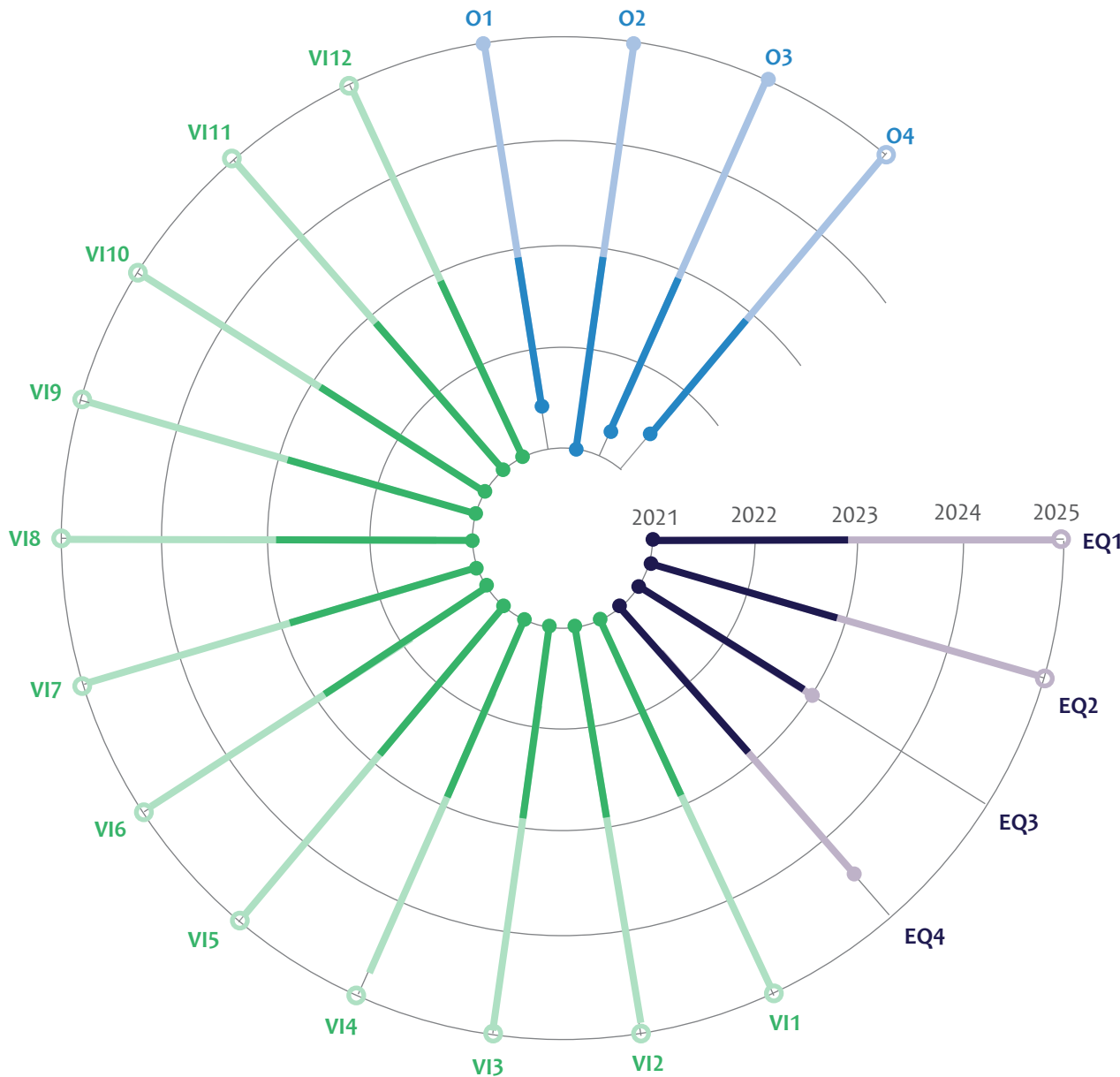


HLC'S STRATEGIC PLAN

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

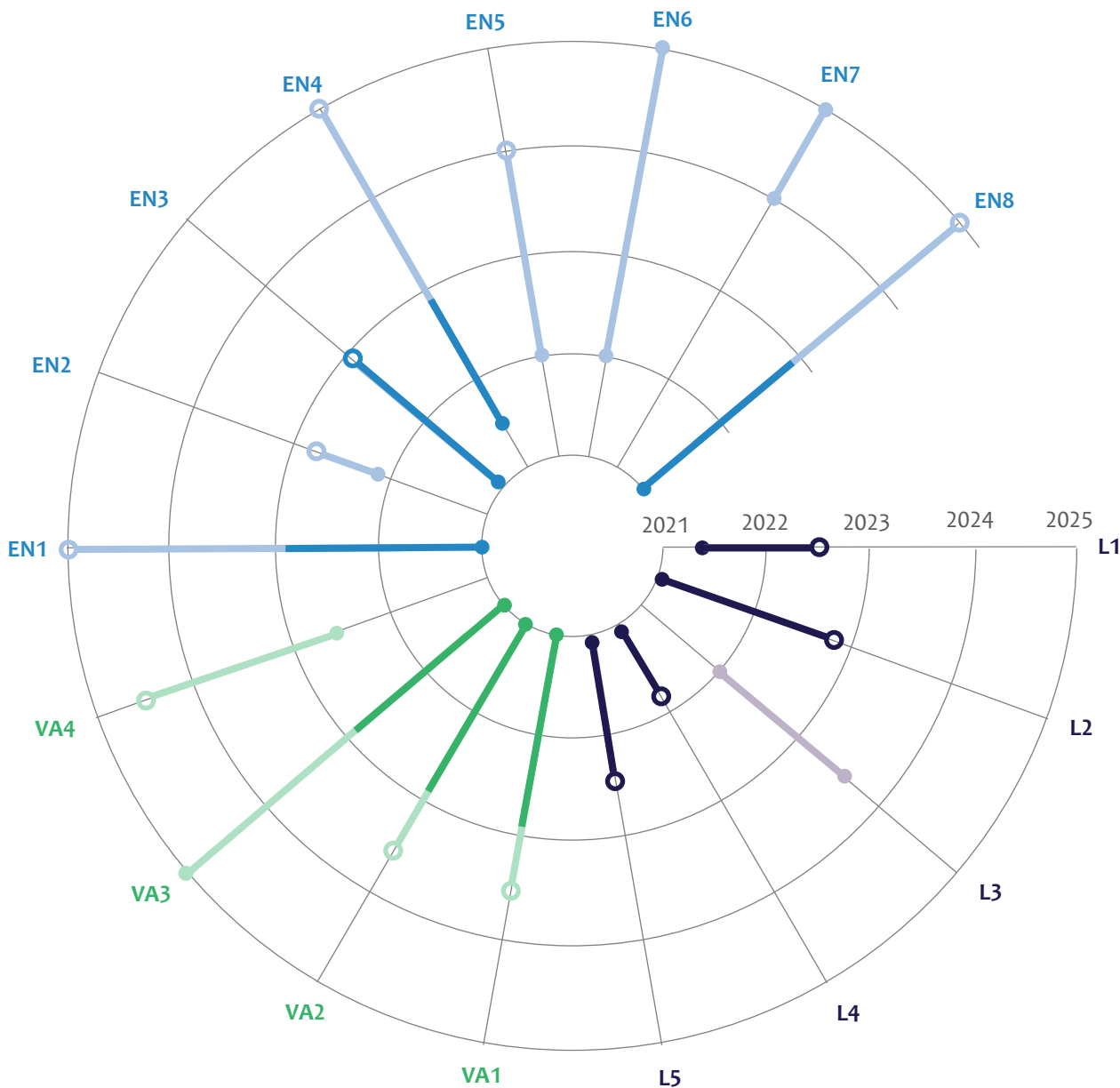
1. Focusing on students first as the most critical stakeholder in higher education and institutional accreditation.
2. Exemplifying a commitment to equity.
3. Emphasizing the importance of outcomes that lead to student success in academics, the workforce, engaged citizenry and social responsibility.
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

HLC has drafted definitions of diversity, equity, access and inclusion. They have been reviewed by the executive leadership team and shared with staff members, and will be shared with the membership in the November Leaflet.

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

HLC published a thought paper from the Peer Corps' Committee on Diversity regarding the equity practices on member campuses related to student access and student success.

HLC has begun to discuss options for regularized Board engagement on DEI issues.

VISION

By the end of the fiscal year, every member of HLC's staff will have participated in some form of agile training.

With a focus on students, HLC has published its Student Guide, informing students about higher education through the lens of accreditation.

HLC has initiated exploration of an alternative credentials project.

OUTCOMES

HLC has secured 86% of member institutions permission to analyze student success data previously submitted to the National Student Clearinghouse. This institutional-level data augments aggregate data for the purpose of developing success measures and sector appropriate benchmarks.

HLC has shared with the membership its framework for providing professional development and institutional advancement opportunities in both virtual and in-person elective programming.

