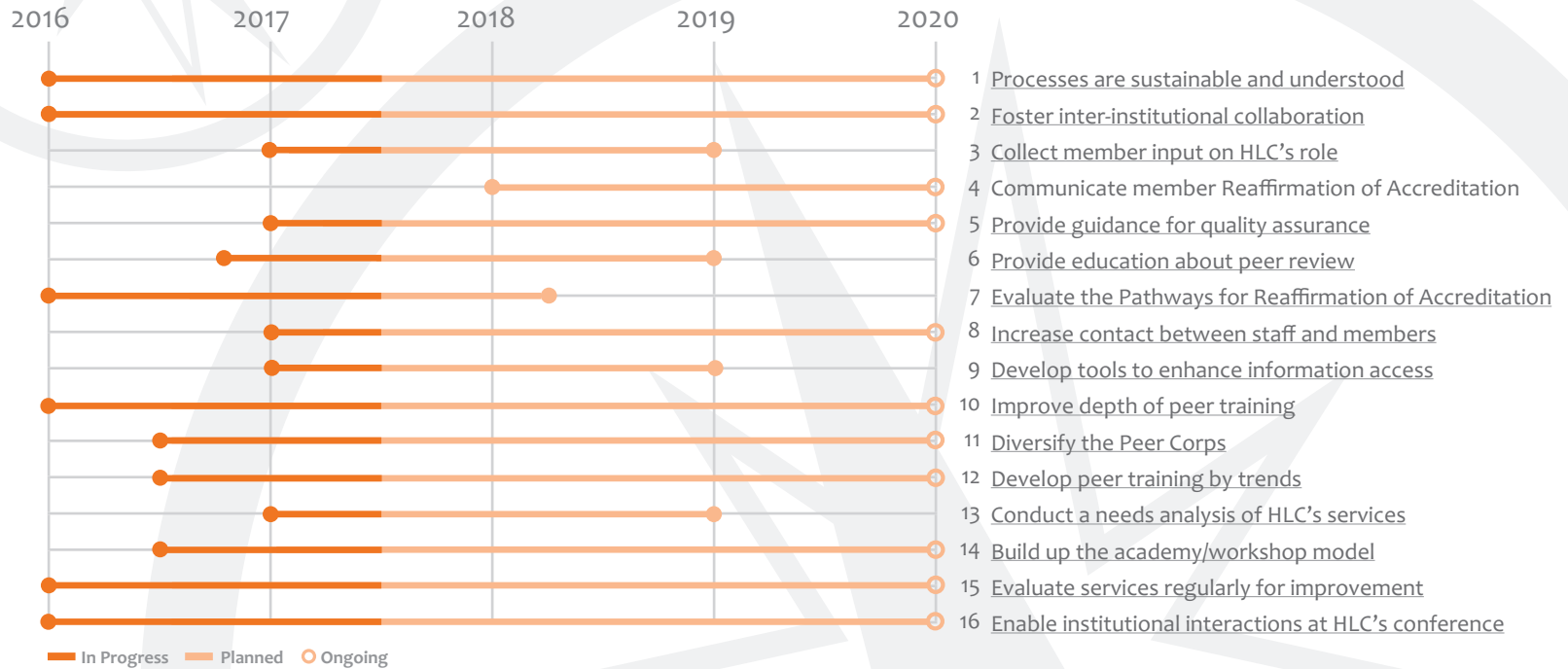




HLC'S STRATEGIC PLAN

PROGRESS ON VISTA

VALUE TO MEMBERS



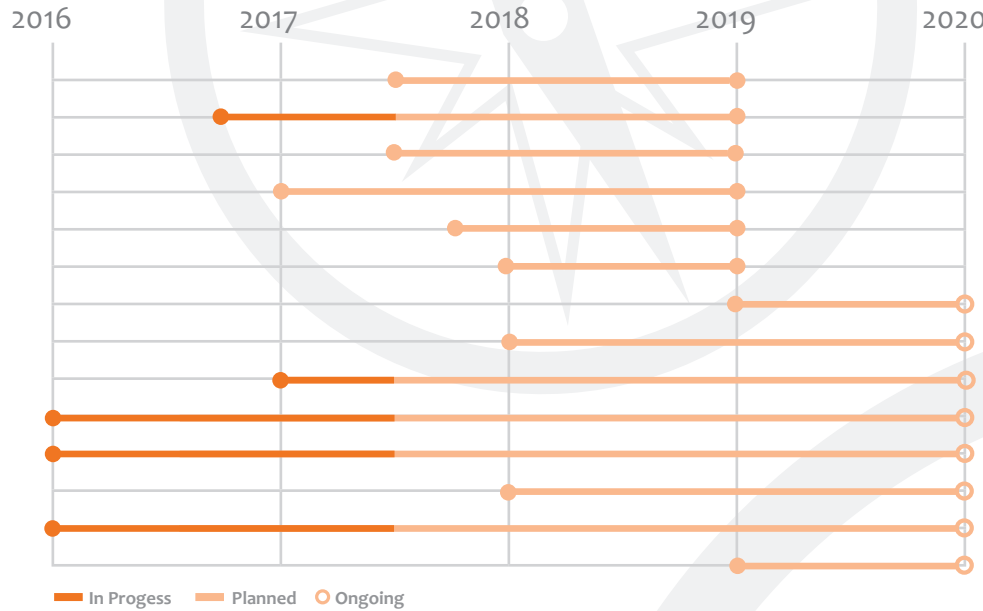
INNOVATION



STUDENT SUCCESS

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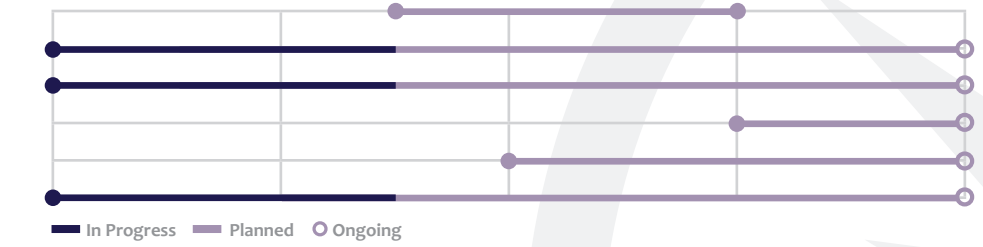


- 1 Launch initiative to define student success
- 2 Ensure student success includes student demographics
- 3 Research trends of student success
- 4 Engage in the discourse on student success
- 5 Modify policies in a timely, consistent and transparent way
- 6 Evaluate the non-financial indicator process
- 7 Clarify the role of regional and programmatic accreditors
- 8 Emphasize the breadth of assessment of student learning
- 9 Connect assessment to institutional improvements
- 10 Analyze the obstacles to “closing the assessment loop”
- 11 Connect members to share assessment lessons learned
- 12 Develop understanding of student success
- 13 Promote student success for the common good
- 14 Explore assessment frameworks for various institutional missions

THOUGHT LEADERSHIP

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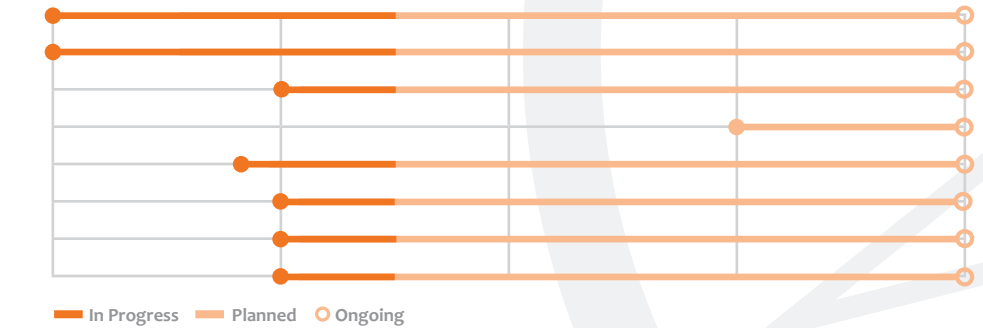


- 1 Form an advisory group that guides HLC on innovation
- 2 Foster understanding of common challenges
- 3 Connect with national efforts to improve higher education
- 4 Explore creation of HLC subsidiaries for thought leadership and advocacy
- 5 Publish white papers on higher education issues
- 6 Publish quality advancement resources

ADVOCACY

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- 1 Build understanding for accreditation
- 2 Communicate the value of accreditation
- 3 Create ways for members to support accreditation
- 4 Ascertain recognition of accreditation for higher education success
- 5 Develop government relations and advocacy strategy
- 6 Articulate role of and interaction with the Triad
- 7 Simplify processes to cut duplication of institutional efforts
- 8 Mutually understand expectations from the USDE

V VALUE TO MEMBERS

V1 Processes are sustainable and understood

HLC continues to update the website and procedural documents based on feedback from the members and peer reviewers. This has been most evident in the recommendations that are being developed through the pathways evaluation project.

