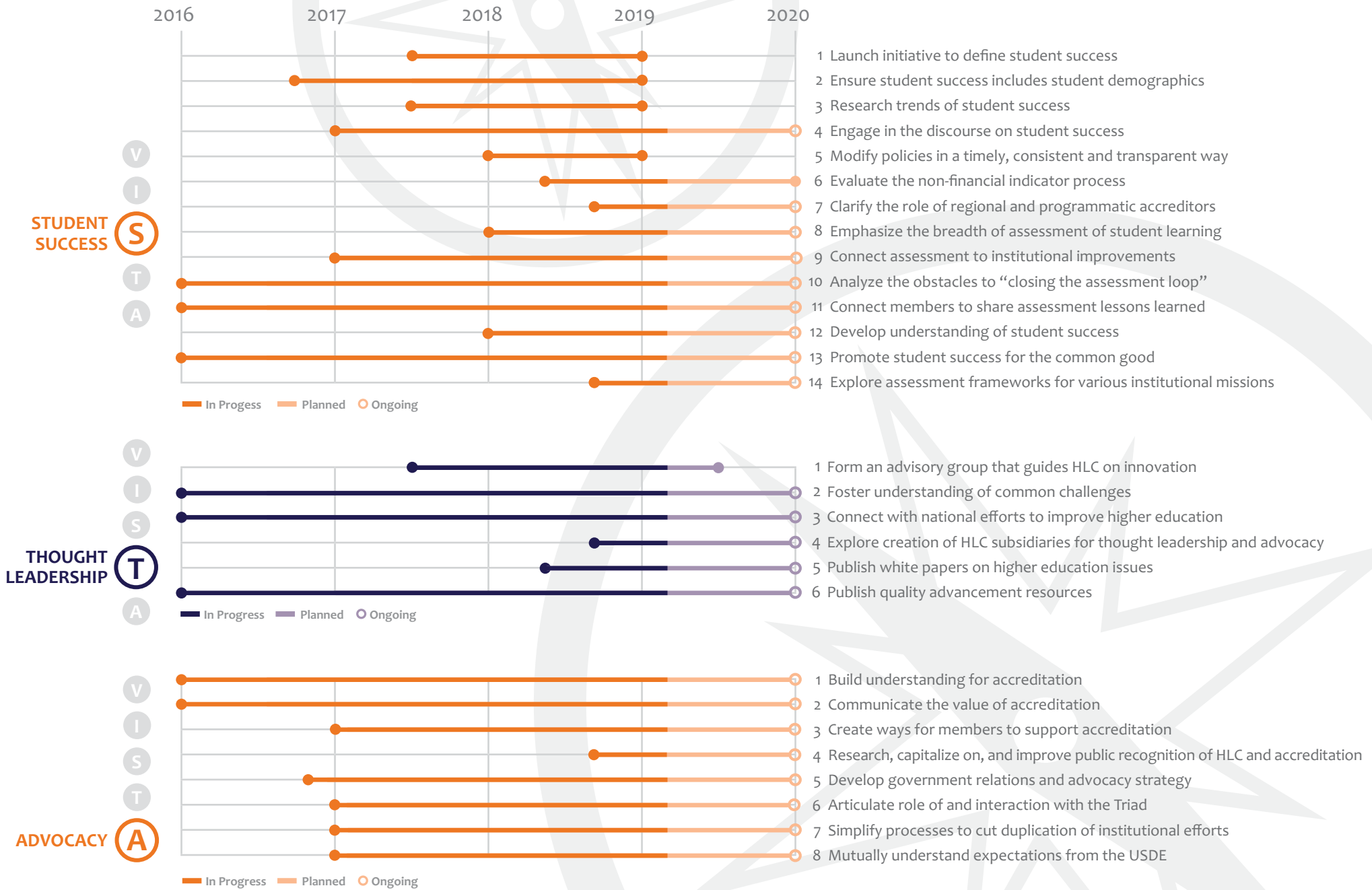




HLC'S STRATEGIC PLAN

PROGRESS ON VISTA





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.

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.

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 *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.

V11 Diversify the Peer Corps

HLC's Diversity Task Force ran a full-page recruitment campaign in the magazine, *Diverse Issues in Higher Education*. HLC's 2019 Annual Conference will include a networking event sponsored by the Diversity Task Force.

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

HLC will hold two new workshops in March; one on continuous quality improvement when strategic planning 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 and recently surveyed all audiences regarding trends in higher education to direct the next strategic plan.

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 Connection Hub.

I 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 will update the Providing Evidence for the Criteria for Accreditation following the adoption of new standards.

I3 Develop and fine-tune accreditation processes

HLC continues to update its processes based on feedback from the members and peer reviewers, including the federal compliance process and its application in the Assurance System.

I4 Seek clarity from the Triad on institutional innovation

As part of the Negotiated Rulemaking process, President Gellman-Danley advocated and succeeding in gaining representation of the SHEEOs on the committee.

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 initiative has generated two proposals: 1) an HLC-led experimental sites project and 2) a flipped substantive change approval process.

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

HLC has increased the number of members of the Institutional Actions Council to distribute the work load to be manageable.

S STUDENT SUCCESS

S1 Launch initiative to define student success

HLC's Defining Student Success Initiative has completed its work.

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.

S STUDENT SUCCESS (cont.)

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 and will be filled soon.

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.

T THOUGHT LEADERSHIP

T1 Form an advisory group that guides HLC on innovation

HLC's Partners for Transformation thought papers and recommendations will be shared at the 2019 Annual Conference.

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 confirmed the current structure is appropriate for the immediate needs.

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 2019 Annual Conference will feature a number of institutional projects, research and initiative that spoke to quality advancement.

A ADVOCACY

A1 Build understanding for accreditation

As the chair of C-RAC, HLC's President Gellman-Danley has been selected and is serving on the U.S. Department of Education's Negotiated Rulemaking process.

A2 Communicate the value of accreditation

Staff liaisons and HLC's President have been speaking at national conferences regarding the value of accreditation.

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's social media presence has grown with the publishing of thought papers on student success and innovation.

A5 Develop government relations and advocacy strategy

HLC published its 2019 Advocacy Agenda

A6 Articulate role of and interaction with the Triad

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

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

HLC has reworked its federal compliance process with input from key representatives at the U.S. Department of Education.