

### Discussions Regarding Criterion 3

*The visiting team will likely formulate their questions directly in response to Marshall's HLC Assurance Argument. Review of our Assurance Argument is an excellent way to prepare for the Criteria sessions, and the following general criterion-related questions will also be helpful guide for preparation.*

1. How does your institution ensure the quality of teaching and learning across all programs and delivery modes (in-person, online, hybrid)?
2. Can you describe how the mission of the institution informs your academic programs and learning goals?
3. What processes are in place to evaluate and improve the quality of academic offerings?
4. How are general education goals integrated into academic programs, and how do students benefit from them?
5. What does “academic rigor” mean at your institution — and how is it demonstrated?
6. How does the institution support faculty in maintaining high standards for teaching and assessment?
7. What professional development opportunities exist for improving teaching, especially with changing technologies or modalities?
8. Are adjunct or part-time faculty adequately supported and integrated into academic life?
9. How do departments evaluate teaching effectiveness and make improvements over time?
10. How are student learning outcomes developed, measured, and used to improve instruction?
11. Can anyone describe a change made in a course, program, or support service based on assessment data?
12. What is the institution doing to “close the loop” — ensuring that assessment leads to actual improvements in learning?
13. How is assessment of co-curricular learning (like internships, service learning, or student leadership) handled?
14. Do students have equitable access to academic support resources such as advising, tutoring, writing centers, or disability services?
15. What challenges do faculty or students face in accessing library resources, lab space, or learning technologies?
16. How does the institution ensure that students in online or hybrid programs receive comparable support to those on campus?
17. What initiatives or strategies are in place to improve student learning, retention, and completion?
18. How does the institution ensure students are well-prepared for careers, further education, or community engagement after graduation?
19. How do students engage in high-impact practices (e.g., undergraduate research, internships, capstones), and how is this integrated into their learning?