



CAATE

Commission on Accreditation
of Athletic Training Education

2022 CAATE

Accreditation Conference

October 7-8, 2022 / *Atlanta, Georgia*



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Maximizing an Educational Consultant

BC Charles-Liscombe, EdD, ATC, LAT



■ CAATE Accreditation Conference 2022
BC Charles-Liscombe, EdD, ATC LAT

I have no relevant financial relationships to disclose.

I currently serve on the CAATE Commission.

The opinions stated here come from my experiences as a former program director, academic administrator, and program review consultant.

I do not currently have a consulting business nor is this a solicitation.

Learning Objectives:

At the end of this session, attendees should be able to:

- Describe opportunities for enlisting an educational consultant for quality assurance and quality improvement
- Reflect on the purpose and value of collaborating with a consultant
- Identify potential avenues for soliciting and engaging with a consultant

CHEA Quality Assurance & Quality Improvement

“All accrediting organizations create and use specific standards both to assure that institutions and programs meet threshold expectations of quality and to assure that they improve over time.”¹ (p. 1)

“Accreditation signals that the public can have confidence in the worth of an institution or program.”¹ (p. 2)

CHEA Quality Assurance

“Accreditation:

- Confirms that the public presentation of an educational program, student services and graduate accomplishments is fair and accurate.” ¹ (p. 2)

CHEA Quality Assurance

“Accreditation:

- Promotes accountability through ongoing external evaluation of the institution or program, with a finding that there is compliance with general expectations in higher education or a professional field as reflected in the accreditation standards. (QA) ¹ (p. 2)

CHEA Quality Improvement

“Accreditation:

- Identifies institutions and programs that have voluntarily undertaken explicit activities directed at improving the quality of the institution and its professional programs and are carrying them out successfully (QI).” ¹ (p. 2)

Why do institutions seek out consultants?

- Prepare for high stakes review (QA)
- Opportunity for impartial assessment (QA)
- Initiate change (QI)
- Resolve conflicts (QI)
- Seek feedback and support (Both)

Consultant as Evaluator (QA)

- Examination against a predetermined standard
- Effective in determining clarity of evidence and need for further documentation



Source: Pexels.com

Consultant as Evaluator (QA)

- Assists in preparing those unfamiliar with the peer-review process
- Enables changes to be made prior to self-study submission and on-site comprehensive review



Source: Pexels.com

Consultant as Change Agent (QA and QI)

- Short term relationship
- Empowered to identify mission critical issues that jeopardize operations



Source: Pexels.com

Consultant as Change Agent (QA and QI)

- Can provide an outsider's perspective in making difficult decisions
- Can create challenges for maintaining organizational trust and security without transparency and communication



Source: Pexels.com

Consultant as Mediator (QA and QI)

- Provide a skilled and impartial diplomat
- Gathers pertinent information from stakeholders
- Assists in resolving conflicts



Source: Pexels.com

Consultant as Mediator (QA and QI)

- Provides supportive environment
- Enables group to find common ground



Source: Pexels.com

Consultant as Coach/Mentor (QI)

- Collaborative relationship to facilitate growth and assist in implementing changes
- Helpful in supporting novice administrators



Consultant as Coach/Mentor (QI)

- Serves as an accountability partner
- Encourages program reflection and ongoing development



Source: Pexels.com

Consulting for Quality Assurance



Source: Pexels.com

- **Align program operations against a standard and evaluate evidence demonstrating quality.**
- **Targeted effort at assessing and supporting minimum standard compliance**
- **Provides support where expertise may be limited**

Opportunities for Targeted Quality Improvement



Source: Pexels.com

- Align program goals with institutional strategic objectives
- Consider procedural aspects of program administration in addition to curricular content
- Explore alternatives instructional designs and alternative delivery models

Maximizing a Consulting Relationship



Source: Pexels.com

- Define the boundaries and scope of the review and relationship
- Define the timeline well in advance of a peer-review or an implementation window
- Describe the expected deliverables and deadlines
- Agree upon compensation and expenses
- Assure confidentiality and limits of liability

Identifying and Soliciting Consultants



Source: Pexels.com

- On campus collaborators
- Peer recommendations
- Reciprocal consulting
- Aspirant programs and institutions

Reflective Self-Assessment and Consulting

- Provide accurate, fair, and targeted feedback
- Identify strengths and avenues for development
- Provide strategies for improvement and encouragement
- Monitor progress and recommend adjustments
- Develop trust and support

Reflective Self-Assessment and Consulting

- Recognize limitations for implementing major change initiatives
- Ensure buy-in and agree to a pace for change
- Allow the institution and its stakeholders to agree upon a best course of action
- Understand succession planning and personnel needs

References

1. Council for Higher Education Accreditation. The Value of Accreditation. <https://www.chea.org/value-accreditation>. Published June 29, 2010. Accessed October 4, 2022.



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