V2 Foster inter-institutional collaboration

In the last year, HLC expanded the Collaboration Network to provide an online forum for member institutions for AQIP Pathway Action Projects as well as for participants in the Assessment Academy and the Persistence and Completion Academy.

HLC holds events like the AQIP Pathway Strategy Forums and the Standard Pathway Seminars to provide collaboration between institutional teams.

V3 Collect member input on HLC's role

This year's annual conference featured a time capsule on twitter, collecting information on where attendees saw accreditation in the year 2020.

HLC conducted focus groups at the annual conference to get feedback on pathways as part of the pathways evaluation project as well as feedback on HLC's website.

V4 Communicate member Reaffirmation of Accreditation

Beginning in 2018

V5 Provide guidance for quality assurance

HLC began a project to review and revise its Criteria for Accreditation.

V6 Provide education about peer review

As a participant of C-RAC, HLC distributed brochures to education congressional staff regarding accreditation and the value of peer review.

V7 Evaluate the Pathways for Reaffirmation of Accreditation

HLC completed 75 percent of the pathways evaluation project. By the end of 2017, staff will distribute findings and recommendations resulting from the evaluation.

V8 Increase contact between staff and members

HLC's president made monthly calls to member institutions to open communications between the HLC and the membership. This year's annual conference included member education as part of the Pathways Workshop, with focus on the ALO role in the accreditation process.

V9 Develop tools to enhance information access

HLC launched an initiative to replace the database that feeds HLC's web directory of institutions and the Institutional Status and Requirements Report.

V10 Improve depth of peer training

HLC continues to update peer reviewer training based on feedback from the corps.

HLC launched a new peer reviewer evaluation system which allows reviewers to anonymously evaluate fellow team members following a review.

V11 Diversify the Peer Corps

HLC's Diversity Task Force created promotional materials and successfully recruited peer reviewers to meet its goals.

V12 Develop peer training by trends

The new peer reviewer evaluation system has identified training needs, and HLC has developed training to address those trends.

V13 Conduct a needs analysis of HLC's services

HLC launched an initiative to evaluate the curriculum models for the Academies.

V14 Build up the academy/workshop model

HLC piloted and launched a new workshop on general education.

V15 Evaluate services regularly for improvement

HLC conducts surveys for all events to identify areas in need of improvement.

V16 Enable institutional interactions at HLC's conference

HLC's annual conference continues to provide share fairs and poster fairs for attendees to experience examples at similar institutions.

I3 Develop and fine-tune accreditation processes

HLC continues to update its processes based on feedback from the members and peer reviewers.

HLC's Institutional Actions Council participates in an annual meeting every year that includes feedback and training. HLC has launched an initiative to conduct a Business Process Analysis.

I4 Seek clarity from the Triad on institutional innovation

First meeting for HLC's Innovation Infrastructure initiative will be held in June 2017.

I5 Accommodate for quality institutional innovation

HLC developed a process to accommodate direct assessment programs after conducting a pilot.

HLC offered an extension on compliance with faculty qualification requirements for institutions providing dual credit programs after hearing concerns about the timeline.

HLC's project to review and revise its Criteria for Accreditation will include a look at other areas in which HLC can accommodate innovation.

I6 Acknowledge innovations HLC cannot advance or thwart

HLC published an expanded procedure regarding Teach-Out. As part of a federal requirement, HLC must take specific action when a Teach-Out is required, and the procedure now includes definitions, process, timeline, and required materials.

I7 Maintain and improve Peer Corps training modalities

HLC now provides training for peer reviewers via face-to-face meetings, webinars, and online classes.

I8 Add the AQIP Pathway to the Assurance System

The roll out of the Assurance System for institutions in the AQIP Pathway has begun. The next step is to launch the peer reviewer section.

I9 Improve depth of peer training

HLC's Institutional Actions Council participates in an annual meeting every year that includes feedback and training. HLC's Institutional Action Council members receive training as part of their participation in the meetings and hearings. HLC launched a Sharepoint website that allows for greater collaboration and group participation for Institutional Action Council members.

I INNOVATION

I1 Construct innovation zones for institutions

First meeting for HLC's Innovation Zone initiative will be held in June 2017.

I2 Advance emerging higher education practices

Beginning in 2018

S STUDENT SUCCESS

S1 Launch initiative to define student success

HLC launched a student success initiative in which a group of institutions will test variables that affect student success and then provide those findings to another group that will include individuals from across higher education to recommend definitions for terms used to describe student success.

