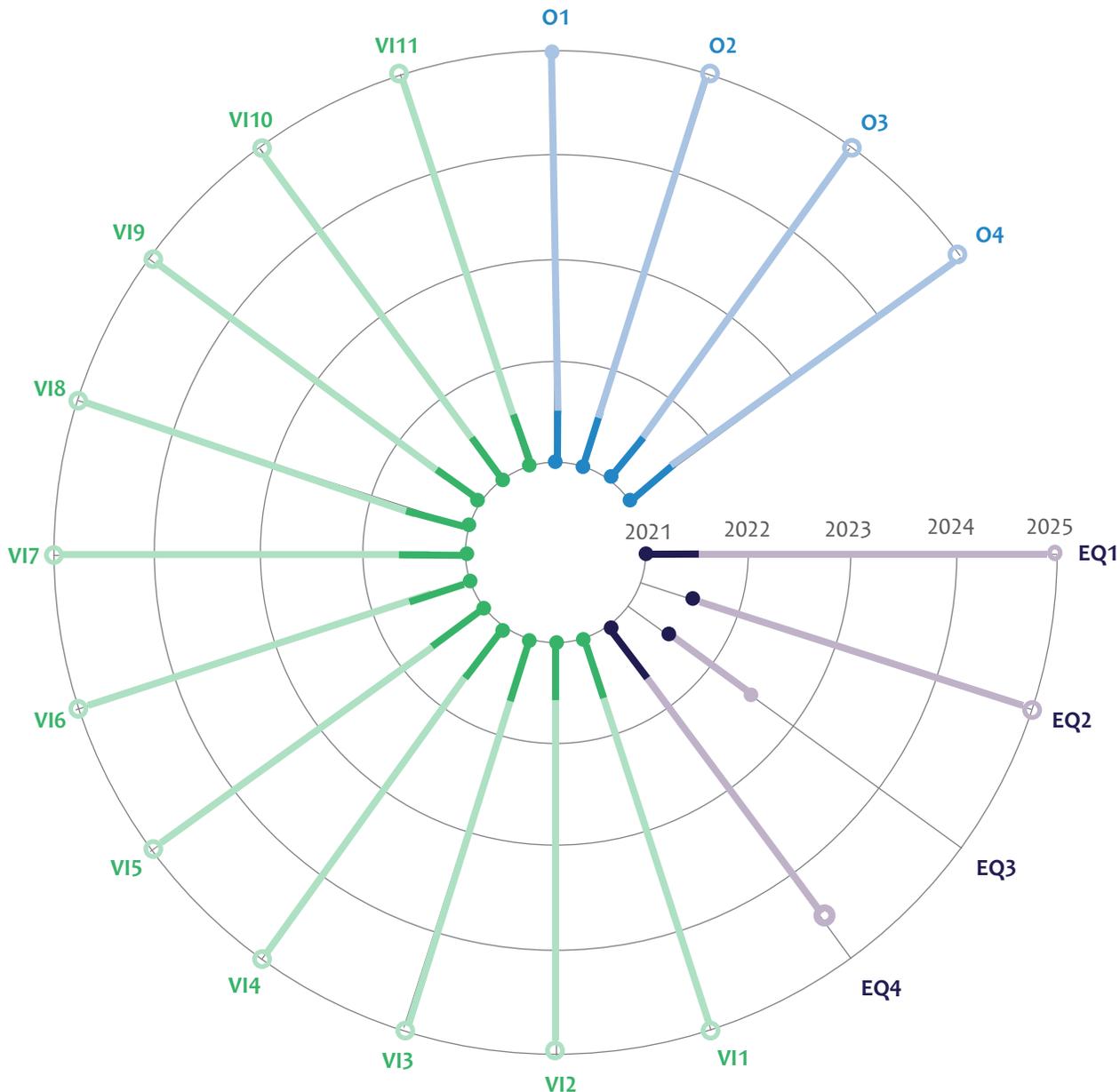


HLC'S STRATEGIC PLAN

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

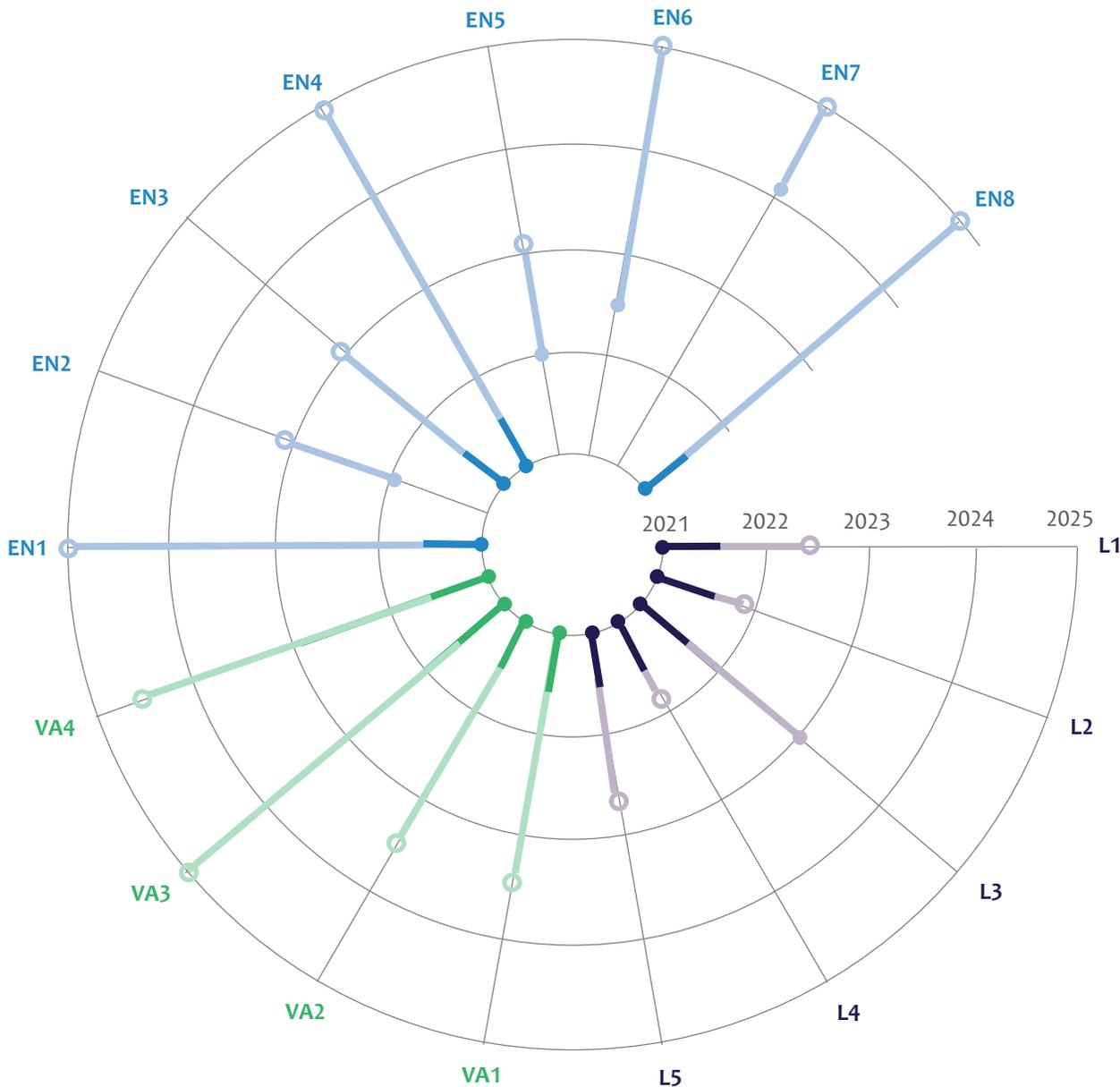
1. Focusing on students first as the most critical stakeholder in higher education and institutional accreditation.
2. Exemplifying a commitment to equity.
3. Emphasizing the importance of outcomes that lead to student success in academics, the workforce, engaged citizenry and social responsibility.
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.

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 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's 2021 Annual Conference hosted presentations on the findings of the Equity Survey.

HLC's quality awareness project on Equity has teamed up with the Peer Corps Diversity Committee to take the equity survey results and develop thought papers on how equity is being addressed at member institutions.

With funds from the Lumina Foundation, HLC has begun looking at opportunities for staff development on equity.

VISION

HLC announced its new mission and vision statements at the 2021 Annual Conference.

OUTCOMES

HLC's Assessment Task Force presented its work at the 2021 Annual Conference and received interest and receptiveness to its planned initiatives.

The Outcomes Staff Committee is starting the process to revise Core Components 4.B and 4.C, one of the initiatives supported through the plans of the Assessment Task Force.

HLC has received data regarding member institutions from the National Student Clearinghouse, as part of a Lumina Foundation funded initiative, and has begun analyzing the data.

LEADERSHIP

HLC has participated in a Midwest Higher Education Compact and the National Alliance of Concurrent Enrollment Partnerships project examining the dual credit pipeline issue.

