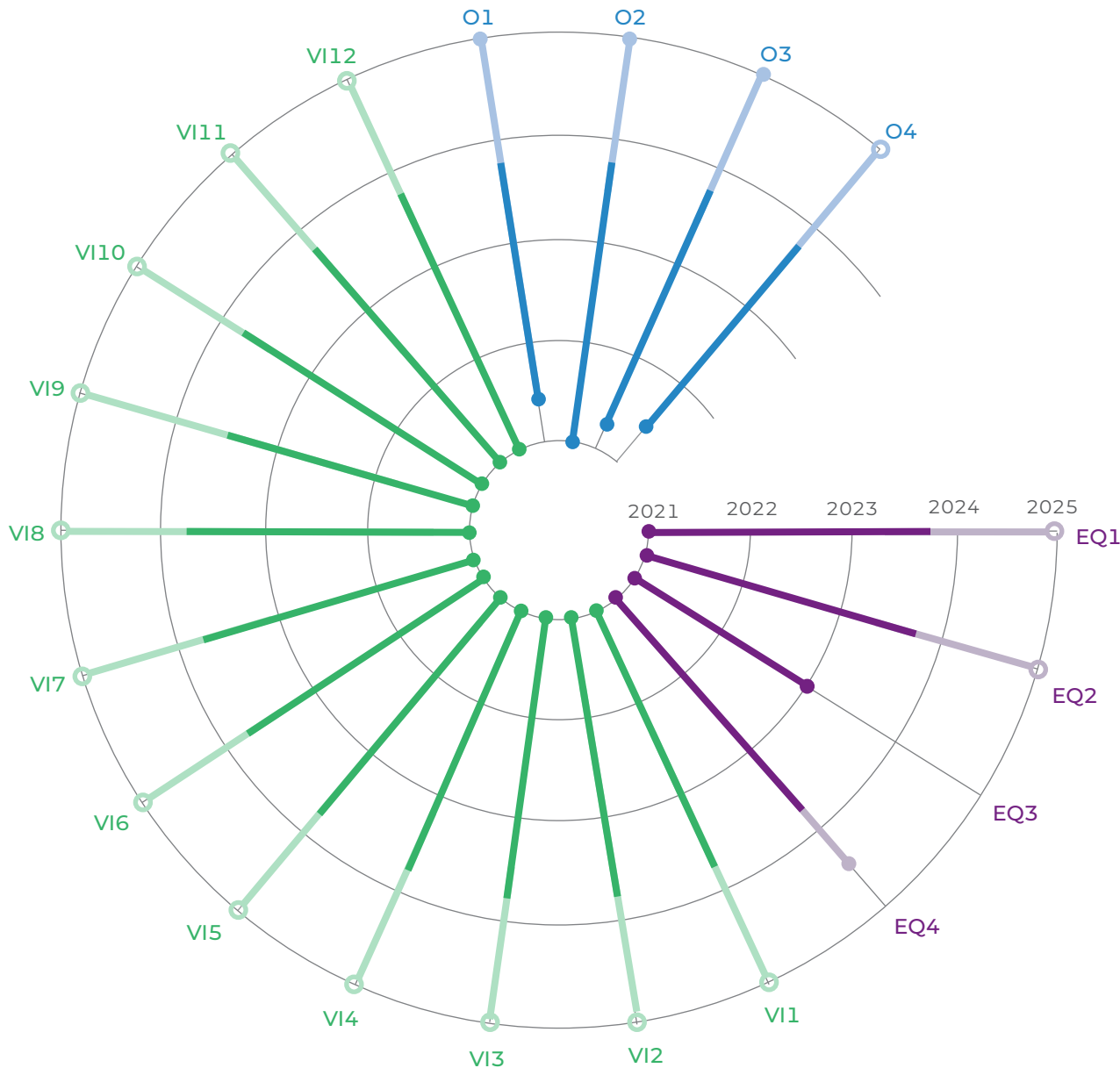


HLC'S Strategic Plan

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

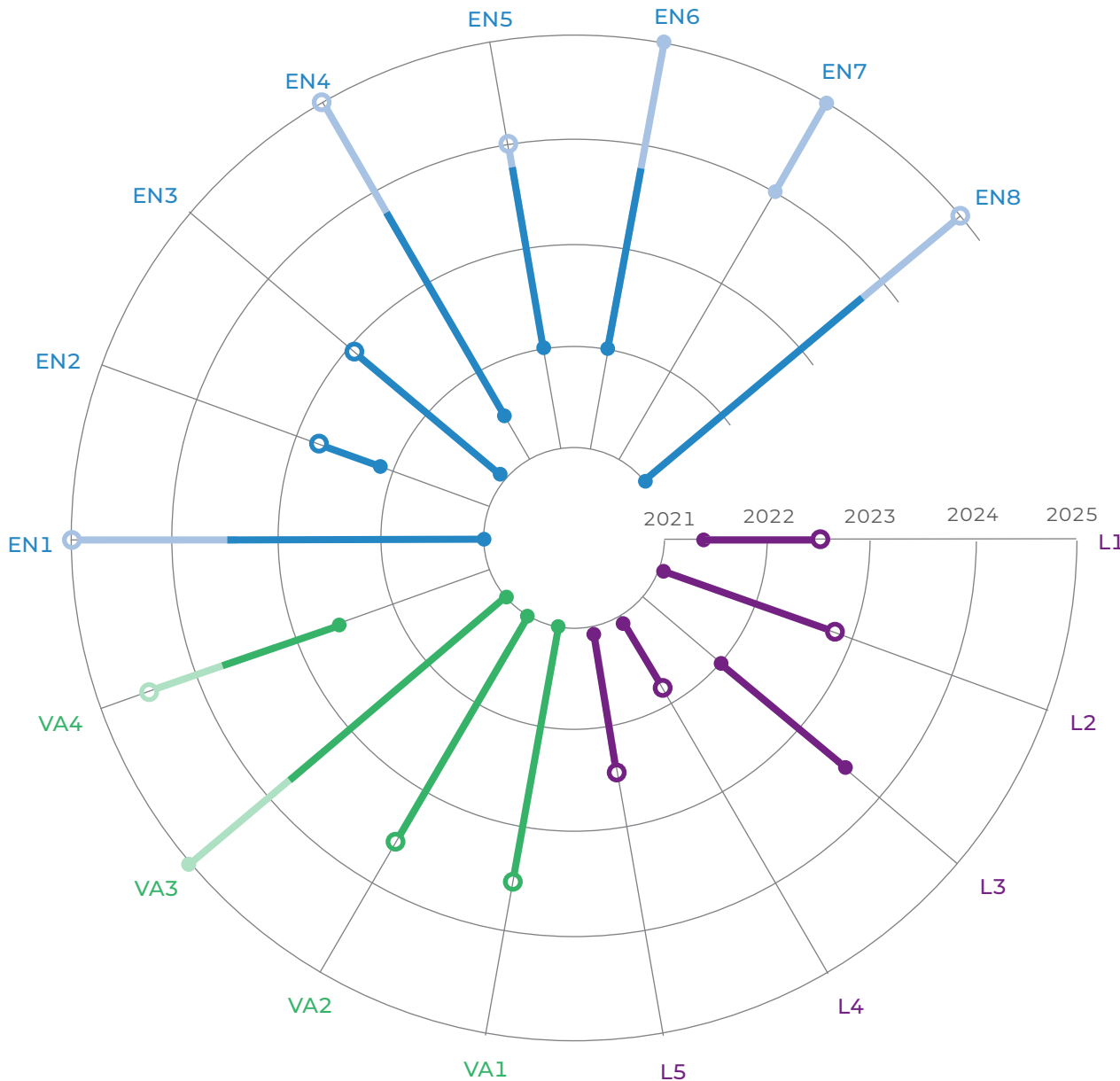
1. Focusing on students first as the most critical stakeholder in higher education and institutional accreditation.
2. Exemplifying a commitment to equity.
3. Emphasizing the importance of outcomes that lead to student success in academics, the workforce, engaged citizenry and social responsibility.
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 continues to monitor emerging state legislative efforts on topics such as DEI and academic freedom (“divisive concepts”) throughout the United States with an eye towards the intersection with HLC requirements.

As the project to evaluate and update, as necessary, the Criteria for Accreditation moves forward, HLC continues to view each Criterion through an equity lens.

VISION

HLC held a strategic planning retrospective and will hold further agile discussions for the next Strategy Plan development.

OUTCOMES

HLC held focus groups with ALOs and peer reviewers regarding additional IPEDS data points that HLC intends to collect through its Institutional Update this spring to begin benchmarking student success data.

LEADERSHIP

HLC has announced its creation of the Credential Lab, an initiative to provide resources to our members as well as to provide reassurance to learners about content providers outside of higher education.

HLC conducted extensive market analysis and conceptual development regarding an Executive Leadership Program, concluding that addressing this topic in HLC’s Speaker Series is the appropriate first step.

VALUE

This fall has been full of just-in-time training for institutions, peer reviewers and other stakeholders regarding updates in Substantive Change, Multi-location visits, Prison Education Programs and more.