LEADERSHIP

HLC continues exploring ways to capitalize on its process improvement and its commitment to a culture of continuous improvement, with list of changes made over the summer documented in the September issue of Leaflet.

HLC has begun its process for reviewing and updating the Criteria for Accreditation.

VALUE

HLC collaborated with the Vera Institute for Justice to publish "Postsecondary Education in Prison Programs and Accreditation – General Considerations for Peer Reviewers and Accreditors."

HLC reviewed and updated the substantive change materials as well as the procedures on provisional plans and teach outs.

HLC updated the website to incorporate more top tier menus providing visual cues to help members find information.

ENGAGEMENT

Three ALO focus groups are scheduled in November to gain input on the themes, guidance and definition of HLC's pilot project on Differential Accreditation.

HLC has featured members to "tell their story" with the audiences of Leaflet by highlighting the Student Success Academy graduating colleges and universities.

Staff members continue to prepare for NACIQI, making the case for HLC's continued recognition by the U.S. Department of Education.

HLC communicates with the U.S. Department of Education (both Office of Post-Secondary Education and Federal Student Aid) regularly regarding unintended consequences of certain regulations, as well as proactively to raise issues on behalf of the HLC membership.

HLC will host a State Agencies Meeting in November with more than 30 representatives from state agencies, regional compacts and the federal government.

HLC staff members have spoken at multiple national conferences on civic engagement.