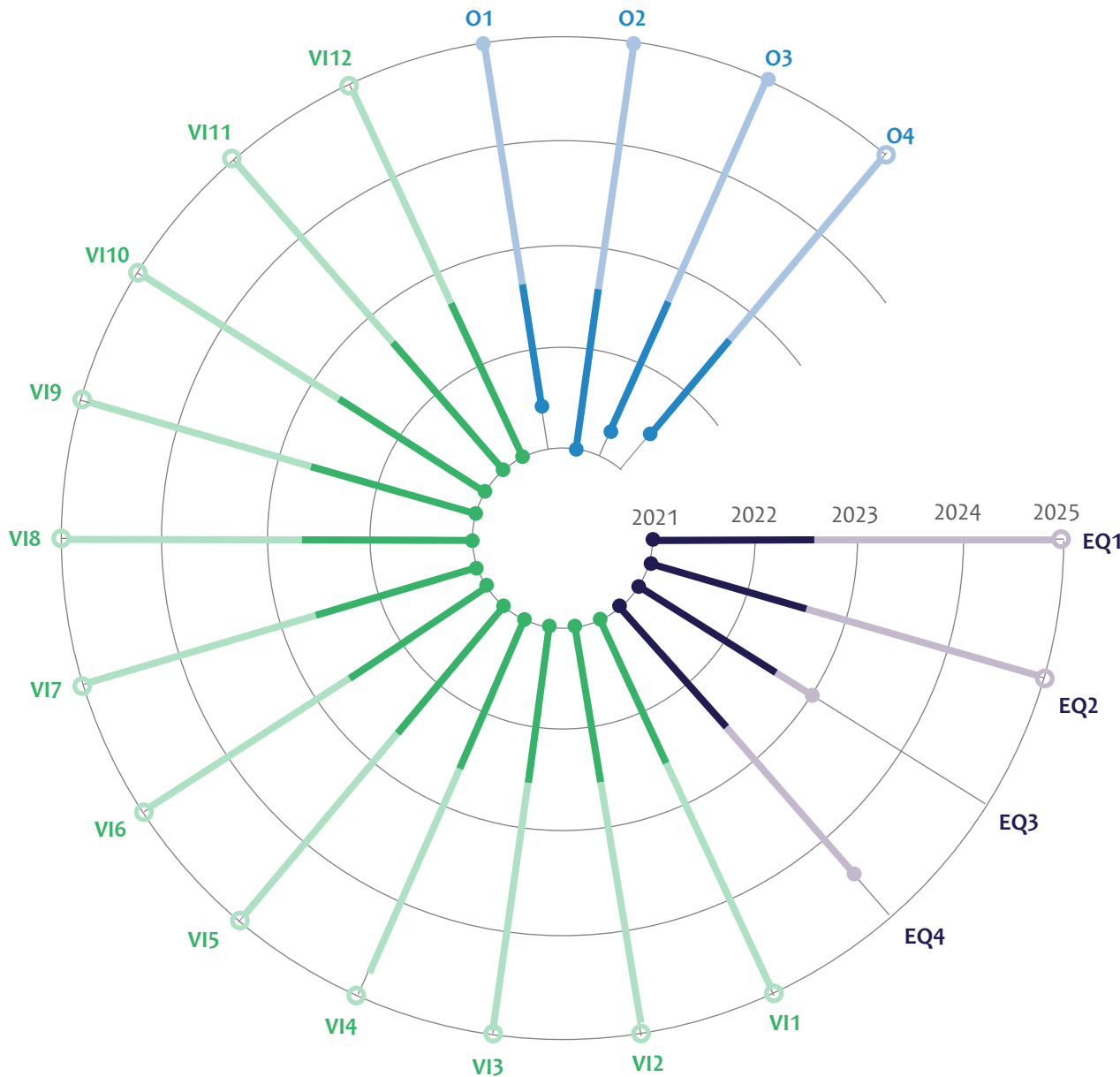


HLC'S STRATEGIC PLAN

PROGRESS ON EVOLVE



EQUITY

1. HLC will ensure that concepts of equity, diversity, access and inclusion are demonstrated.
2. HLC will actively promote an understanding of and sensitivity to equity principles.
3. HLC will assess and address equity in relation to its policies and procedures.
4. HLC will provide information to the public regarding issues that are impacted by equity considerations, attainment and high-quality credentials.

