ACICS - STRATEGIC PLAN

JULY 2019 – JUNE 2021
CUSTOMER SERVICE

Collaborative learning / quality improvement
  • Conduct customer service survey to measure baseline metrics, identify customer needs, define areas for future improvement; based on findings:
    • Provide more resources / training opportunities to schools to foster best practices, innovation and risk mitigation
    • Enhance evaluation teams and peer support / collaborative learning opportunities
    • Provide resources to help schools communicate key issues (degree institutions / community colleges vs. career and technical training)
  • Identify unique needs/challenges of international schools and strategies to address in advance of potential membership expansion

Communications and engagement
  • Communicate to current and former schools steps ACICS is taking to enhance quality, reliability, stability of accreditation and organization
ORGANIZATIONAL EFFECTIVENESS /OVERSIGHT

Evaluation teams

• Survey teams/schools for baseline awareness, identify areas for improvement, define metrics for future measurement; based on findings:
  • Enhance ability of evaluation teams to be effective, of schools to comply with robust evaluation process
  • Ensure schools and evaluators have shared expectations for evaluation process

Transparency and accountability

• With goal of ultimately issuing Key Operating Statistics (KOS) to the public, establish protocols for data integrity/validity and identify data sets to be released and strategies for communicating the meaning of the data and context with a larger ACICS obligations and priorities
ORGANIZATIONAL EFFECTIVENESS /OVERSIGHT

Role of accreditation

- In context of HEA reauthorization and negotiated rulemaking, collaborate with other accreditors to communicate key issues

ACICS positioning

- Develop appropriate opportunities for Michelle Edwards and board members to engage with key audiences; collaborate with key third parties
INSTITUTIONAL INTEGRITY

Board development

• Engage with Board Source or other consulting partners to identify needs, conduct training
• Develop matrix of necessary skill sets and areas of expertise from Board members and strategies for implementing

Staff development

• Based on final strategic plan, identify staffing needs and financial resources necessary to fulfill expectations; develop timeline and budget for implementation
# FIRST YEAR ELEMENTS

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Customer Service</th>
<th>Organizational Effectiveness</th>
<th>Institutional Integrity</th>
</tr>
</thead>
</table>
| **Q1 (July – Sept 2019)** | - Develop and distribute customer survey (US schools)  
- Identify needs of international schools based on Ad Hoc committee report  
- Provide schools with initial summary of ACICS strategic plan and proposed elements | - Develop and distribute survey to schools and evaluation teams to identify current needs and future priorities  
- Establish protocols for data integrity/validity, identify data sets to be released as part of KOS | - Explore initial engagement with Board Source  
- Identify staffing needs and financial resources necessary to implement strategic plan |
| **Q2 (Oct – Dec 2019)**  | - Based on survey findings / Ad Hoc cmte report, develop initial, one-year plan for collaborative learning | - Based on survey findings, develop initial, one-year plan for strengthening evaluation teams  
- Prepare to release data based on CAR/PVP and November report to DOE | - Board Source and staff development – ongoing |
# FIRST YEAR ELEMENTS

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Customer Service</th>
<th>Organizational Effectiveness</th>
<th>Institutional Integrity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Q3 (Jan – March 2020)</strong></td>
<td>Kickoff collaborative learning effort</td>
<td>Begin implementation of evaluation team improvements</td>
<td>Board Source and staff development – ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Release initial data set</td>
<td></td>
</tr>
<tr>
<td><strong>Q4 (April – June 2020)</strong></td>
<td>Continue collaborative learning elements</td>
<td>Continue evaluation team improvements</td>
<td>Board Source and staff development – ongoing</td>
</tr>
<tr>
<td></td>
<td>Provide schools with year-end summary of progress against strategic priorities</td>
<td>Update data as appropriate</td>
<td></td>
</tr>
</tbody>
</table>

Michelle Edwards will provide quarterly updates the Board on progress under each category.