



# ACCJC

ACCREDITING COMMISSION FOR  
COMMUNITY AND JUNIOR COLLEGES  
WESTERN ASSOCIATION OF SCHOOLS AND COLLEGES

# Strategic Plan 2017 - 2025

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## Purpose of Accreditation

The purposes of regional accreditation include encouraging institutions to improve academic quality, ensure institutional effectiveness, and ultimately, promote student success. The ACCJC focuses on community colleges, career and technical colleges, and junior colleges, through the creation and application of standards of accreditation and related policies, and through a process of review by higher education professionals and public members.

ACCJC evaluation of institutions assures the educational community, the general public, and other organizations and agencies that an institution has clearly defined objectives appropriate to higher education; has established conditions under which their achievement can reasonably be expected; appears in fact to be accomplishing them; and is organized, staffed, and supported at a level whereby it can be expected to continue doing so.

## Strategic Planning Process: Toward the 2020 edition

ACCJC's Strategic Plan 2017-2025 provides direction and focus for the organization to accomplish its purpose and mission. ACCJC's strategic planning process began in spring 2017 with development of a mission statement and core values to express the ACCJC's principles. During its spring 2017 annual Commission Development Workshop, ACCJC identified four priority areas for improvement: structure and functioning of the accrediting agency, educational programming, communications, and strategic planning and evaluation. These areas were formalized and incorporated into the January 2018 edition of the Strategic Plan.

Eighteen months later, during its fall 2019 Commission Development Workshop (CDW), Commissioners took stock of ACCJC's accomplishments and reviewed the outcomes of the 2018 edition of the Strategic Plan in order to continue making progress to achieve its goals. In addition, the Commission considered external factors in higher education, proposed modified priorities, and identified new topics and issues to respond to the changing landscape of higher education.

The draft 2020 edition of the Strategic Plan represents a culmination of the Commission's discussion and work, and provides forward-looking opportunities for the agency's growth and development in service to its member institutions to realize the positive impact of its mission and core values.

The Commission's Evaluation and Planning Committee led the development process resulting in the 2020 edition of ACCJC's Strategic Plan.

### Evaluation and Planning Committee Members (2019 – 2020)

Dr. Carmen Sigler, Committee Chair

Dr. Erika Lacro

Dr. Sonya Christian, former Committee Chair

Dr. Willard Lewallen

Mr. Randy Beach

Dr. John Morton

Dr. Kathleen Burke

Dr. Ian Walton

Dr. Karolyn Hanna

Ms. Gohar Momjian (staff)

Mr. Bob Jones

## Strategic Plan 2017 - 2025

### Our Mission

The Accrediting Commission for Community and Junior Colleges supports its member institutions to advance educational quality and student learning and achievement. This collaboration fosters institutional excellence and continuous improvement through innovation, self-analysis, peer review, and application of standards.

### Expressing Our Core Values

The mission statement is grounded by a set of core values that embody the principles and practices that align and balance the dual purposes of ACCJC:

**Integrity:** *Every interaction with our members is guided by our commitment to the principles of transparency and consistency. This creates mutual and clear understandings and ensures fair and value-adding results for institutions.*

**Quality Assurance:** *Because our processes are based on thorough and recognized best practices, our determination that an institution is in fact providing a quality educational experience for its students is respected by multiple stakeholders.*

**Institutional Improvement:** *ACCJC Standards create an institutional culture reflective of higher education's best practices to guide and strengthen an ongoing culture of continuous quality improvement.*

**Peer Review:** *One of America's best contributions to education is the peer review process. Through its proven powers, the peer review process allows members of the academic community to serve their colleagues by providing rich feedback that identifies commendations and areas for improvement.*

**Student Learning and Achievement:** *Students are the grounding point for every Standard and aspect of the review process, the end goal of each evaluation, and the driving passion of the faculty and staff at our member institutions.*

**Collegiality:** *The work of accreditation is mediated through the relationships that are formed among all the participants, characterized by mutual respect, collaboration, and engagement around common interests.*

## Strategic Goal

The immediate, strategic goal of the Commission is **to realize the positive impact of its mission and core values over the next five years** through the implementation of a strategic plan that defines action steps to re-design policies and practices in training, communications, evaluation, process and structure, and operations to the ultimate goal of mission fulfillment.

By 2025, ACCJC aspires to manifest and sustain the core values, as demonstrated by member institutions that will:

- ✓ attest to the integrity, collegiality, and transparency of ACCJC practices and actions;
- ✓ know that ACCJC is first and foremost concerned with improving student learning and achievement;
- ✓ know and experience the balance and alignment between the dual purposes of institutional quality assurance and improvement;
- ✓ see peer review as one dimension of capacity building for quality and improvement;
- ✓ see ACCJC as an advocate for regional accreditation as a self-regulated, peer review process.

ACCJC has an obligation to its members to implement this strategic plan that builds upon established purpose and principles and leads the Commission and its member institutions to fulfillment of mission through alignment of purpose, principles, and practices.

## Strategic Priorities: 2020 Edition

The Commission endorses the following key strategies which serve as guide posts in pursuit of realizing its mission. The primary objectives serve as the steps to achieve ACCJC's strategy. The Commission will continue to monitor external and internal environmental factors in the changing landscape of higher education in order to provide excellent support to its member institutions and advance educational quality and improve student learning and achievement.

### *Key Strategies*

Strategy 1: Communicate and collaborate to advance the mission of ACCJC

Strategy 2: Foster institutional innovation

Strategy 3: Lead advocacy efforts on accreditation

### *Primary Objectives*

Objective 1: Support institutional efforts to increase student achievement

Objective 2: Refine the comprehensive review process

Objective 3: Develop a new accreditation standards framework

Objective 4: Nurture ongoing collaborations and expand partnerships

Objective 5: Strengthen ACCJC infrastructure and capacity

Objective 6: Increase opportunities for two-way communication with member institutions