VISION

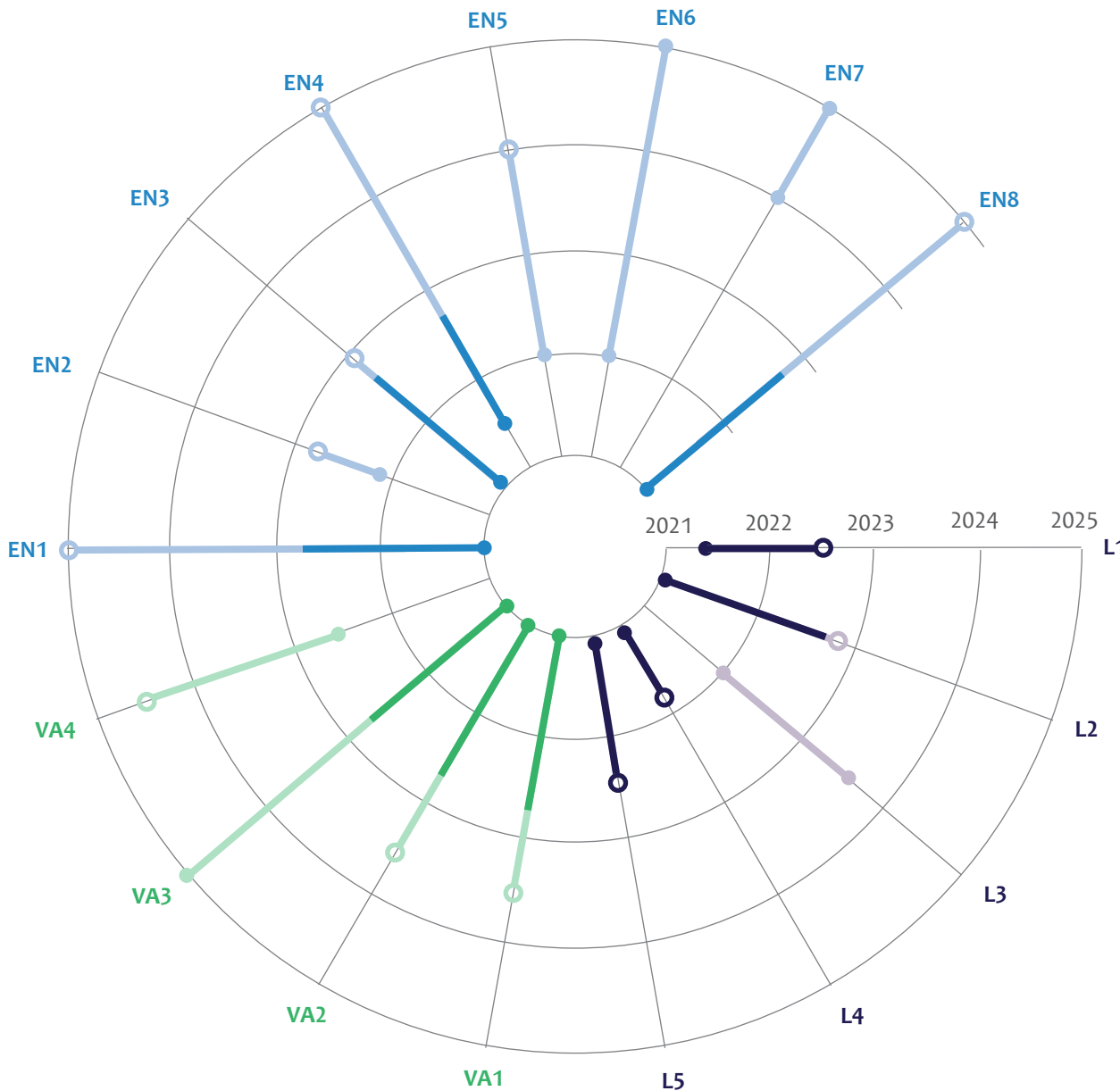
1. Focusing on students first as the most critical stakeholder in higher education and institutional accreditation.
2. Exemplifying a commitment to equity.
3. Emphasizing the importance of outcomes that lead to student success in academics, the workforce, engaged citizenry and social responsibility.
4. Providing leadership and advocacy in higher education and accreditation.
5. Demonstrating HLC's respect for the role of diversity and inclusion in higher education.
6. Exploring new business models which include an expansion of membership.
7. Demonstrating agility in thought leadership to promote innovation.
8. Enhancing the value of higher education through accreditation and peer review.
9. Promoting and displaying civil discourse and engagement.
10. Fostering collaboration and member development through timely and informed educational opportunities.
11. Expanding and refining the use of technology and other services for the benefit of members.
12. Continuously exploring new means and opportunities for achieving operational excellence in service to its membership.

OUTCOMES

1. Develop and implement standard definitions of learning outcomes/ student success as well as an evaluative framework that links quality assurance and student success.
2. Provide support to institutions in exploring alternative ways to measure and advance student success.
3. Ensure that all member institutions have access to resources and expertise at HLC that support equitable outcomes for students.
4. Develop and implement standard expectations of institutions' tracking and improvement of student learning outcomes.

HLC'S STRATEGIC PLAN

PROGRESS ON EVOLVE



LEADERSHIP

1. Develop strategic research addressing key leadership issues.
2. Review HLC's professional development practices to ensure the currency of knowledge and skills needed for staff responsiveness in adapting policies and procedures.
3. Conduct a feasibility study on offering a leadership development program for institutional leaders focused on leading in a time of transformation.
4. Implement an annual process for highlighting professional contributions by HLC staff to thought leadership and advocacy.
5. In response to this period of transformative change, execute a regularized plan for improving selected HLC processes.