S2 Ensure student success includes student demographics

HLC conducted a survey, as part of a national initiative of C-RAC, to increase focus on helping institutions improve retention and completion rates.

S3 Research trends of student success

As part of the student success initiative, this group of institutions will test variables that affect student success.

S4 Provide guidance for quality assurance

The working groups of the student success initiative will hold kickoff meetings in June 2017.

S5 Evaluate the non-financial indicator process

Beginning in late 2017

S6 Evaluate the non-financial indicator process

Beginning in 2018

S7 Clarify the role of regional and programmatic accreditors

Beginning in 2019

S8 Emphasize the breadth of assessment of student learning

HLC conducted an analysis of peer review team reports to inform the Criteria for Accreditation review process, specifically related to the assessment of student learning.

HLC launched an internal conversation about the need to rethink the assessment of student learning requirements.

S9 Connect assessment to institutional improvements

The Institutional Actions Council provides institution's recommendations for improvements within their reviews.

S10 Analyze the obstacles to "closing the assessment loop"

HLC's Academies curriculum provides guidance for institutions addressing this issue.

S11 Connect members to share assessment lessons learned

Participants in HLC's Academies share via the Collaboration Network.

HLC's annual conference continues to provide share fairs and poster fairs for attendees to experience examples on topics like assessment.

S12 Develop understanding of student success

Beginning in 2018

S13 Promote student success for the common good

HLC named student success as a main strategic direction

HLC's launched the Student Success Project, with funding from the Lumina Foundation.

S14 Explore assessment frameworks for various institutional missions

Beginning in 2019

T THOUGHT LEADERSHIP

T1 Form an advisory group that guides HLC on innovation

HLC launched its blue-ribbon advisory group on innovation in higher education, HLC's Partners for Transformation, with the group's first meeting in June 2017.

T2 Foster understanding of common challenges

HLC engages regularly with the Council for Regional Accrediting Commissions (C-RAC), state higher education executive officers (SHEEOs), as well as President Gellman-Danley's various trips to the higher education associations in Washington, D.C.

HLC's complaint process provides information from students regarding common challenges.

T3 Connect with national efforts to improve higher education

HLC's annual conference included presentations by national leaders, including U.S. Senator Dick Durbin

Various members of the staff travel to conferences to participate in national outreach regarding higher education.

T4 Explore creation of HLC subsidiaries for thought leadership and advocacy

Beginning in 2019

T5 Publish white papers on higher education issues

Beginning in 2018

T6 Publish quality advancement resources

HLC publishes select Open Pathway quality initiative proposals on its website as samples for institutions that are currently planning or working on their own proposals.

HLC publishes AQIP Pathway Action Projects on its website as samples for institutions looking for improvement project ideas.

A ADVOCACY

A1 Build understanding for accreditation

As a participant of C-RAC, HLC distributed brochures to education congressional staff regarding accreditation and the value of peer review.

A2 Communicate the value of accreditation

HLC conducted focus groups to determine the current perception of the value of accreditation and identify terms/phrases that will work to persuade students/parents and media.

A3 Create ways for members to support accreditation

HLC's President and senior staff have visited with state representatives from Arizona and Wyoming to begin developing a roster of individuals willing to speak on behalf of accreditation.

A4 Ascertain recognition of accreditation for higher education success

Beginning in 2019

A5 Develop government relations and advocacy strategy

HLC has drafted an advocacy agenda presented to the Board of Trustees for endorsement in June 2017.

A6 Create ways for members to support accreditation

HLC has expanded staff resources for the legal and governmental affairs office with two new positions, one focused on state relations and one on federal relations.

HLC engages regularly with the Council for Regional Accrediting Commissions (C-RAC), state higher education executive officers (SHEEOs), as well as President Gellman-Danley's various trips to the higher education associations in Washington, D.C.

A7 Simplify processes to cut duplication of institutional efforts

The U.S. Department of Education recently made some changes with the way they presented information from accreditors. One change was to call the "next reaffirmation date" an "expiration date". This caused confusion with our members as well as other state and national organizations. HLC worked with contacts at the U.S. Department of Education to address the issue by helping them understand why it was an issue.

A8 Develop government relations and advocacy strategy

HLC has submitted its filing for continued recognition from the U.S. Department of Education. Prior to the filing, HLC was in touch with key contacts to determine the appropriate information needed for the filing.