

Master's Admissions: Transparency, Guidance, and Training

Tuesday, March 26, 2019

Robert Augustine

Senior Vice President, Council of Graduate Schools

James E. Marshall

*Dean of Research and Graduate Studies
California State University at Fresno*


M. Scott Herness

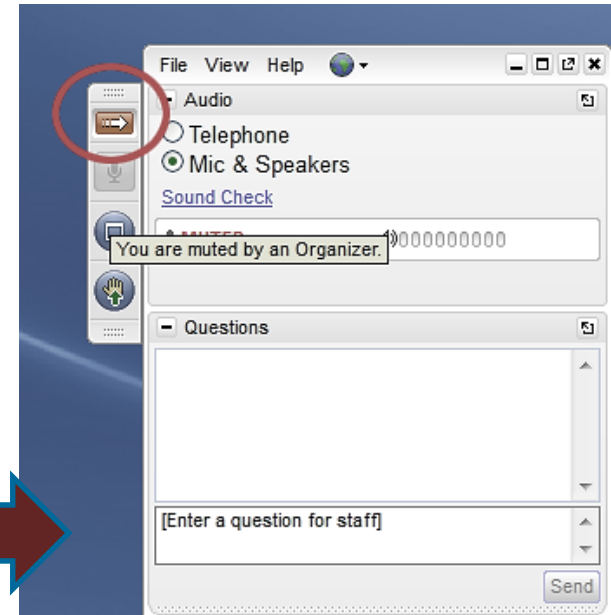
*Vice Provost and Dean of the Graduate School
Montclair State University*

Plan for today

- **Three speakers** will speak for approximately **45 minutes** total, followed by Q & A
 - **Robert Augustine** of the Council of Graduate Schools will speak for approximately 15 minutes about the CGS report, *Master's Admissions: Transparency, Guidance, and Training*.
 - **James E. Marshall** and **M. Scott Herness** will speak for approximately 30 minutes on how the report's findings have shaped their thinking about master's admissions on their campuses.

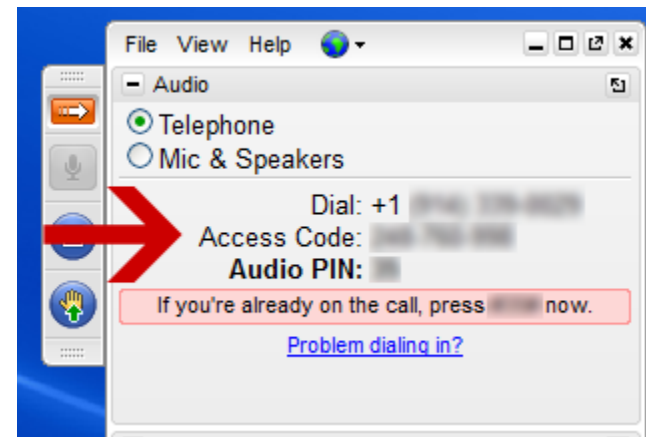
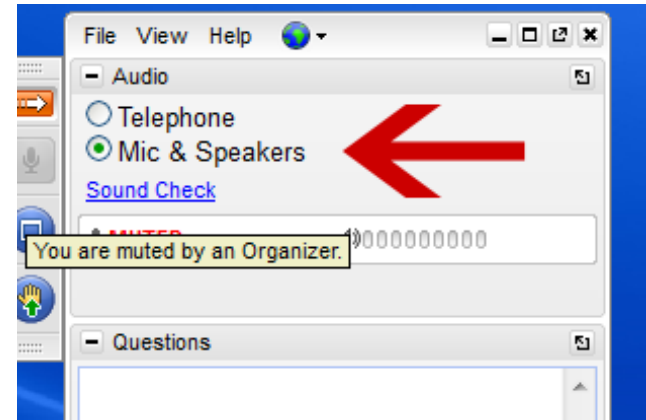
Technical Support

- Webinar **recording and slides** will be **emailed** to participants and **posted** on the CGS website
- Please **submit questions** through the GoToWebinar **control panel** 
- **Technical issues?** Troubleshooting help available:
http://support.citrixonline.com/en_US/webinar



Audio Troubleshooting

- Having trouble hearing us? Try switching to a different audio connection. You can change from Telephone to Mic & Speakers or vice versa without leaving the session.
- If you experience trouble with a telephone connection, click “Problem dialing in?” for an alternate phone number to dial.



