

## Index to Accreditation Criteria of the Higher Learning Commission

**Criterion One: Mission and Integrity**

The organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff, and students.

**(1a) The organization's mission documents are clear and articulate publicly the organization's commitments.**

- Northwood's board has adopted statements of Mission, Core Values, Core Purpose, Code of Ethics, and Outcomes that together clearly and broadly define Northwood's mission. [O1,1C1,2C2,5C2,5P1]
- Northwood's Mission/Values/Purpose/Ethics/Outcomes documents define the varied internal, external, and global constituencies Northwood intends to serve. [O1-3,5C3,9C1-2]
- The Mission/Values/Purpose/Ethics/Outcomes documents include a strong commitment to high academic standards that sustain and advance excellence in higher learning. [O1,1C1-2]
- The mission documents state goals for the learning to be achieved by our students. [O1,1C1-2,1P1-4]
- Northwood regularly evaluates and, when appropriate, revises the mission documents. [1P1,4C1, Figure 4-1,5C2,8P1]
- Northwood makes the mission documents available to the public, particularly to prospective and enrolled students. [1C4,8C1-2]

**(1b) In its mission documents, the organization recognizes the diversity of its learners, other constituencies, and the greater society it serves.**

- In its mission documents, Northwood addresses diversity within the community values and common purposes it considers fundamental to its mission. [O1,1C4-5,2C2,3C1,4P3]
- Our mission documents present Northwood's function in a multicultural society and affirm our commitment to honor the dignity and worth of individuals. [O1,1C4,4P3,5C3,5P1,8C1-2]
- Northwood's required codes of belief and expected behavior are congruent with its mission. [O1,1C2,Figure 1-1,Figure 4-6,5C3,8C1-2]
- The mission documents provide a basis for Northwood's basic strategies to address diversity. [1C4-5,2C3,4P1-3]

**(1c) Understanding of and support for the mission pervade the organization.**

- Our board, administration, faculty, staff, and students understand and support Northwood's mission. [O1,1C2,2C2,5C2,5P1,5P9,8C1-2]
- Northwood's strategic decisions, planning, and budgeting priorities flow from and support the mission. [O1,08,1C1-2,5C1-2,5P1,5P3,6C1-2,8C1-2,8P1,9C2]
- The goals of the administrative and academic subunits of Northwood are congruent with Northwood's mission. [1C1-2,5C2,5P1,5P5-6,7P5,8C1-2,8P1]
- Northwood's internal constituencies articulate the mission in a consistent manner. [1C2,5C2,5P5-6,8C1-2,8P1]

**(1d) The organization's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission.**

- Board policies and practices document the board's focus on Northwood's mission. [5C1,5P3,5P8,8P1-2]
- The board enables Northwood's chief administrative personnel to exercise effective leadership. [O1,4C1,5C1-3,8C1-2,8P1-3]
- The distribution of responsibilities as defined in governance structures, processes, and activities is understood and is implemented through delegated authority. [Org.Charts (Add. to IO),2C2,2R1-2,4C1,5C1,8C1-2,8P1]
- People within the governance and administrative structures are committed to the mission and appropriately qualified to carry out their defined responsibilities. [4C1-4,4P1-4,5P4,8P1]
- Faculty and other academic leaders share responsibility for the coherence of the curriculum and the integrity of academic processes. [1C1-2,1C4-5,1P1-2,1P7-9,3C2,5C1]

- Effective communication facilitates governance processes and activities. [2C2,4C1,5C1-2,5P4,7C1,8C1-2,8P1]
- Northwood regularly evaluates its structures and processes and strengthens them as needed. [2C2-3,3P7,3R1,3R3-4,5C1-2,5R1,7C1,8C1-2]

