Using Consultations to Support Strategic Decision Making

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The CGS Consultation Process

- Consultation Goals

- Consultation Phases

- Consultation Models & Costs

- Common Consultation Goal Areas

- Consultation Forum and Recent Consultations

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Initiation or Goals Phase

1. Goals Conference Call
   - Specify Goal, Review Models, Costs, & Process
2. Goals Summary Letter
   - Goals & Site-Visit Template
3. Follow-Up Process
   - Three-month Follow-Up

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Consultation Phase

4. Email Confirmation: Model & Dates
5. Identification of Consultants: Expertise
   - Institutions of Similar Scope and Mission
   - Aspirational Institutions
6. Invitation to Potential Consultants
7. Confirmation of Consultants
8. Completion of Consultant Forms

Consultation Phase

9. Conference Call: Consultants and Institution
   - Review Goals, Materials & Agenda
10. Report Examples to Consultants
11. Conference Call with Senior Vice President
12. The Site Visit
    - Arrive Evening Prior Review Agenda with Dean/Designees
    - Days (1-2): Full Day 9-5
    - Final Day: Conclude with Exit Interview
13. Draft Report to CGS within 60 Days

Concluding Phase

14. CGS Submits Final Report and Cover Letter to Institution
    - Initial Review and Corrections
    - Final Report Following Feedback
15. Reimbursement and Fee Payment to Consultants
16. Institutional Billing for Consulting Fees & Travel, CGS Fees
17. Concluding Letters
    - CGS President & Senior Vice President

Consultation Models

- Two-Consultants/Two Days
  - $4,000 CGS Fees
  - $2,500 Per Consultant
  - Travel Costs Per Consultant
  - Total Cost = $9,000 + Travel Expenses for Consultants
- Three-Consultants/Three Days
  - $4,000 CGS Fees
  - $3,750 Per Consultant
  - Travel Costs Per Consultant
  - Total Cost = $15,250 + Travel Expenses for Consultants

Other Consultation Models

- Mini Consultations: One-Consultant/One Day
  - $4,000 CGS Fee
  - $1,250 Consultation Fee
  - Travel Costs for Consultant
  - Total Cost = $5,250 + Travel Costs
- International Consultation Model
  - $4,000 CGS Fee Per Report
  - $1,250 Per Each Full Day of Consulting Per Consultant
  - Travel Costs for Consultant(s)

Consultation Goal Areas

- Organization & Administration
- Enrollment Management/CRM Systems
- Budgeting & Finance
- Admissions
- Professional Development & Student Services
- Program Review & Assessment
- Online, Interdisciplinary, Dual/Joint Degrees
- Research Administration, Diversity, International Issues, Policy Development

Recent Consultations & Forum

Forum: Annual Meeting 5:00-6:00 PM December 8, Cushing B

- Georgia State University

- Bridgewater State University

- University of the Pacific

- Missouri University of Science and Technology

- Oregon State University

- University of Delaware

- California State University Dominguez Hills

- Central Washington University

- Western Kentucky University

- Montclair State University

Using Consultations to Improve Graduate Education

Lisa Armistead, Ph.D.

Associate Provost for Graduate Programs

Distinguished Professor of Psychology

Georgia State University

- Over 50,000 students

- Pre-Consultation context
  - Decentralized
  - Limited resources for graduate students
  - Disjointed admissions and retention practices

- Innovative and experimental culture

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- Pre-Consultation context
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- Innovative and experimental culture

- July 2014 hired first central administrator for graduate education

- Fall of 2015 tasked with "centralizing" admissions
  - Resulting from enrollment declines & inefficiencies
  - Necessitates changing functions within colleges/schools

- Spring of 2016 hosted CGS Consultants
  - Collaboration between central office and Arts & Sciences

Analyze current admissions practices to re-envision more efficient and collaborative processes

Analyze professional development programs, including faculty and graduate student development

Analyze current systems and resources in place to track progression and completion

Collaboratively generate best practices for each area

- Campus-wide engagement

- Pre-consultation activities
  - CGS/GSU Collaborative Goal Setting
  - Relevant materials
  - Conference calls
  - Dinner