HLC's Effective Administrators Workshop continues to broaden its reach in preparing the next wave of leaders at colleges and universities.

HLC staff members have taken advantage of the virtual nature of professional development during this pandemic: 32 staff members used professional development funds for trainings, credentials, and memberships with professional associations. 8 of these staff members worked towards degrees or certificates at accredited institutions.

VALUE

HLC has launched a pilot project looking at differential accreditation and the potential added value it may provide for member institutions.

HLC is exploring a partnership with National Association of College and University Business Officers (NACUBO) to provide member's resources on finance.

HLC pivoted to provide the 2021 Annual Conference virtually, reaching more than 4,600 attendees!

ENGAGEMENT

With funding from Lumina Foundation, HLC has engaged more than 20 representatives in a Stakeholders' Roundtable, holding two virtual meetings examining insights into the relationship between higher education, accreditation and the workforce.

HLC is finalizing a thought paper to be published in the July Leaflet, written by two institutional representatives and an HLC staff member exploring the opportunities present when institutions look at their transfer admissions policies to help students affected by abruptly closing colleges and universities.

The 2021 Annual Conference presented numerous opportunities to hear from members and stakeholders regarding the new strategic plan, EVOLVE, and various other initiatives at HLC building on the ongoing dialog with members regarding the value of membership.