Master's Admissions: Transparency, Guidance, and Training

Robert M. Augustine, Council of Graduate Schools

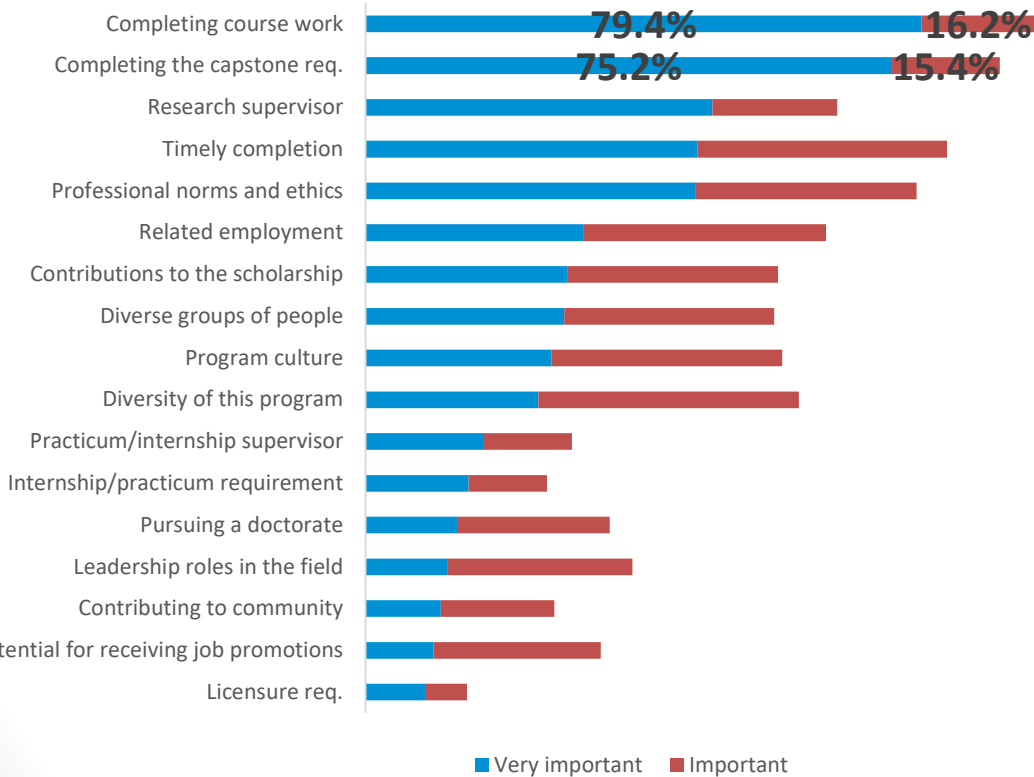
Master's Admissions

Transparency, Guidance, and Training

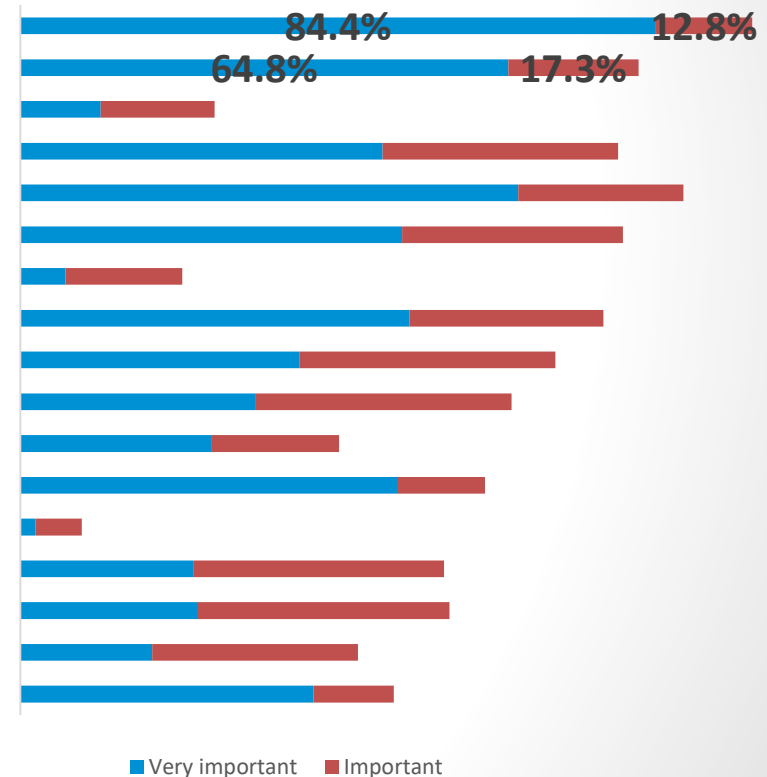
1. What is ***success*** in a master's program?
2. What ***attributes*** predict success?
3. What ***evidence*** evaluates the attributes?
 - What are the ***“missing pieces?”***
 - What are the implications for ***admission practices and*** future research?

Key Finding #1: Potential for completing the degree is the most important milestone that master's programs look for in their applicants during master's admission.

