronics	Craig Murray
SET	ELEC-141	Network Configuration and Cabling	Craig Murray
SET	ELEC-213	Digital Circuits	Craig Murray
SET	ENES-205	Electric Circuits	Andrew Proud
SET	ENES-222	Elements of Discrete Signal	Andrew Proud
SET	ENES-250	Introduction to Life Safety Analysis	Craig Murray
SET	ENGT-100	Fundamental Skills for Technology and Engineering	Craig Murray
SET	GEOL-107	Introduction to Physical Geology	Karen Bridges
SET	GEOL-108	Historical Geology	Karen Bridges
SET	GEOL-117	Introduction to Physical Geology Laboratory	Karen Bridges
SET	GEOL-118	Historical Geology Laboratory	Karen Bridges
SSTE	ANTH-105	Introduction to Cultural Anthropology	Alejandro Muzzio
SSTE	CRIM-103	Juvenile Delinquency	Eric Clark
SSTE	CRIM-105	Introduction to Corrections	Eric Clark
SSTE	EDUC-110	Introduction to Education	Barbara Maestas
SSTE	EDUC-112	Methods and Materials in Early Childhood Education	Barbara Maestas
SSTE	EDUC-200	Introduction to Special Education	Katie McDonald
SSTE	EDUC-201	Processes and Acquisition of Reading	Barbara Maestas
SSTE	EDUC-212	Advanced Methods and Materials in Early Childhood Education	Laurie Collins
SSTE	GEOG-101	Introduction to World Geography	Yang Yu
SSTE	GEOG-102	Elements of Cultural Geography	Yang Yu
SSTE	GEOG-103	Physical Geography	Yang Yu
SSTE	GEOG-104	Introduction to Concepts and Methods of Geospatial Information	Yang Yu
SSTE	HIST-101	American History to 1877	Hanael Bianchi
SSTE	HIST-102	American History Since 1877	Hanael Bianchi
SSTE	HIST-121	The Ancient World: Prehistory to the Middle Ages	Hanael Bianchi
SSTE	HIST-122	Western Civilization: Medieval to Early Modern	Hanael Bianchi
SSTE	HIST-123	Western Civilization and the Modern World	Hanael Bianchi
SSTE	HIST-213	History of Modern Russia	Rosemary Williams

Division	Course Name	Title	Faculty Lead
SSTE	HIST-232	History of Modern Middle East	Mark Tacyn
SSTE	POLI-102	State and Local Government	Michael Heffren
SSTE	POLI-103	Political Ideology	Michael Heffren
SSTE	PSYC-202	Social Psychology	Maureen Schuler
SSTE	PSYC-203	Abnormal Psychology	Maureen Schuler
SSTE	SOCI-102	Social Problems	Philip Vilardo
SSTE	SOCI-202	Urban Sociology	Michael Heffren

**Other projects and initiatives:**

Project	Description	Lead Staff/Faculty
English Placement Analysis	An analysis of the effectiveness of the English system used for placing students in first semester English courses.	Margaret Garroway
Seven-Week Courses	Provided data to the committee to help make decisions. Completed a report on our winter session students, students who take Saturday courses, and focus groups with students to gauge reaction to the initiative and gather information on what resources students will need.	Seven-Week Courses Committee
Center Analysis	An examination of the students who use the tutoring services offered in the Composition and Literature Center.	Laura Yoo
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	A survey of the collaborative online international learning (COIL) students in fall 2022 and spring 2023.	Mary Allen
Data Requests	Requests for student, course, and program data that is used by faculty for 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 success functional area in FY15 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 success (VPSS) and the college's strategic plans and informs the college's budgeting process. Additionally, the VPSS identified eight 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.

Christi Ewing, associate director, and Betsy See from the office of planning research and organizational development (PROD) work closely with the VPSS staff to plan for their reviews by developing and managing project timelines; consulting on strategic 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 success regarding unit reviews.

Unit/Department	Lead	FY22
Test Center	Karan Sharma	Examined vital signs data and completed action plan progress report. Redefined RegisterBlast scheduling software to maximize seat utilization and identify opportunities for growth within the existing schedule.
Student Life	Aisha Rivers	Examined vital signs data and completed action plan progress report. Implemented Campus Groups.
Financial Aid Services	Tamika Bybee	Examined vital signs data and completed action plan progress report. Increased campus cross collaboration to promote financial aid services funding; created partnership with INFO100 sections.
Athletics	Mike Smelkinson	Examined vital signs data and completed action plan progress report.
Records, Registration, and Veterans Affairs	Katie Piper	Examined vital signs data and completed action plan progress report. Launched self-service grading; training provided for faculty & staff; training videos & FAQs developed; developed a web intelligence query to track and report VA/MAF graduation data for compliance-based reporting; FERPA training transitioned to the new PL (Professional Learning) system.

Disability Support Services	Shaun Hoppel	Examined vital signs data and completed action plan progress report. Implemented new AIM system to digitize all office workflows and generate digital accommodation memos for students. This system is now a "one-stop-shop" that serves as a database for the office, including student registration, interfacing with the college's Colleague and Planner systems, so students' class schedules and other advising materials are accessible, and AIM allows for emailing accommodation memos which go directly to faculty. The system meets federal and state standards and utilizes best practices in the field.
Counseling and Career Services	Currently vacant	Examined vital signs data and completed action plan progress report. 120% increase in students using the new Handshake platform; 500 participants in the spring job fair; FY21 there were no in-person outreach programs - in FY22 there were 50 programs with 777 students attending.
Admissions, Advising, and Transfer Services	Mary O'Rourke	Examined vital signs data and completed action plan progress report. Developed a process to deliver the transfer credit report electronically in self-service in real time which will end the mailing of a paper copy of the transcript evaluation report to students; graduation application now in self-service.
Academic Support Services	Melodie Gale	Examined vital signs data and completed action plan progress report.

Next is a summary of the work underway within student success 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
Ambiciones (Hispanic/Latinx Student Success)	Academic Support Services	Sandy Cos	Action plan progress report completed. Exceeded benchmark of 75 percent earning 2.00 GPA; resource obtained for dedicated space for AMBICIONES students (CL153).
Career Links (CL)	Counseling and Career Services	Maureen Marshall	Action plan progress report completed. Established weekly networking program "Link Ups"; offering executive functioning coaching to students being covered by DSS and CL.



Dual Enrollment	Admissions and Advising	Mary O'Rourke Chelsea Durbin	Assessment plan enacted with Howard County Public School System.
Early Alert	Academic Support Services	Melodie Gale	Action plan progress report completed. Launching a Student Resources canvas site; scheduled messages link students to the new canvas site, other institutional resources, and self-service booking for appointments.
Howard P.R.I.D.E.	Academic Support Services	Shawn Lamb; Terrell Bratcher	Action plan progress report completed. Increase in math tutors helped support increased number of students passing math.
Internships and Co-ops	Counseling and Career Services	David Tirpak	Action plan progress report completed. Developed five new internships; implemented Handshake as the new job/internship platform; launched the Career Readiness Program in conjunction with the Development Office.
New Student Orientation	Student Life	Danny Hall	Action plan progress report completed. Increased completion rate of online NSO module; implemented Campus Groups; created partnership with INFO100 sections.
Tutoring Services	Academic Support Services	Parul Shah	Action plan progress report completed. Increased marketing by conducting class visits and embedding tutors in courses to enhance visibility of the office and motivate students to utilize services.

### Talking Points for the Board of Trustees

The college continues to support students in attaining over 1,300 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 its students and ensures HCC's compliance with accreditation standards.