**(1e) The organization upholds and protects its integrity.**

- The activities of Northwood are congruent with its mission. [O1,1C1-2,2C2,5C2,5P1,8C1-2]
- The board exercises its responsibility to the public to ensure that Northwood operates legally, responsibly, and with fiscal honesty. [4P1-3,4P7,5C3,6C1-2,6R1,8P2-3]
- Northwood understands and abides by local, state, and federal laws and regulations applicable to it (or bylaws and regulations established by federally recognized sovereign entities). [O1-2,1C5,1P3,4C2,4P1-3,5C3,8P1]
- Northwood consistently implements clear and fair policies regarding the rights and responsibilities of each of its internal constituencies. [1C5,3P1-4,4C2,4P1-2,4P6]
- Northwood's structures and processes allow it to ensure the integrity of its co-curricular and auxiliary activities. [O4,2C1-2,2P1,2R1-3,8C1-2,9P1-2]
- Northwood deals fairly with its external constituents. [O4,3C1-2,3P3-4,3P7,9C1-2,9P1-2]
- Northwood presents itself accurately and honestly to the public. [O1,1C1,5C1,5C3,5P5-6,5R1]
- Northwood documents timely response to complaints and grievances, particularly those of students. [3P6,4C1-2,4P1-2,4P6,5C3]

**Criterion Two: Preparing for the Future**

The organization's allocation of resources and its processes for evaluation and planning demonstrate its capacity to fulfill its mission, improve the quality of its education, and respond to future challenges and opportunities.

**(2a) The organization realistically prepares for a future shaped by multiple societal and economic trends.**

- Northwood's planning documents reflect a sound understanding of Northwood's current capacity. [O1,1C2,1P2,2C3,4C1,8C1-2,8P1]
- Northwood's planning documents demonstrate that attention is being paid to emerging factors such as technology, demographic shifts, and globalization. [O1,06,08,1C3,2R1-2,4C3,8C1-2,8P1,9C1-2,9P1-2]
- Northwood's planning documents show careful attention to Northwood's function in a multicultural society. [O1,1C4-5,4C3,5C3,8C1-2,9C1,9P1,9P3,9R1]
- Northwood's planning processes include effective environmental scanning, showing it to be supportive of innovation and change. [O1,1P1,2R1,3P1,5C2,5P4,6R1,7C1,8C1-2]
- Northwood incorporates in its planning those aspects of its history and heritage that it wishes to preserve and continue. [O1,08,3P3-4,6C1,6P1,9C2]
- Northwood clearly identifies authority for decision making about organizational goals. [Org.Charts (add.to IO),4P3,5C1-2,5P1,5P7,8C1-2,8P1-4]

**(2b) The organization's resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future.**

- Northwood's resources are adequate for achievement of the educational quality it claims to provide. [O4-5,6C1,6R1,8C1-2,8P1-3]
- Plans for resource development and allocation document an organizational commitment to supporting and strengthening the quality of the education it provides. [O3,08,2C2,4R1-4,5P1-2,6C1-2,6R1,8C1-2]
- Northwood uses its human resources effectively. [4C1-4,4P1-7,4R1-4,5C1]
- Northwood intentionally develops its human resources to meet future changes. [4C4,4P1-2,4P4,5P7-9]
- Northwood's history of financial resource development and investment documents a forward-looking concern for ensuring educational quality (e.g., investments in faculty development, technology, learning support services, new or renovated facilities). [6C1,6R1,8C1-2,8P1-3]

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- Northwood's planning processes are flexible enough to respond to unanticipated needs for program reallocation, downsizing, or growth. [IC2,1C4-5,1P2,2P1,5P4,8C1-2,8P1-4]
- Northwood has a history of achieving its planning goals. [O3-8,1C4-5,2R1-2,3R1,6R1,8C1-2,8P1]

### (2c) The organization's ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement.

- Northwood demonstrates that its evaluation processes provide evidence that its performance meets its stated expectations for institutional effectiveness. [1R1-3,2R1-2,3R1,4R1-4,6R1,7R1]
- Northwood maintains effective systems for collecting, analyzing, and using organizational information. [1P6,1P8,1P11-13,2P5,3P7,4P10,6P5,7P1-4]
- Appropriate data and feedback loops are available and used throughout Northwood to support continuous improvement. [1P6,1P11,3R3-4,5P3-6,6P4,7P1,8P5]
- Periodic reviews of academic and administrative subunits contribute to improvement of Northwood. [1P8,1I1,2R3,3R3-4,4P10,7I1,8C1-2]
- Northwood provides adequate support for its evaluation and assessment processes. [1P8,1P11,3I1,8P5]

### (2d) All levels of planning align with the organization's mission, thereby enhancing its capacity to fulfill that mission.