Research Focused Programs



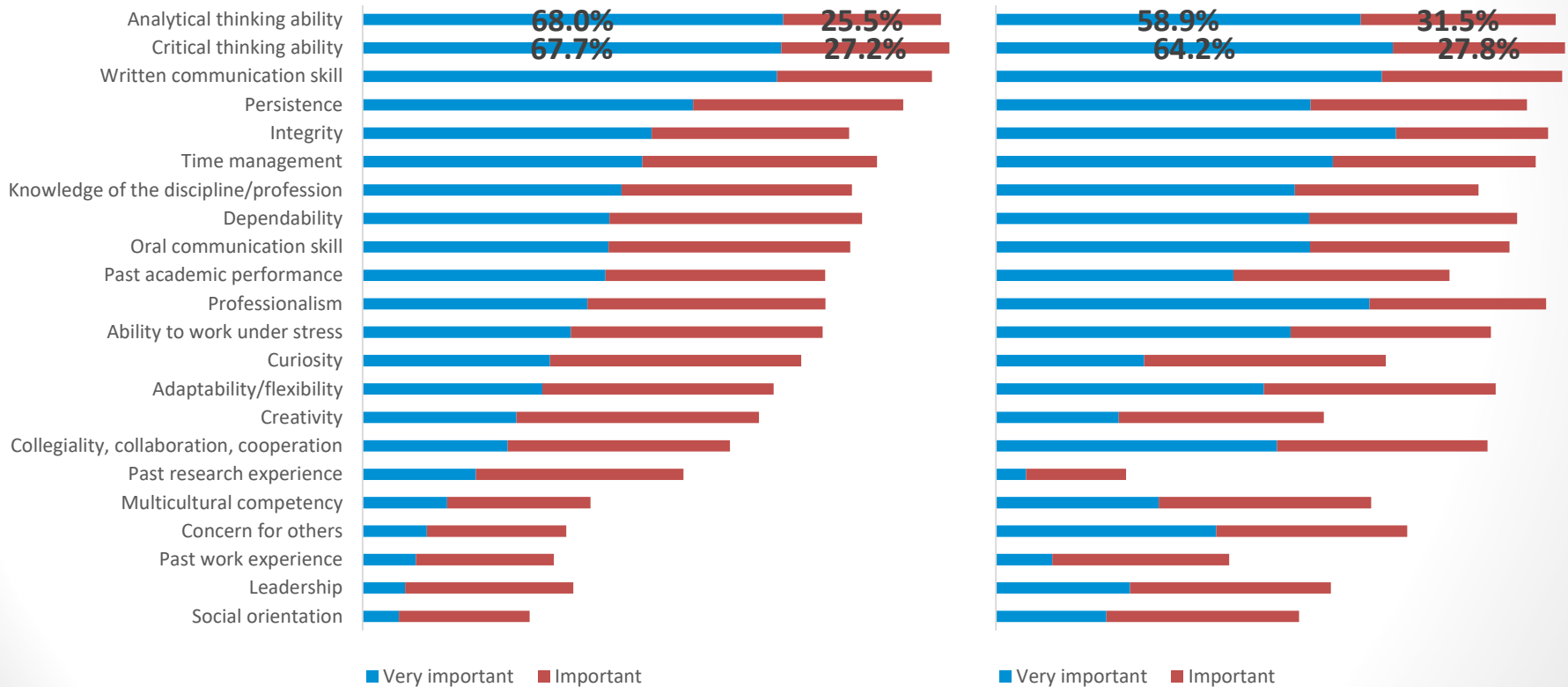
Professional Focused Programs



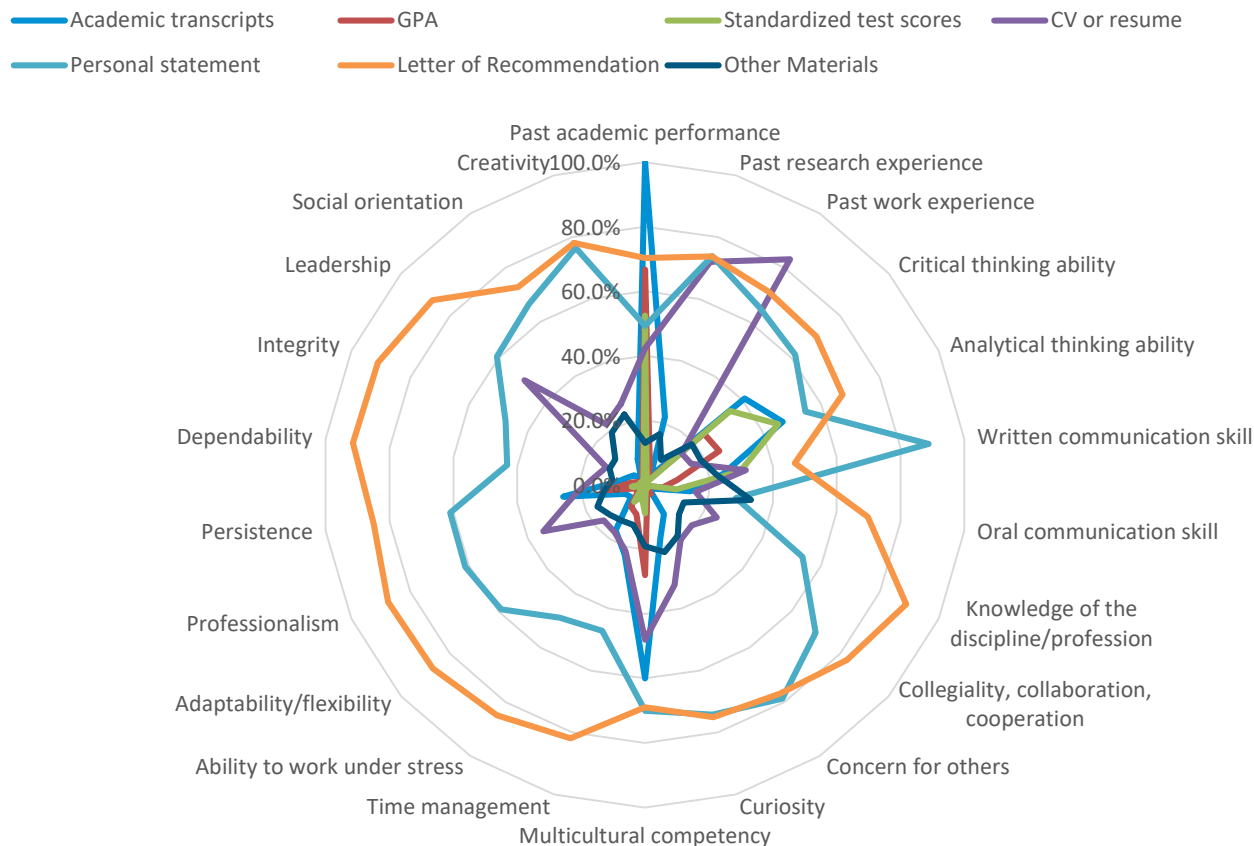
Key Finding #2: Critical thinking and analytical think are the most important attributes and qualities of applicants that master's programs associate with applicants' potential to meet key milestones for master's education.