HLC continues to develop self-service features in Canopy, including migrating decision-making functionality for the IAC to Canopy.

Preparations to reopen the Peer Corps application process this fall and provide initial training through a combination of face-to-face and virtual modalities this spring is well underway.

In conjunction with the Criteria Revision, the Differential Accreditation Committee has drafted sample Assurance System introductions by institutional sector (six total) to model how the concept of mission can effectively situate an Assurance Argument without being evaluated as a criterion.

A working group focused on Risk-Based Accreditation has begun engaging internal and external stakeholders on possible revisions to Pathway requirements for mid-cycle (year four) reviews.

ENGAGEMENT

HLC is preparing to hold its annual State partner meeting this fall. This year’s event will discuss provides an opportunity for state higher education officials to engage in discussions surrounding higher education and accreditation policies and processes.

HLC has broadened its outreach on Pell Eligible Prison Education Programs (PEP) by offering a webinar for State departments of corrections. This event initiated an information exchange between HLC and these agencies as the industry moves forward with these programs.

HLC has advocated with the U.S. Department of Education on distance education, resulting in revised guidance regarding institution’s reporting distance education activities to accreditors.

HLC, with C-RAC, provided comments to the U.S. Department of Education on “Financial Value Transparency and Gainful Employment (GE), Financial Responsibility, Administrative Capability, Certification Procedures, Ability to Benefit (ATB).”