- Coordinated planning processes center on the mission documents that define vision, values, goals, and strategic priorities for Northwood. [O1,O8,1C2,2C2,5C2,5P1,8C1-2,8P1-5]
- Planning processes link with budgeting processes. [6C1-2,6P1-2,8C1-2,8P1-3]
- Implementation of Northwood's planning is evident in its operations. [6C1-2,8C1-2,8P1-2]
- Long-range strategic planning processes allow for reprioritization of goals when necessary because of changing environments. [5C1-2,5P1-2,8C1-2,8P1-4]
- Planning documents give evidence of Northwood's awareness of the relationships among educational quality, student learning, and the diverse, complex, global, and technological world in which Northwood and its students exist. [O1-3,2C2,2R1-2,4C1,5C2,8C1-2,8P1-5,9C1-2]
- Planning processes involve internal constituents and, where appropriate, external constituents. [O1-2,2C2,4C1,5C2,5P3,8C1-2,8P1-2,9C1-2,9P1,9P3]

## Criterion Three: Student Learning and Effective Teaching

The organization provides evidence of student learning and teaching effectiveness that demonstrates it is fulfilling its educational mission.

### (3a) The organization's goals for student learning outcomes are clearly stated for each educational program and make effective assessment possible.

- Northwood clearly differentiates its learning goals for undergraduate, graduate, and post-baccalaureate programs by identifying the expected learning outcomes for each. [O2,1C1-5,1P1-3,3C1-2]
- Assessment of student learning provides evidence at multiple levels (course, program, and institutional) including multiple direct and indirect measures. [1C2,1P2,1P11,1P13,1R1-3,7C2]
- Results obtained through assessment of student learning are available to appropriate constituencies, including students themselves. [1R1-3,7P1,7P4]
- Northwood integrates into its assessment of student learning the data reported for purposes of external accountability (e.g., graduation rates, passage rates on licensing exams, placement rates, transfer rates). [1P12-13,1R1-3,7C2]
- Northwood's assessment of student learning extends to all educational offerings, including credit and noncredit certificate programs. [1C3-4,1P3,1P13,1R1-3,3C1-2,7C2]
- Faculty are involved in defining expected student learning outcomes and creating the strategies to determine whether those outcomes are achieved. [O1,1C1-5,1P1-2,1P6-8,1P11-13,5C1-2,8C1-2,8P1]
- Faculty and administrators routinely review the effectiveness and uses of Northwood's program to assess student learning. [1C2,1P1-2,1P11-13]

### (3b) The organization values and supports effective teaching.

- Qualified faculty determine curricular content and strategies for instruction. [1C1-3,1P1-2,1P5,1P8,5C1-2,5P3,8C1-2,8P1-3]
- Northwood supports professional development designed to facilitate teaching suited to varied learning environments. [1P6,1P9,4C4,4P1-2,4P4-5,6C1]
- Northwood evaluates teaching and recognizes effective teaching. [4C1,4P1-2,4P4,4P6,4P10,4R1-4]
- Northwood provides services to support improved pedagogies. [1P6-7,1P9,3C1-2,4C4,4P3,7C2]
- Northwood demonstrates openness to innovative practices that enhance learning, and supports faculty in keeping abreast of the research on teaching and learning, and of technological advances that can positively affect student learning and the delivery of instruction. [1C2-5,1P2,1P7,1P9,3C1-2,4C4,4P4-5,6P2,6P4]
- Faculty members actively participate in professional organizations relevant to the disciplines they teach. [O5,4P1-2,4P4-5]

### (3c) The organization creates effective learning environments.

- Assessment results inform improvements in curriculum, pedagogy, instructional resources, and student services. [1P8,1R1-3,1I1,3P7,3R3-4,6P1,6R1-4]
- Northwood provides an environment that supports all learners and respects the diversity they bring. [1C1,1C4-5,1P3,3C1-2]
- Advising systems focus on student learning, including the mastery of skills required for academic success. [1P5,1P9,1R1-3,3C1-2,6C1,6P1,6R1]
- Student development programs support learning throughout the student's experience regardless of the location of the student. [O3,1C3,1P3-5,1P7,1P9-10,2C3,2P1,3C1-2,6P1]
- Northwood employs, when appropriate, new technologies that enhance effective learning environments for students. [1C2-3,1P9,6C1-2,7C1]
- Northwood's systems of quality assurance include regular review of whether its educational strategies, activities, processes, and technologies enhance student learning. [1C2,1P1,1R1-3,8C1-2,8P1]