Research Focused Programs

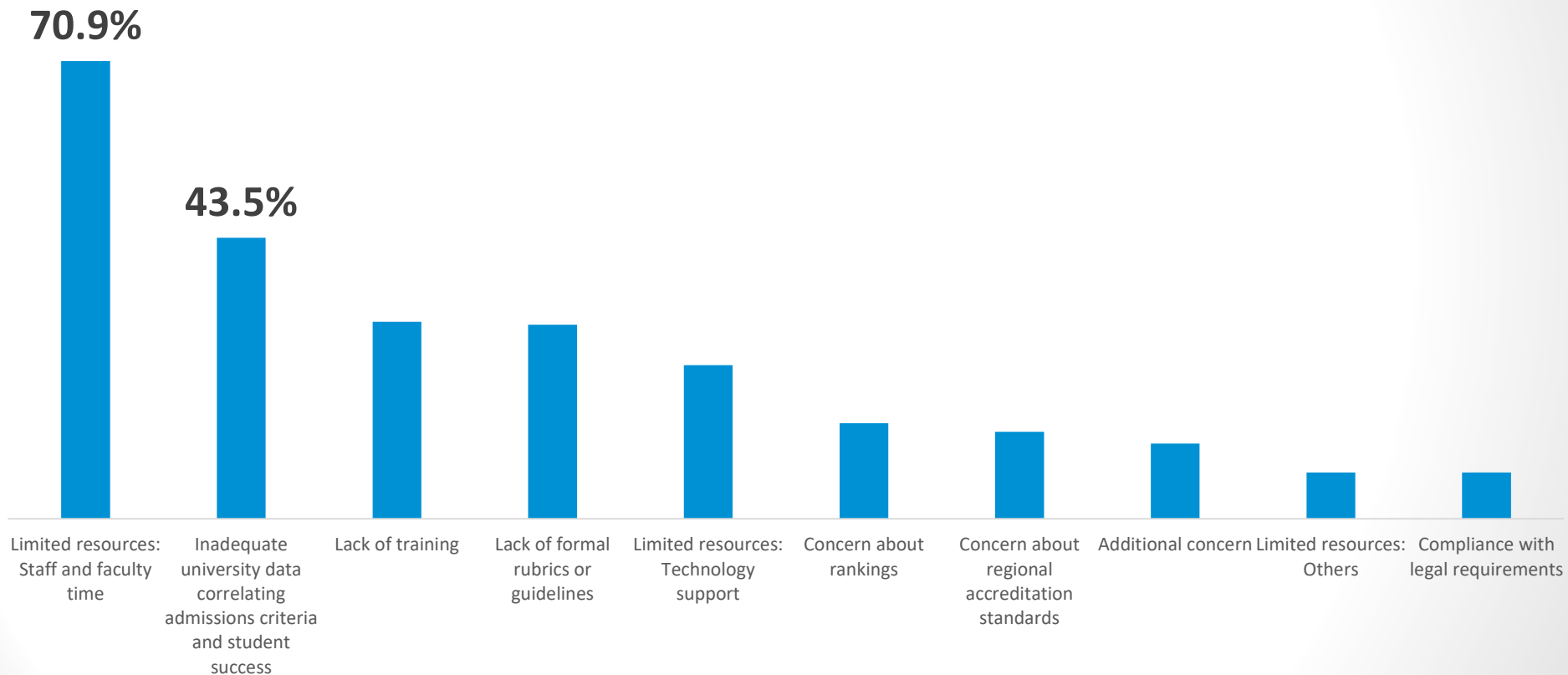
Professional Focused Programs



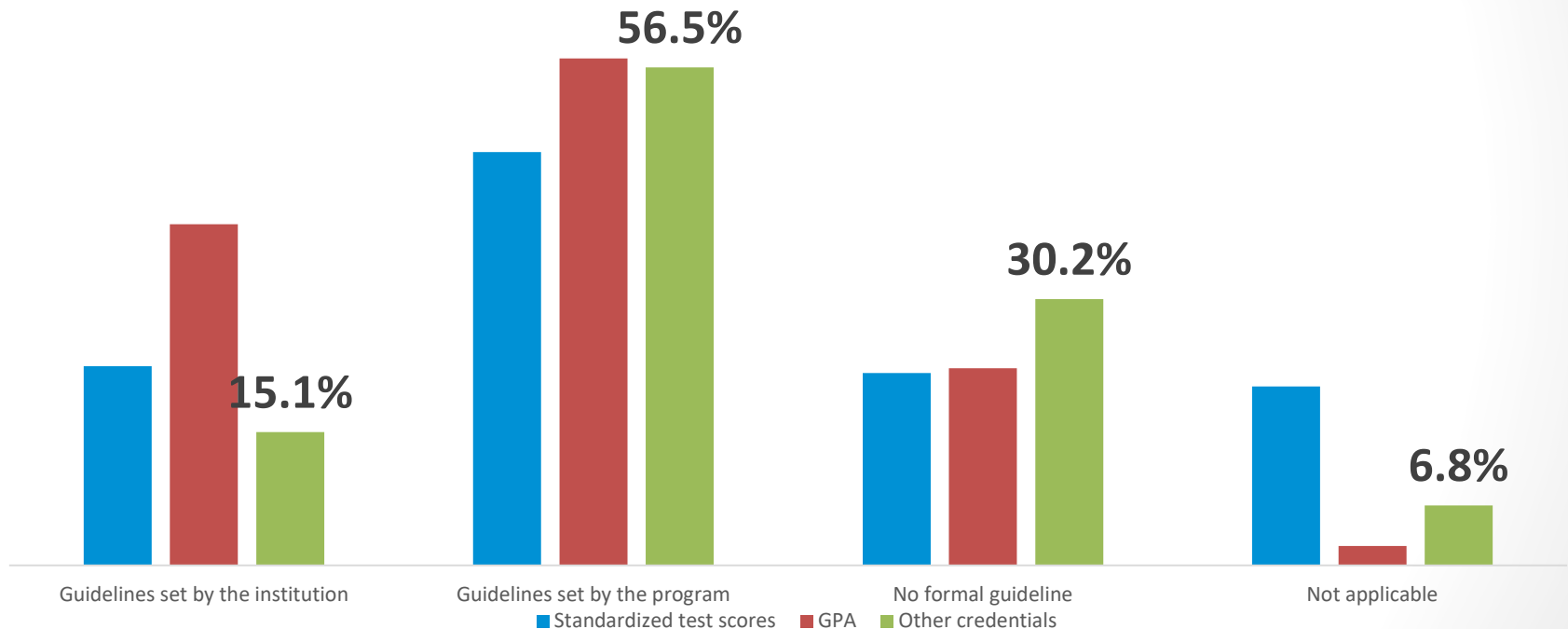
Key Finding #3: Letters of recommendations and personal statements are used to weigh a wide range of cognitive and non-cognitive attributes in application processes.



Key Finding #4: There are predictive limitations between admission criteria and student success, especially linkages between non-cognitive attributes and student success are lacking.



Key Finding #5: Yet, few graduate schools offer guidelines/rubrics for reviewing LoR or PS, and 30% master's programs have no formal guideline.



Transparency

- **At the Time of Admission Identify:**
 - **The Program's Definition**
 - **The attributes Associated with that Definition**
- **Promising Practices**
 - **Web Pages**
 - **Applicant Profiles**
 - **Standardization & Rubrics**
 - **Data for Admission Committees**

Guidance

- **Biasing Effects: Knowing the Applicant's...**
 - Program
 - Institution
 - Author of Letters
 - Scores/GPAs Prior to Other Evidence
- **Promising Practices**
 - Interviews
 - Panels
 - Advisory Boards
 - Order of Review

Training for All Participants

- **Training**
 - **Key Recommendation Holistic Review (Kent & McCarthy, 2016)**
- **Promising Practices**
 - **Leverage Faculty Leaders**
 - **Leverage Disciplinary Societies**

Admissions Reimagined

- **Artificial Intelligence & Big Data**
- **Cohort Admission = “Posse Initiative”**
 - **Admit Cohort vs. Admit Individuals**
- **Evidence Centered Design**
 - **Continuous Review & Adjustment**
- **Future Research**
 - **Predictive Potential of Non-Cognitive Attributes**
 - **Effectiveness of Standardization**
 - **Admissions Aligned with Models**

James E. Marshall

**Dean of Research and Graduate Studies
California State University Fresno**



Origin: 1911 as a Normal School, now one of 23 CSU campuses (largest university in US)

Carnegie Classification: Doctoral/Professional University (D/PU) + Community Engagement

