October 1 2018  HLC’s Strategic Plan Progress

HLC’S STRATEGIC PLAN

PROGRESS ON VISTA

VALUE TO MEMBERS

1. Processes are sustainable and understood
2. Foster inter-institutional collaboration
3. Collect member input on HLC’s role
4. Communicate member Reaffirmation of Accreditation
5. Provide guidance for quality assurance
6. Provide education about peer review
7. Evaluate the Pathways for Reaffirmation of Accreditation
8. Increase contact between staff and members
9. Develop tools to enhance information access
10. Improve depth of peer reviewer training
11. Diversify the Peer Corps
12. Develop peer training by trends
13. Conduct a needs analysis of HLC’s services
14. Build up the academy/workshop model
15. Evaluate services regularly for improvement
16. Enable institutional interactions at HLC’s conference

INNOVATION

1. Construct innovation zones for institutions
2. Advance emerging higher education practices
3. Develop and fine-tune accreditation processes
4. Seek clarity from the Triad on institutional innovation
5. Accommodate for quality institutional innovation
6. Acknowledge innovations HLC cannot advance or thwart
7. Maintain and improve Peer Corps training modalities
8. Add the AQIP Pathway to the Assurance System
9. Increase quality in IAC work
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

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

1. Build understanding for accreditation
2. Communicate the value of accreditation
3. Create ways for members to support accreditation
4. Research, capitalize on, and improve public recognition of HLC and accreditation
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
**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. HLC updated a number of resources prior to the Annual Conference.

**V2 Foster inter-institutional collaboration**
HLC has begun working on the development of a new collaboration technology that will be central to institution’s working within the Academies, called SparQ.
In addition, in November HLC will announce two new workshops that will be held in March 2019; one on effective strategic planning to create continuous quality improvement and the other on professional development for administrators.

**V3 Collect member input on HLC’s role**
HLC invited comments from CEOs regarding the topics to be addressed at the 2018 Annual Conference President’s Program. In addition, the conference featured numerous listening sessions on the Criteria Revision and the Federal Compliance process.

**V4 Communicate member Reaffirmation of Accreditation**
HLC publishes member reaffirmations of accreditation on its website. In addition, HLC will begin linking to the lists of reaffirmations via social media.

**V5 Provide guidance for quality assurance**
HLC continues its project to review and revise its Criteria for Accreditation.

**V6 Provide education about peer review**
HLC’s President and staff continue to participate in various state, regional and national conferences discussing the value of peer review and related information about accreditation.

**V7 Evaluate the Pathways for Reaffirmation of Accreditation**
This action step is complete.

**V8 Increase contact between staff and members**
HLC’s president continues to make monthly calls to member institutions to open communications between the HLC and the membership.
HLC’s *Leaflet* continues to share news with the membership.

**V9 Develop tools to enhance information access**
HLC has begun work to replace the database that feeds HLC’s web directory of institutions and the Institutional Status and Requirements Report.
HLC has begun working on the development of a new collaboration technology that will be central to institution’s working within the Academies, called SparQ.

**V10 Improve depth of peer reviewer training**
HLC continues to update peer reviewer training based on feedback from the corps.
HLC continues to offer Team Chair Webinars, providing the opportunity to connect with HLC in preparation for an evaluation.

**V11 Diversify the Peer Corps**
HLC’s Diversity Task Force and HLC’s President for Accreditation Relations and other staff continue to recruit peer reviewers, thus far increasing the number of diverse Peer Corps members from 10 to 15 percent.

**V12 Develop peer training by trends**
The peer reviewer evaluation system continues to identify training needs, and HLC develops training to address those trends, such as on faculty qualifications and IAC’s review of teach outs.

**V13 Conduct a needs analysis of HLC’s services**
HLC launched the Student Success Academy based on the findings of an evaluation of the Persistence & Completion Academy. The Student Success Academy has a different structure and is more nimble.

**V14 Build up the academy/workshop model**
In November, HLC will announce two new workshops that will be held in March 2019; one on effective strategic planning to create continuous quality improvement and the other on professional development for administrators.

**V15 Evaluate services regularly for improvement**
HLC conducts surveys for all events to identify areas in need of improvement. In addition, based on feedback from the members of the Innovation Zone, HLC provides status updates related to substantive change requests.

**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 as well as the additional opportunities provided by the Attendee Lounge.

**INNOVATION**

**I1 Construct innovation zones for institutions**
HLC’s Innovation Zone initiative has generated two proposals: (1) an HLC-led experimental sites project and (2) a flipped substantive change approval process.

**I2 Advance emerging higher education practices**
HLC has collected research papers from the institutions participating in the Testing Student Success Data Project. Information will be shared with the membership in the coming months.

**I3 Develop and fine-tune accreditation processes**
HLC continues to update its processes based on feedback from the members and peer reviewers.

**I4 Seek clarity from the Triad on institutional innovation**
HLC hosts a meeting every fall to foster relationships and allow SHEEOs to hear about institutional trends.

**I5 Accommodate for quality institutional innovation**
HLC’s Partners for Transformation are exploring ways to unbundle higher education’s current structure, work with the triad on fostering innovation and promote student-focused accreditation.