### (3d) The organization's learning resources support student learning and effective teaching.

- Northwood ensures access to the resources (e.g., research laboratories, libraries, performance spaces, clinical practice sites) necessary to support learning and teaching. [O6,1C5,1P9,4P4,6C1,6R1]
- Northwood evaluates the use of its learning resources to enhance student learning and effective teaching and to support learning and teaching. [1P13,1R1-3,3P7,3R1,4P4-5,6P1,6R1,7P6,8C1-2]
- Northwood supports students, staff, and faculty in using technology effectively. [1P9,4C4,7C1,7P1-2]
- Northwood provides effective staffing and support for its learning resources. [O5-6,4C4,4P4-5,6C1,6P5,8C1-2]
- Northwood's systems and structures enable partnerships and innovations that enhance student learning and strengthen teaching effectiveness. [O8,1C3-4,2C2-3,6C1-2,8C1-2,9C1,9P1,9P3]
- Budgeting priorities reflect that improvement in teaching and learning is a core value of Northwood. [1C3,2R1-2,6C1,6R1,8C1-2,8P1]

## Criterion Four: Acquisition, Discovery, and Application of Knowledge

The organization promotes a life of learning for its faculty, administration, staff, and students by fostering and supporting inquiry, creativity, practice, and social responsibility in ways consistent with its mission.

### (4a) The organization demonstrates, through the actions of its board, administrators, students, faculty, and staff, that it values a life of learning.

- The board has approved and disseminated statements supporting freedom of inquiry for Northwood's students, faculty, and staff, and honors those statements in its practices. [O1,1C4-5,3P3,4C1,4P3,5C1,5C3,5P3,5P8]
- Northwood's planning and pattern of financial allocation demonstrate that it values and promotes a life of learning for its students, faculty, and staff. [6R1,8C1-2,8P1-3]

- Northwood supports professional development opportunities and makes them available to all of its administrators, faculty, and staff. [4C4,4P1-4]
- Northwood publicly acknowledges the achievements of students and faculty in acquiring, discovering, and applying knowledge. [O8,4P1-2,4P7]
- Northwood and its units use scholarship and research to stimulate organizational and educational improvements. [2C1-3,2R1-2]

**(4b) The organization demonstrates that acquisition of a breadth of knowledge and skills and the exercise of intellectual inquiry are integral to its educational programs.**

- Northwood integrates general education into all of its undergraduate degree programs through curricular and experiential offerings intentionally created to develop the attitudes and skills requisite for a life of learning in a diverse society. [1C1-5,1P1-2,1P12]
- Northwood regularly reviews the relationship between its mission and values and the effectiveness of its general education. [1C1-2,1P13,1R1-3,3C1-2,3P7,3R1]
- Northwood assesses how effectively its graduate programs establish a knowledge base on which students develop depth of expertise. [1C1,1P1-2,1P6,1P8]
- Northwood demonstrates the linkages between curricular and co-curricular activities that support inquiry, practice, creativity, and social responsibility. [1P10,1R1-3,2C1-3,2R1-2]
- Learning outcomes demonstrate not only that graduates have achieved breadth of knowledge and skills and the capacity to exercise intellectual inquiry but also effective preparation for continued learning. [O1,1C3,1P1,1P12-13,1R1-3]

**(4c) The organization assesses the usefulness of its curricula to students who will live and work in a global, diverse, and technological society.**

- Regular academic program reviews include attention to currency and relevance of courses and programs. [1C2,1P1-2,1P8,1P10]
- In keeping with Northwood’s mission, learning goals and outcomes include skills and professional competence essential to a diverse workforce, and document that graduates have gained the skills and knowledge they need to function in diverse local, national, and global societies. [1C1-5,1P13,1R1-3,2C1]
- Curricular evaluation involves alumni, employers, and other external constituents who understand the relationships among the courses of study, the currency of the curriculum, and the utility of the knowledge and skills gained. [O2,1C2-3,1P1-2,1P8,3C1-2,9C1-2]
- Northwood supports creation and use of scholarship by students in keeping with its mission. [1C4-5,1P1-2,2C3,2R1]
- Faculty expect students to master the knowledge and skills necessary for independent learning in programs of applied practice. [1C4-5,1P13,1R1-3,2C1-2]
- Northwood provides curricular and co-curricular opportunities that promote social responsibility. [1P10,1P13,1R1-3,2C2-3,2R1,3P7,3R1-4,5C3,5P1]