Students: 25,168 with 2,953 post-bacc (12% of total); 67% 1st gen; 80% non-white

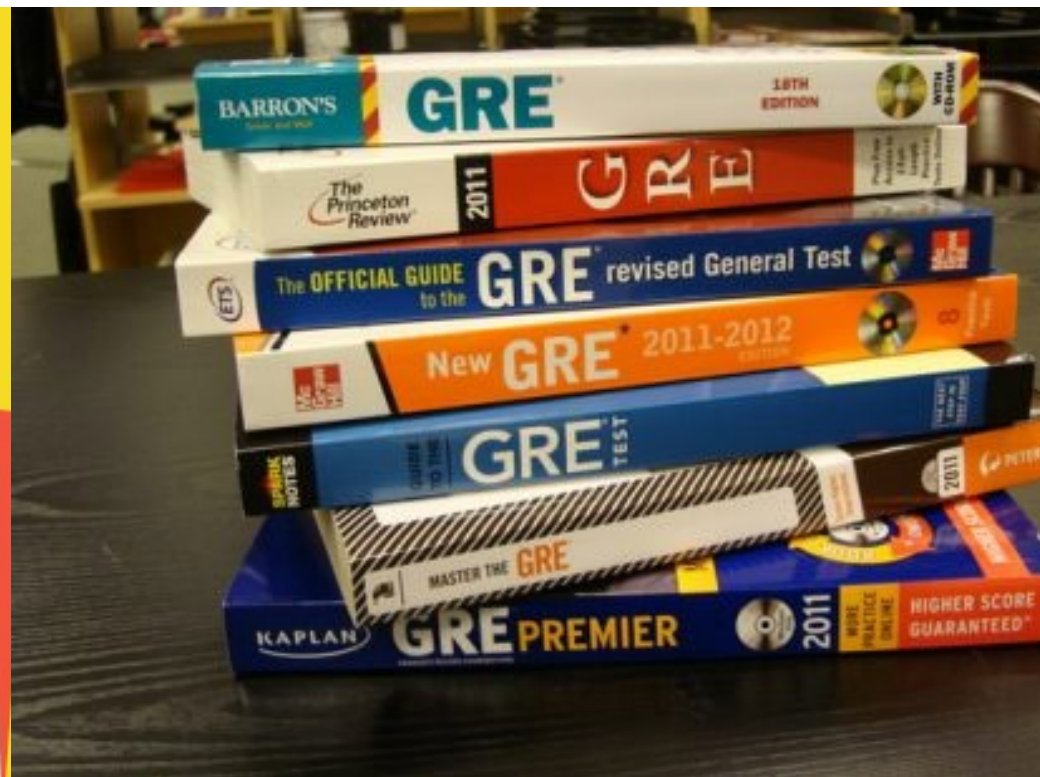
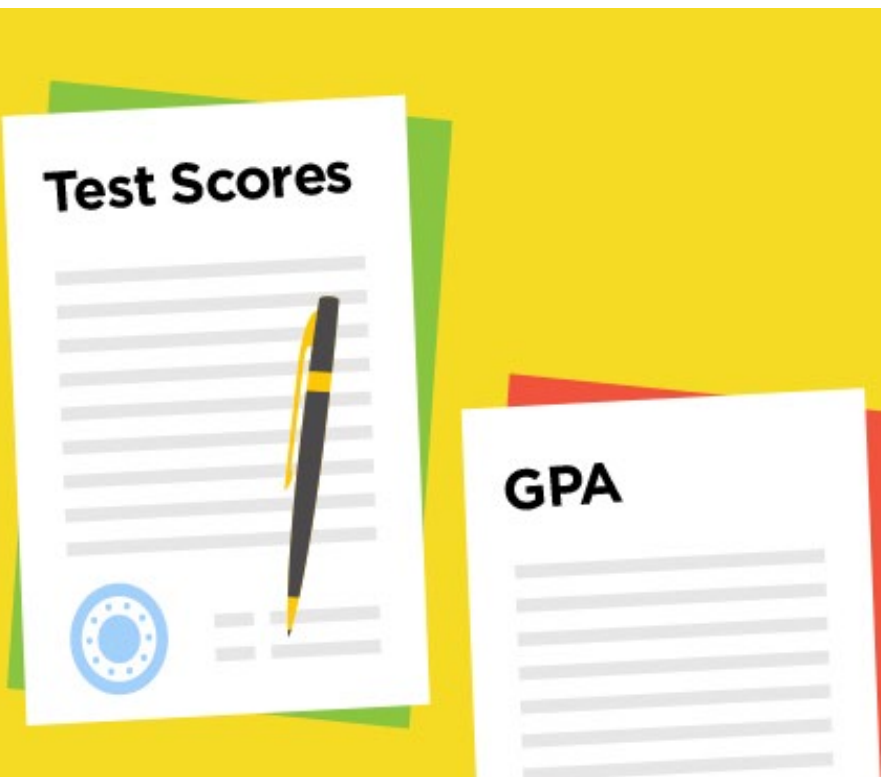
Faculty: 699 Tenure/Tenure Track

Degrees: 66 Bachelor's, 44 Master's, and 3 Doctoral

Rankings: nationally ranked for Social Mobility and Graduation Rate Performance



Graduate Admissions Tradition

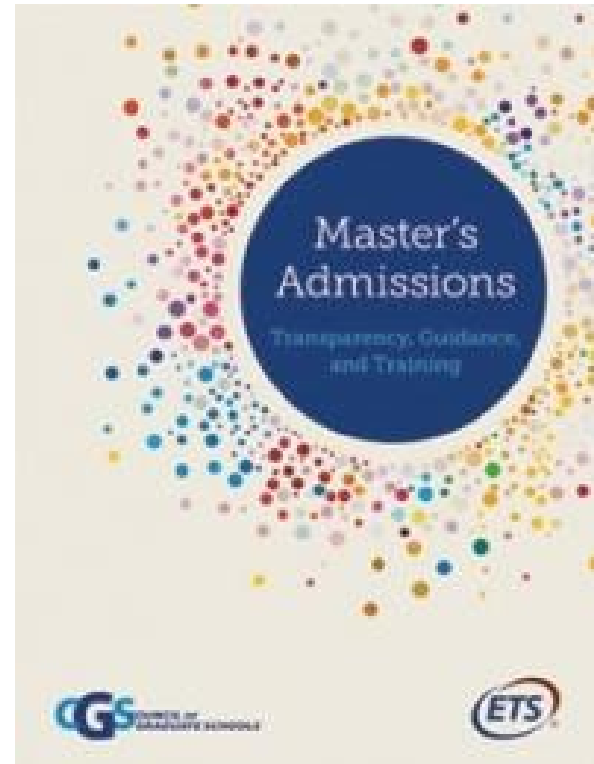


Council of Graduate Schools



January 2016

Kent, J.D. and McCarthy, M.T. (2016). Holistic Review in Graduate Admissions: A Report from the Council of Graduate Schools. Washington, DC: Council of Graduate Schools



December 2018

Okahana, H., Augustine, R. M., & Zhou, E. (2018). Master's Admissions: Transparency, guidance, and training. Washington, DC: Council of Graduate Schools.

