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.
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.
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.

**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**

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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 held a listening session at the 2023 Annual Conference regarding diversity, equity, access and inclusion and its role in the regular review of the Criteria for Accreditation.

In early May HLC staff participated in the “Courageous Conversation” protocol, aimed at providing a framework for explicitly addressing persistent racial disparities with intention.

Monitor emerging state legislative efforts on topics such as DEI and academic freedom (“divisive concepts”) across HLC’s traditional region and throughout the United States with an eye towards the intersection with HLC requirements.

VISION
By the end of the fiscal year, every member of HLC’s staff will have participated in some form of agile training. HLC staff members have started experimenting with agile and sharing best practices and lessons learned.

HLC is in the process of moving an updated Assurance System into Canopy for members to have a more efficient technology experience with HLC.

OUTCOMES
HLC is analyzing institutional-level data from the National Student Clearinghouse for the purpose of developing success measures and sector-appropriate benchmarks.

HLC provided a session at the 2023 Annual Conference regarding the ongoing research in defining and advancing student success and the work to develop multiple indicators for monitoring institutional performance.

LEADERSHIP
HLC is monitoring new resources on leadership within the higher education ecosystem.

HLC is in the process of reviewing and updating the Criteria for Accreditation, including feedback from the membership from listening sessions at the 2023 Annual Conference.

VALUE
HLC hosted more than 3,300 attendees at its 2023 Annual Conference. More than 90 percent of attendees surveyed were satisfied with the overall conference experience.

HLC has surveyed the membership regarding an alternative credentials project as a new member benefit.

ENGAGEMENT
HLC continues to highlight the institutions graduating from the Academies in Leaflet as an opportunity for institutional members to tell their story.

HLC participated in a robust conversation with NACIQI as part of its continued recognition by the U.S. Department of Education.

HLC continues to engage with the U.S. Department of Education on new Dear Colleague Letters and regulations that are being introduced. They engagements help clarify for the U.S. Department of Education some of the repercussions of the changes they are introducing.