**(4d) The organization provides support to ensure that faculty, students, and staff acquire, discover, and apply knowledge responsibly.**

- Northwood’s academic and student support programs contribute to the development of student skills and attitudes fundamental to responsible use of knowledge. [1C4,1P1-3,1P5,3C1-2,3P7,3R1]
- Northwood follows explicit policies and procedures to ensure ethical conduct in its instructional activities [O1,1C4-5,1P1,3R1,5C1-2]
- Northwood encourages curricular and co-curricular activities that relate responsible use of knowledge to practicing social responsibility. [1P10,1P13,1R1-3,2C1-3,2R1-2,5C3]
- Northwood creates, disseminates, and enforces clear policies on practices involving intellectual property rights. [O1,1C5,5C3]

**Criterion Five: Engagement and Service**

As called for by its mission, the organization identifies its constituencies and serves them in ways both value.

**(5a) The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.**

- Northwood’s commitments are shaped by its mission and its capacity to support those commitments. [O1,08,1C1-2,3C1-2,5C1-2,8C1-2,8P1,9C1]
- Northwood practices periodic environmental scanning to understand the changing needs of its constituencies and their communities. [1P2,1P13,1R1-3,3C1-2,3P1-5,8C1-2,8P1]
- Northwood demonstrates attention to the diversity of the constituencies it serves. [1C4-5,3C1-2,3P1-5,5C3,9C1]
- Northwood’s outreach programs respond to identified community needs. [O1,08,2C1-2,2R1-2,3C1-2,3P3-5,9C1,9P2]
- In responding to external constituencies, Northwood is well-served by programs such as continuing education, outreach, customized training, and extension services. [O2-3,06,08,1C2-3,2C2,3P5,3R3-4,9C1-2,9P1,9P3]

**(5b) The organization has the capacity and the commitment to engage with its identified constituencies and communities.**

- Northwood’s structures and processes enable effective connections with its communities. [O2,1C3,2C2-3,3P1-4,5C2-3]
- Northwood’s co-curricular activities engage students, staff, administrators, and faculty with external communities. [1P10,2C2-3,2R1,3C1-2,5C3,9C1,9R1-2]
- Northwood’s educational programs connect students with external communities. [1P10,2C2-3,2R1,3C1-2,9C1,9R1]
- Northwood’s resources—physical, financial, and human—support effective programs of engagement and service. [O6,2C1-3,2R3,3R3-4,5C3]
- Planning processes project ongoing engagement and service. [2C1-3,5C3,8C1-2,8P1]

**(5c) The organization demonstrates its responsiveness to those constituencies that depend on it for service.**

- Collaborative ventures exist with other higher learning organizations and education sectors (e.g., K-12 partnerships, articulation arrangements, 2+2 programs). [O4,07-8,1C3-4,2C2-3,3C1-2,9C1,9R1]
- Northwood’s transfer policies and practices create an environment supportive of the mobility of learners. [1C3-5,1P3,1P6,9C1,9R1]
- Community leaders testify to the usefulness of Northwood’s programs of engagement. [1P6,2C2-3,3P3,9C1,9R1]
- Northwood’s programs of engagement give evidence of building effective bridges among diverse communities and of partnerships focused on shared educational, economic, and social goals. [O8,1C3-5,2C2-3,3P4,9C1,9R1]
- Northwood’s partnerships and contractual arrangements uphold Northwood’s integrity. [5C3,9C1-2,9P1,9R1]

**(5d) Internal and external constituencies value the services the organization provides.**

- Northwood’s evaluation of services involves the constituencies served. [2C2-3,3P1-4,3P7,3R1-4,9C1,9P1]
- Service programs and student, faculty, and staff volunteer activities are well-received by the communities served. [O1,06,2C1-3,2R1-2,3P3-4,5C3,9C1]
- Northwood’s economic and workforce development activities are sought after and valued by civic and business leaders. [O4,5C3,9C1,9R1]
- External constituents participate in Northwood’s activities and co-curricular programs open to the public. [2R1,5C3,9C1,9R1]
- Northwood’s facilities are available to and used by the community. [O4,1P10,3P3-4,9R1]