Non-Cognitive Admissions Attributes Organized by the Big Five Factors

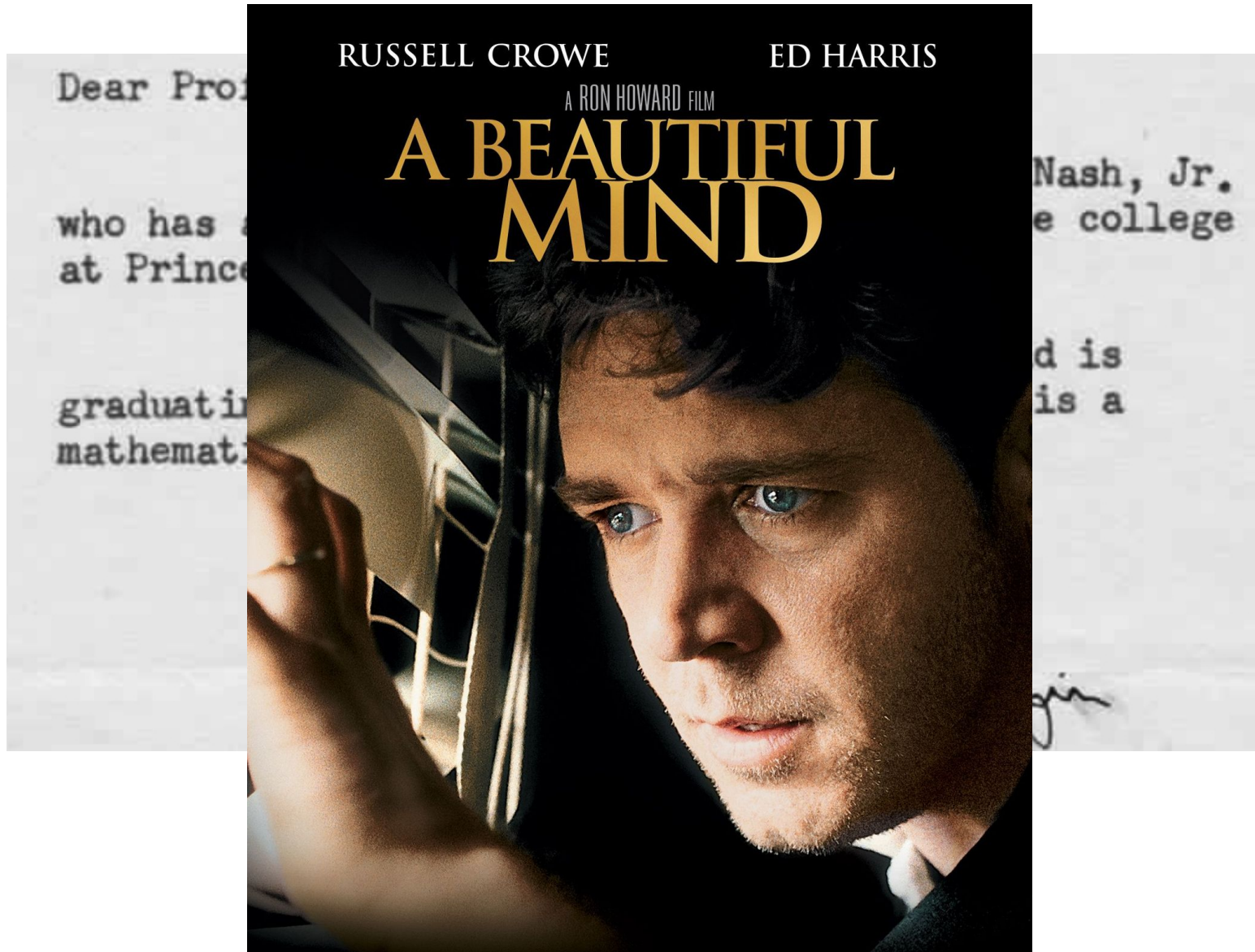
Conscientiousness	Agreeableness	Emotional Stability	Openness	Extraversion
Dependability	Collaboration	Confidence	Creativity	Assertiveness
Grit	Collegiality	Coping with Stress	Curiosity	Cheerfulness
Organization	Generosity	Moderation	Global Awareness	Communication
Persistence	Honesty	Resilience	Growth Mindset	Friendliness
Planning	Integrity	Self-Consciousness	Imagination	Leadership
Punctuality	Kindness	Self-Esteem	Innovation	Liveliness
Responsibility	Trustworthiness	Self-Regulation	Tolerance	Sociability

Source:

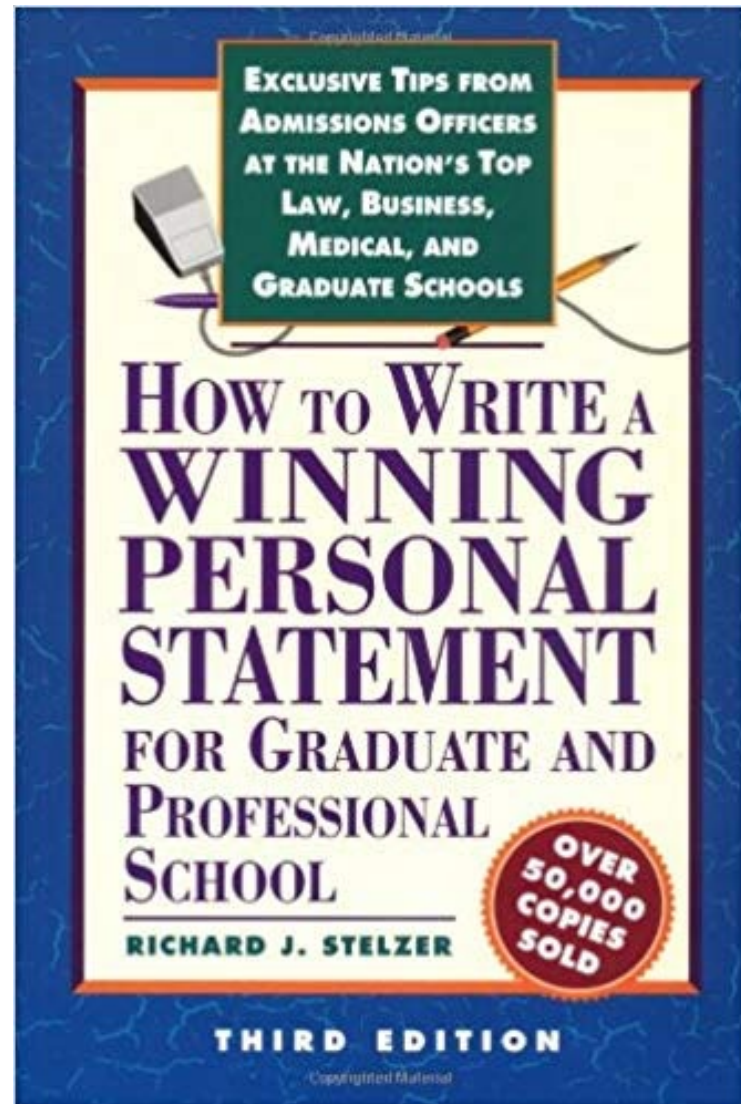
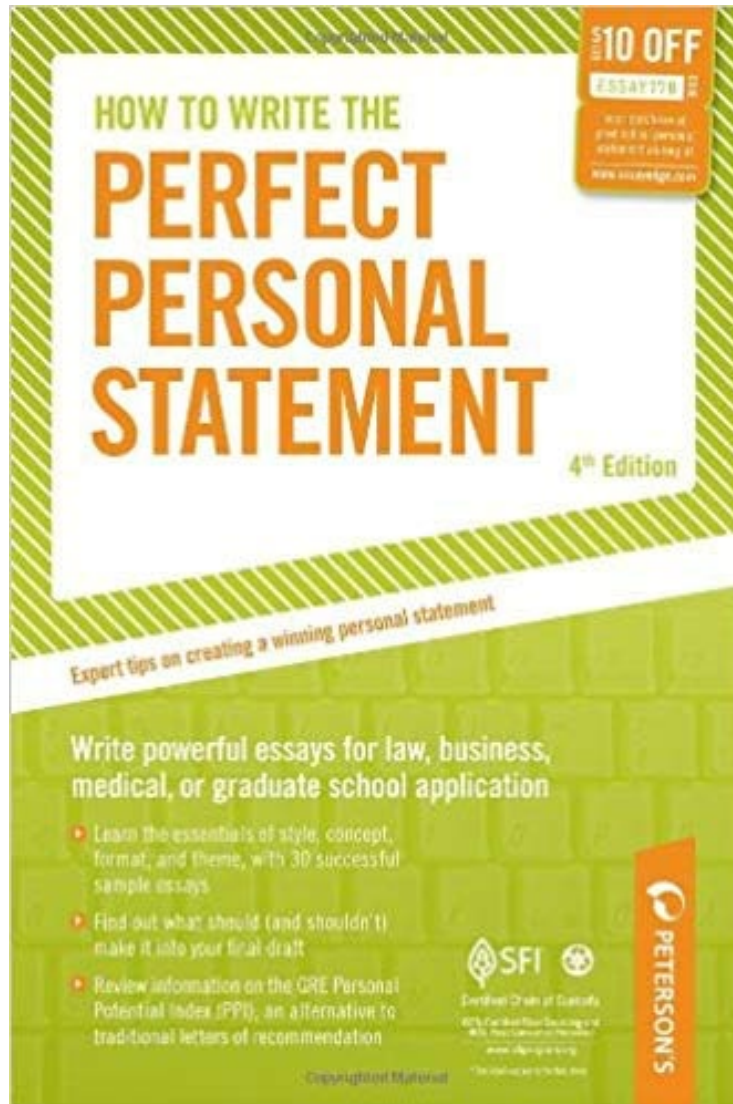
http://blogs.edweek.org/edweek/global_learning/2015/05/making_sense_of_21st_century_competencies.html

Based on: Digman, J. M. (1990). Personality structure: Emergence of the five-factor model. Annual Review of Psychology, 41, 417-440.

Letters of Recommendation



Personal Statements



Transparency





Department of Kinesiology

COLLEGE OF HEALTH AND HUMAN SERVICES

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ADVISER LIST

Admissions Web sites: Do they indicate what the applicant should submit, or how to demonstrate applicant qualities?

- Videos specifying competencies of successful applicants
- Applicant Profiles highlighting successful applicants and graduates (include degree completion rates and post-graduation job placements)
- Rubrics for standardization of letters and personal statements

Welcome to the Fresno State Department of Kinesiology Graduate Program. We offer a premier, affordable graduate experience in three areas: [Exercise Science](#), [Sport Administration](#), and [Sport Psychology](#).

For more information on any of our programs, visit the program links to the left or the resources below.

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- [Awards](#)
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Information:

. Gilbert, Ph.D.
Program

Gym 117
278.8902
rt@csufresno.edu

links:

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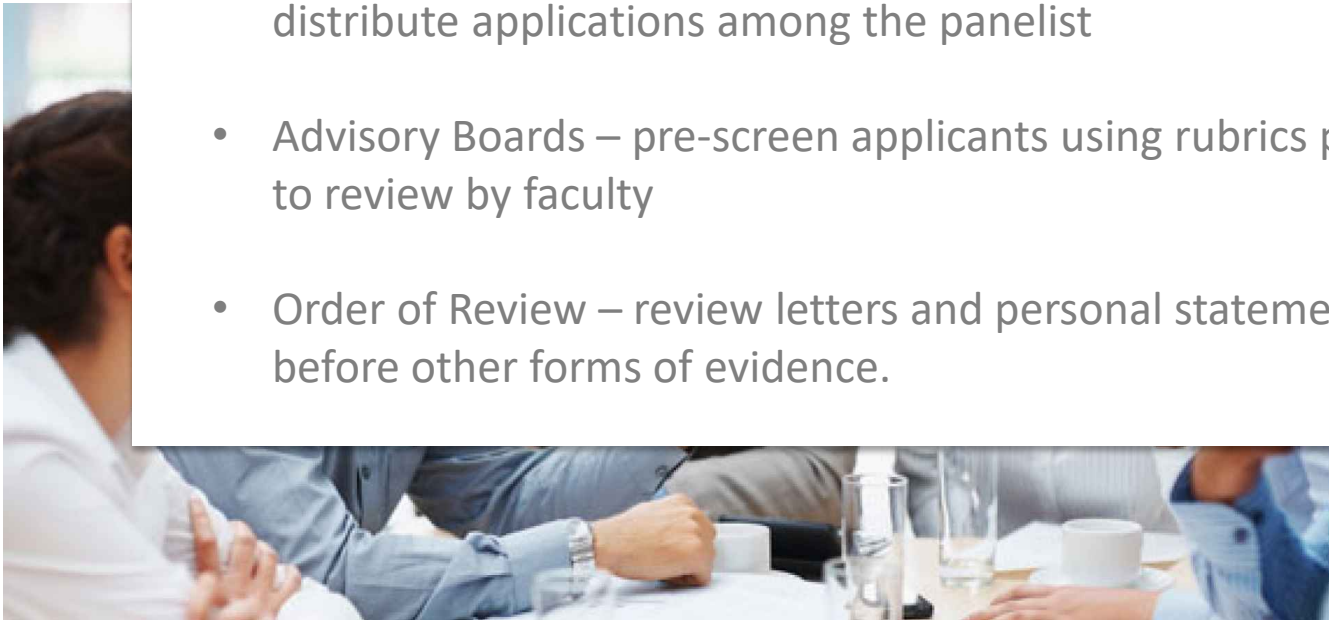
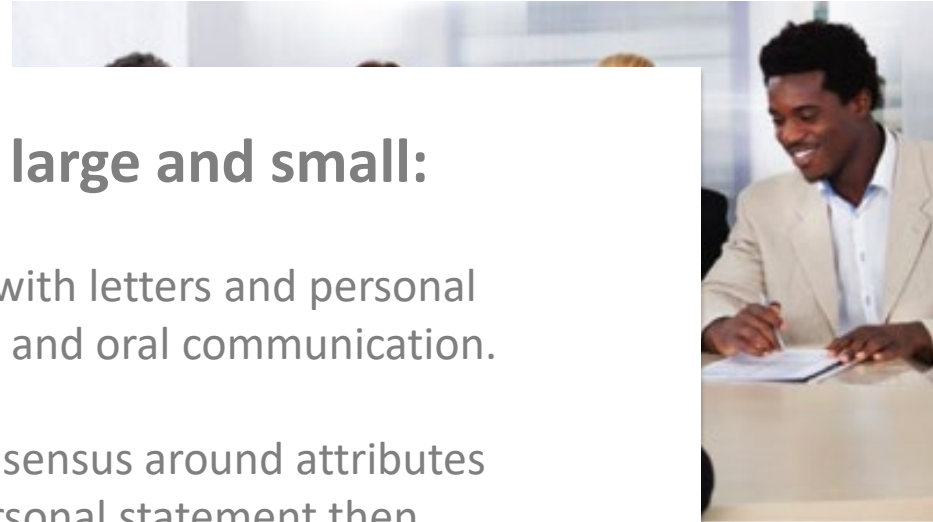
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Countering Admission Bias

Practices for programs large and small:

- Interviews - in conjunction with letters and personal statements, assess listening and oral communication.
- Panels – teams develop consensus around attributes presented in letters and personal statement then distribute applications among the panelist
- Advisory Boards – pre-screen applicants using rubrics prior to review by faculty
- Order of Review – review letters and personal statements before other forms of evidence.



FRESNO STATE



Discovery. Diversity. Distinction.

M. Scott Herness

**Vice Provost for Research and Dean of the Graduate School
Montclair State University**

Montclair State University

- Founded 1908; Normal School
- 21,000 Students
- 4,100 Graduate Students
- >100 Masters, 7 PhD, 1 Prof Doct
- 2016 NJ Public Research Inst.
- 2015 Hispanic Serving Institution
- 2015 Carnegie R3 doctoral
- 2018 Carnegie R2 doctoral



Admission: Landscape



- Partnership: Centralized and De-centralized Admission Practices
- Focused Admission Unit within Graduate School
 - Compile applications
 - Send for Review
 - Work in close collaboration with GPCs
 - First round filtering
- Program
 - Quick review time (esp. in Summer)
- Coordinated Communication Plan

Admission: Practices



- Advise undergraduate students on the benefits of a Master's career
 - Videos; Promotional materials
 - Programmatic Recruitment Events
 - Open Houses (incentive: waive \$60 app fee)
- Working with Employers
 - MA Computational Linguistics; MA Social Research and Analysis
 - External Advisory Boards
 - Two PSM programs

Admission: Practices



- Core Competencies
 - Well developed Assessment Plans
 - Regular reporting
- Cohort Admission
 - 18 month programs
- Career Exploration
 - New Marketing plans on selected Master's programs

Admission: Challenges

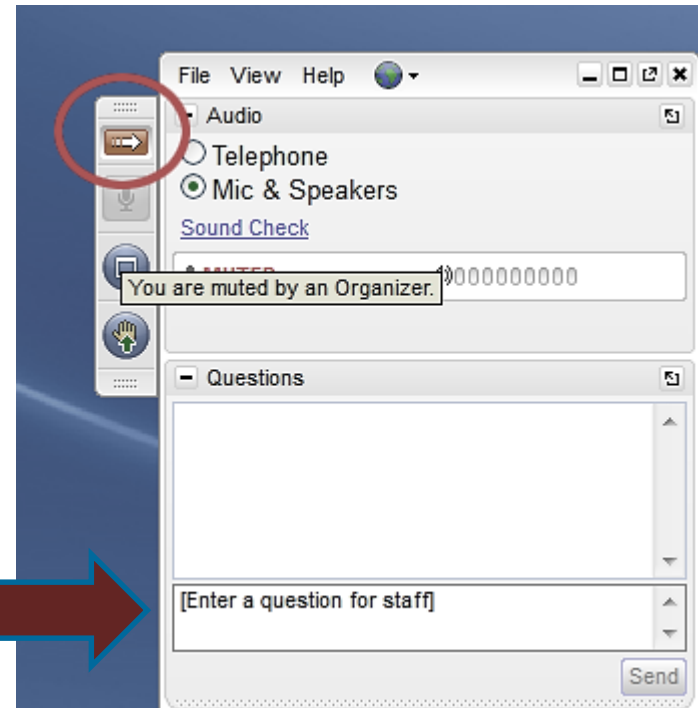
- The Numbers: ###
 - Programs with hard cut-offs
 - Large programs with large # applications
 - Fixed GRE / GPA criteria
 - Loss of good Candidates (non-cog; potential, grit, lack of diversity)
- Implicit Bias
 - Non-cognitive factors
 - LOR
- Professional Development
- Retention Practices



Questions?

Webinar **recording and slides** will be **emailed** to participants and **posted** on the CGS website.

Type them into the Questions box on the GoToWebinar control panel.



Thank You for Participating!

- CGS 2019 Summer Workshop & New Deans Institute
 - *July 13-17 / Westin San Diego Gaslamp Quarter*
 - Upcoming CGS Webinars:
 - Preparing Future Faculty to Assess Student Learning
 - *Date TBD / 2:00 - 3:00pm EDT*
- Visit <http://cgsnet.org/cgs-webinars> for more information.

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Tools for College and University Leaders

Northwestern University
Chicago, IL

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