VALUE

1. Reconcile and address gaps between the diversity of HLC member institutions and existing HLC policies and processes.
2. Foster an infrastructure and ethos that serves member institutions by strengthening ongoing efforts to increase value of membership.
3. Foster a more complete understanding of student success (particularly from a learner perspective) to focus all stakeholders on the workforce, civic, social and other benefits of higher education.
4. Reinforce the value of higher education by upholding, safeguarding and promoting widespread understanding about the role of accreditation.

ENGAGEMENT

1. Expand and strengthen collaboration with the Triad, K-12 and associations to support improved equity.
2. Invite the membership to include HLC as one avenue for telling their stories.
3. Complete one or more collaborative projects with states and the U.S. Department of Education recommended in the 2019 thought paper.
4. Relationship with the Triad and Beyond. Develop and execute a long-term strategy and business plan to build HLC's brand nationally as a prominent and trusted institutional accreditor.
5. Enhance communications with specialized accreditors to better inform HLC's evaluations.
6. Examine how Core Component 1.C ("Civic Engagement") is being implemented by institutions and reviewed by peer reviewers by evaluating team reports and assurance arguments.
7. Using findings from the evaluation of Core Component 1.C, provide additional training for institutions and peer reviewers.
8. Strive to participate in the public dialog about civic engagement papers.

EQUITY

To actively promote an understanding of and sensitivity to equity principles, HLC has evaluated its internal Principles of Operation, which inform staff interaction, to ensure they are written to embrace principles of Diversity, Equity, Accessibility, and Inclusion.

HLC has drafted definitions of diversity, equity, accessibility, and inclusion and the definitions are being reviewed by the executive leadership team before being shared with staff members and then the membership.

HLC has maintained open access agenda as part of its 2022 advocacy agenda.

HLC's Peer Corps Diversity Committee has been working to update the training materials to address evaluating equity, diversity, access and inclusion at institutions

VISION

HLC conducted a membership satisfaction survey. Preliminary data indicate that HLC's direction and activities are on track with the expectations from the members.

HLC's Stakeholders' Roundtable will release two thought papers at the 2022 Annual Conference titled "Institutional Accreditation at The Crossroads: Drivers For Change" and "Unprecedented Opportunity, Extraordinary Risk: HLC in a Changing Credentials Landscape."

OUTCOMES

HLC has launched a new research project, Student Success Measures. The project intends to better understand the practices and circumstances at member institutions that have improved their graduation rates since 2016, along with the reasons that have led to the status quo or in some instances declining rates and how HLC can help.

HLC continues to provide access to resources and expertise that support equitable outcomes for students through the Academies and the various workshops it offers. In the 2020 calendar year, 237 institutions have participated in HLC's elective offerings.

HLC has launched a Differential Accreditation Advisory Committee to establish a plan to implement differential accreditation, using the existing Assurance System.

HLC is hosting a speaker series addressing four topic areas on finance with experts from across the industry.

LEADERSHIP

HLC published a thought paper on "Transfer Admissions" in Leaflet examining the flexibilities institutions have at their disposal to provide more transfer opportunities.

HLC has been working to review how the Strategic Plan touches each staff member's role at the organization with an eye toward professional development opportunities for individual staff members. This process has been implemented during the mid-year appraisals in early 2022.

As part of its continued goal for efficiency, HLC has been exploring ways to be a champion for its process improvement and its commitment to a culture of continuous improvement.

VALUE

HLC has launched Canopy, a new, web-based dashboard for member institutions and peer reviewers to manage the details of their interactions with HLC. After three years and numerous process and procedural refinements conveyed by staff members, the result of this project is an essential value-add for all HLC stakeholders.

HLC is preparing for the 2022 Annual Conference. Returning to in-person attendees and offering a virtual component, HLC's conference will be offered as a multi-channel event for the first time.

Following the member satisfaction survey in the fall, HLC will be examining the data for opportunities for improvement. A result of the 2020 member survey was the development of the EVOLVE Strategic Plan.

ENGAGEMENT

HLC has had a lot of interaction with the U.S. Department of Education's and state agency offices in an effort to help students who no longer have a higher education path due to an abrupt closure by an institution. The silver lining of this occurrence is that HLC has been able to build stronger relationships with these agencies.

Internally, HLC promoted civic engagement in November by holding a "Civic Engagement Day" and featuring a discussion with staff and sharing staff activities from the designated day in Harper, HLC's intranet.

The 2022 Advocacy Agenda has been posted to HLC's website and communicated to the membership in Leaflet.

HLC's Student Right to Know Guide has been drafted and is being built as a website with the goal of publishing it in June 2022.

HLC worked with a consultant to conduct a communications audit and help HLC develop a value proposition. HLC is continuing this work to update and reimagine its brand.