**I6 Acknowledge innovations HLC cannot advance or thwart**
HLC’s Innovation Zone team is exploring substantive change as it applies to new programs and exploring ways HLC can assure quality within the timely market response and federal regulations.

**I7 Maintain and improve Peer Corps training modalities**
HLC continues offering Team Chair Webinars, providing the opportunity to connect with HLC in preparation for an evaluation.

**I8 Add the AQIP Pathway to the Assurance System**
This action step is complete.

**I9 Increase quality in IAC work**
Members of the Institutional Actions Council participate in just-in-time training prior to each meeting.

**STUDENT SUCCESS**

**S1 Launch initiative to define student success**
HLC’s Defining Student Success Initiative has developed thought papers to address (1) a glossary of terms, (2) changing the conversations regarding student success and (3) differentiation for disaggregation of student success that will be published this winter.
S2 Ensure student success includes student demographics
HLC’s Testing Student Success Data Initiative research paper looks at accounting for various student goals within the context of personal circumstances and will be published in April.

S3 Research trends of student success
HLC’s Testing Student Success Data Initiative research paper also looks at the tension between accountability and improvement as well as misalignment between definitions.

S4 Engage in the discourse on student success
With the development of thought papers and the research papers from the student success initiatives, HLC will continue participating in a larger conversation regarding student success.

S5 Modify policies in a timely, consistent and transparent way
HLC’s policy committee continues to help identify the procedures and practices that are affected by policy changes.

S6 Evaluate the non-financial indicator process
HLC has identified a Director of Institutional Research position in which HLC plans to fill in the new fiscal year.

S7 Clarify the role of regional and programmatic accreditors
HLC’s Associate Vice Presidents are engaged members of the Chicago Area Accreditors, a group working together to develop relationships across accreditation type.

S8 Emphasize the breadth of assessment of student learning
HLC’s Criteria Revision project and the student success initiatives are moving forward on parallel tracks toward this goal.

S9 Connect assessment to institutional improvements
HLC continues to provide this connection through its workshops on assessment and the Assessment Academy.

S10 Analyze the obstacles to “closing the assessment loop”
HLC’s Academies curriculum continues to provide guidance for institutions addressing this issue.

S11 Connect members to share assessment lessons learned
HLC’s Academies continue to provide Results Forums designed for this purpose.

S12 Develop understanding of student success
HLC’s 2019 Annual Conference will focus on “Roadmaps to Student Success.”

S13 Promote student success for the common good
HLC named student success as a main strategic direction and continues to work on the student success initiatives, with funding from the Lumina Foundation.

S14 Explore assessment frameworks for various institutional missions
HLC’s Testing Student Success Initiative examined bright lines and the research paper will provide recommendations related to this concept.

T1 Form an advisory group that guides HLC on innovation
HLC’s Partners for Transformation are exploring ways to unbundle higher education’s current structure, work with the triad on fostering innovation and promote student-focused accreditation.

T2 Foster understanding of common challenges
HLC engages regularly with the Council for Regional Accrediting Commissions (C-RAC) and state higher education executive officers (SHEEOs), as well as President Barbara Gellman-Danley’s various trips to the higher education associations in Washington, D.C.

T3 Connect with national efforts to improve higher education
HLC’s outreach report is a record of its efforts to connect with national efforts.

T4 Explore creation of HLC subsidiaries for thought leadership and advocacy
HLC has held an initial internal meeting to assess the feasibility of this idea.

T5 Publish white papers on higher education issues
HLC is working on papers developed by the Testing Student Success Data Initiative, the Defining Student Success Data Initiative, and the Partners for Transformation Subcommittees.

T6 Publish quality advancement resources
The 2018 Annual Conference featured a number of institutional projects, research and initiative that spoke to quality advancement.

A1 Build understanding for accreditation
As the chair of C-RAC, HLC’s President Gellman-Danley has frequent interactions with legislators regarding accreditation and the value of peer review.

A2 Communicate the value of accreditation
HLC’s President Gellman-Danley authored an article in the Association of Governing Boards’ member magazine Trusteeship on the importance of trustees understanding accreditation. In addition, HLC’s President and Chief of Staff have been asked to contribute to a book on quality assurance.

A3 Create ways for members to support accreditation
HLC’s Leaflet has a new feature on advocacy that provides talking points for members when visiting with legislators about accreditation.

A4 Research, capitalize on, and improve public recognition of HLC and accreditation
HLC participated in the C-RAC graduation rate project, providing data and analysis to educate readers on student success. HLC is now working with C-RAC to determine next steps and follow-up.

A5 Develop government relations and advocacy strategy
HLC, as part of C-RAC, has contributed to suggested changes on the reauthorization of the Higher Education Act.

A6 Articulate role of and interaction with the Triad
HLC engages regularly with C-RAC and SHEEOs. President Gellman-Danley has also met with the higher education associations in Washington, D.C. HLC will host a meeting with SHEEOs scheduled in November.

A7 Simplify processes to cut duplication of institutional efforts
Staff members are working with the other regional accreditors to explore ways to simplify how information is sent to and from the U.S. Department of Education.

A8 Mutually understand expectations from the USDE
In an effort to evaluate the Federal Compliance process, staff have held meetings with key representatives at the U.S. Department of Education to expand HLC’s understanding of the requirements for accreditors.