Consultation visit

- Agenda
- Meeting management
- Open dialogue

Post-consultation activities

- Reviewing and editing the final report
- Report distribution-Executive Summary

Consultants' Agenda

- **Day 1: Central Admissions**
  - Provost, AVP for Undergrad Admission, Registrar, Director of ISSS, Associate Deans Group, Graduate Issues Working Group

- **Day 2: Arts & Sciences -Professional Dev & Progression to Degree**
  - CAS Dept. Chairs, Graduate Program Directors, Current Students, Ad hoc Committee on Mentoring & Advising

- **Day 3: Both Goals**
  - Institutional Research, Admin & Finance, Working lunch, Wrap-up Meeting

- Campus-wide distribution
- Key presentations of findings-Deans, Senate, Grad Councils
- Table of Recommendations and Plans for Implementation

Recommendation	Purpose
Develop a Graduate Council	Develop university-wide policies & procedures
Offer standardized delivery of required Grad. Assist. training	Eliminate legal/accreditation exposure. Prepare GA for responsibility. Enhance GA professional development
Support for Marketing & Recruitment	Enrollment growth, Market analysis to create data-driven GEMs to use in resource allocation
Support for Application Processing	Enrollment growth through increased efficiency, scale, & better diffusion of innovation.
Establish Graduate Life Center	Provide community & grad-specific services
Establish Resource Flow	Provide reliable and increased revenue source
Expand Grad. Student Alliance	Voice graduate student issues, advise Grad Council
Scale Provost's Dissertation Fellowships	Promote progression to degree, address resource perception
Expand External Resources for Grad. Funding	The university has increased funding available for grad students by 31% (2011-16). External support
Implement 3-minute thesis competition	must increase to provide competitive stipends. Opportunity for students to showcase work & hone communication skills.
Implement travel awards	Build PD opportunities/enhance progression to degree
Reconvene Data Integrity Group	Improve tracking/retention through consistent application of data standards
Consistently gather survey data from students and alumni	Program improvements, marketing

Questions

Questions?

Type them into the Questions box on the GoToWebinar control panel.
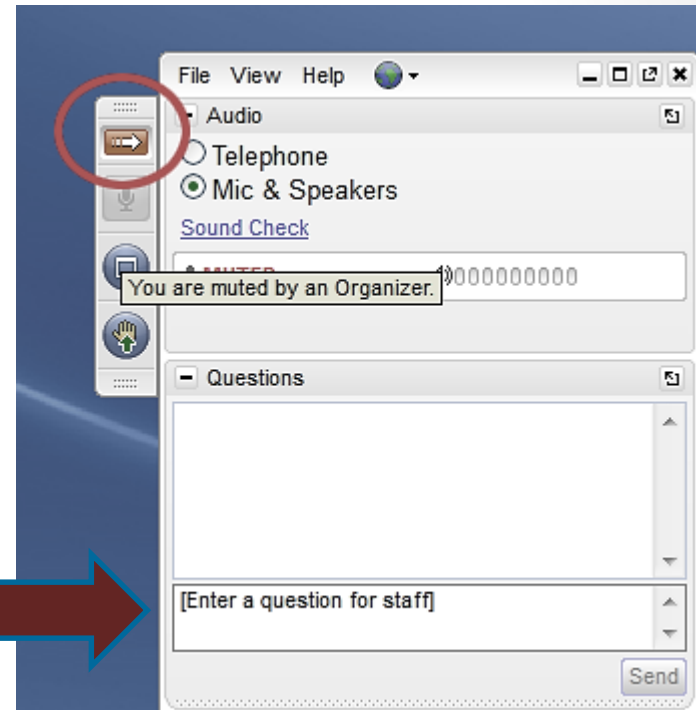
Thank You for Participating!

- Webinar recording and slides will be emailed to participants and posted on the CGS website. Please share with interested colleagues.

- Upcoming CGS Webinars:

  Preparing Your Institution's NIGMS Predoctoral Training Grant Proposal
  October 27, 2017 | 2:00-3:00 p.m. ET

  Broadening PhD Professional Development in the Humanities
  November 8, 2017 | 1:30-2:30 p.m. ET

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