

*Changing the Status Quo:*

# A Guide to Innovation in Higher Education



Kira Talent







The world's only holistic admissions solution for higher education

This guide was crafted by Kira Talent to support schools as they transform their admissions process.

Kira Talent is the world's leading holistic admissions solution designed for higher education. Kira transforms the admissions process by combining on-demand, timed video and timed written assessments, and structured live interview technology with existing admissions requirements.

Trusted by more than **900 programs** worldwide, Kira helps schools identify and select their best-fit students. Over 1 million applicants have completed a Kira assessment, with an average satisfaction rating of 4.6/5.







This guide was created in collaboration  
with ETS and their Graduate Education  
Strategic Advisors Group

## About ETS

As the world's largest private educational testing and measurement organization, ETS develops, administers and scores more than 50 million tests in more than 180 countries at more than 9,000 locations.

*“ETS is committed to working with Kira Talent on identifying ways to develop new and transformational practices in the changing landscape of higher education.”*

Alberto Acereda, Ph.D., MBA  
Associate Vice President, Global Higher Education,  
ETS





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# Questioning the status quo in higher education admissions

*Although universities are often celebrated as incubators of innovation, the higher education industry itself is steeped in tradition and notably resistant to change.*

In admissions, change can often be misperceived as negative commentary on the validity and success of past processes. However, the last several decades have brought substantial change to modern higher education institutions as well as the audiences that they serve. Over the next five to ten years, this gap will only increase as changing attitudes toward the perceived value of higher education are compounded by a decrease in the number of traditional college-aged students.

The impetus for teams to keep up with this rapidly evolving landscape is more critical today than ever before. Those who don't, risk being unable to garner

the interest of new generations of students who don't see college and university as the only route to upward mobility. Change is coming fast to higher education admissions. It's now a question of meeting the challenge and succeeding, or maintaining the status quo and falling behind.

This guide gathers the experiences, insights, and tools from leading experts in the higher education admissions space. Having successfully implemented innovative ideas into their own schools' processes, these experts outline seven key steps to their success, complete with insider tips and real-world examples from their past projects.

*“Higher Education needs leaders who are willing to set new directions, make decisions, and allocate limited resources.”*

Phil Strzalka,  
Managing Director in the Higher Education Practice  
and Leader of the People, Strategy & Operations Group,  
**Huron Consulting Group**



**“ Today’s higher education administrators, who must balance the fiscal pressures of running a large organization influenced by external forces such as rankings and increased competition for students and faculty and internal stresses produced by boards and accrediting agencies who are demanding more transparency, accountability, and tangible evidence of success, are best served by seeking continued innovation in curricular programs, delivery mechanisms, support services, and operations.**

*Susan C. White,*

Assistant professor of decision sciences in the  
Business School at George Washington University

*& Theodore S. Glickman,*

Associate professor of decision sciences in the  
George Washington University Business School



# The industry experts

In 2019, ETS created an Office for Graduate Education Engagement as part of their mission to advance quality, equity, and diversity in education.

This group includes five key strategic advisors who were selected for their decades of leadership in graduate education and their history of driving innovation and thought leadership within their diverse roles in the industry.

By engaging with other deans and thought leaders through webinars about holistic admissions, co-facilitated presentations, or content such as this guidebook, these advisors offer expert advice based on their ‘boots on the ground’ experience in higher education.







# Terry Ackerman

*Former Distinguished Professor  
of Educational Measurement at University of Iowa*

Former Associate Dean of Research in the School of Education  
at University of North Carolina, Greensboro



Terry Ackerman received his Ph.D. at the University of Wisconsin-Milwaukee. After completing his doctorate, he worked for five years as a psychometrician at ACT (formerly the American College Testing Program). Following his passion for teaching he then went to the University of Illinois at Champaign-Urbana and taught educational testing, measurement, and graduate statistics in the Educational Psychology Department in the College of Education for ten years.

He then moved to North Carolina and became a Professor in the Department of Educational Research Methodology at the University of North Carolina at Greensboro. At UNCG he was a Department Chair for ten years and an Associate Dean of Research in the School of Education for five years. He then returned to ACT and served as the E. F. Lindquist Chair

before moving to the Department of Quantitative and Psychological Foundations at the University of Iowa as a Distinguished Visiting Professor. He is now finishing his career at Iowa and serving as Professor Emeritus at UNCG.

One of his areas of expertise is test bias and differential item/test functioning. Previously he served as chair of the GRE Technical Advisory Committee and as president of the National Council on Measurement in Education and president of the Psychometric Society, two international organizations dedicated to the advancement of measurement practices in education, psychology, and the social sciences. He has made numerous invited international presentations on educational testing in Kosovo, Turkey, Hong Kong, Netherlands, and South Korea.





## John Augusto

*Associate Dean of Strategic Initiatives  
at Georgia State University*



John Augusto is currently serving as the Associate Dean of Strategic Initiatives at Georgia State University.

Augusto graduated from Washburn University in 1991 with a Bachelor of Arts in English and received his Ph.D. in Education from the University of Kansas (KU) in 2009.

Prior to his position at Georgia State, Augusto served as the Assistant Vice Provost for experiential learning at the University of Kansas. There, he provided key leadership in experiential learning, undergraduate research, community engagement, national fellowships, research administration, and graduate education.





## Frankie O. Felder

*Associate Professor, Emeritus,  
Graduate School at Clemson University*

Former Senior Associate Dean



Frankie Ottowiess Felder is a well-known speaker and published author. She earned a B.S. degree from Virginia Commonwealth University in Elementary Education; an M.Ed. in Student Personnel Administration from the University of Vermont, and an Ed.M. and Ed.D. in Higher Education Administration, Planning and Social Policy from Harvard University. Felder retired in 2017 as the Senior Associate Dean of the Graduate School, emeritus, at Clemson University (South Carolina).

She was the first African American hired as a dean in Clemson's then 98-year history where she spent 30 years mentoring students, faculty and staff primarily around issues of graduate education policy and implementation, and U.S. and international diversity. She chaired the

Diversity, Equity and Inclusion Committee of the GRE Board, and received recognition in 2007 for Outstanding Contributions to Graduate Education by the Council of Southern Graduate Schools.

Felder has presented extensively at conferences, designed and facilitated workshops, taught classes, participated in strategic meetings, and spoken in the community, schools and churches on topics related to African American history, education, faith, and family. She has worked collaboratively to impact diversity in local, statewide, national, and international venues, including South Africa. Education was not only her career path; it was, and is, her passion.





## Maureen Grasso

*Former Professor of Textile Sciences and Former Dean of the Graduate School at North Carolina State University*

Former Graduate Dean, Emeritus, at University of Georgia



Maureen Grasso is a nationally recognized leader in graduate education. She received her bachelor's degree in textile clothing from Utah State University, her master's in textile science from Cornell University, and her Ph.D. in textile science from the University of Tennessee.

Grasso served as Dean of the Graduate School at both North Carolina State University and the University of Georgia. She provided vision and leadership for more than 8,400 degree-seeking graduate students at NC State University, and 6,600 degree-seeking students at the University of Georgia. While at Georgia, Grasso increased African-American graduate enrollment by 54% during her tenure.

Grasso has received numerous awards and recognitions for her work, including the Southern Graduate Schools Achievement Award for Outstanding Contributions to Graduate Education in 2009. She served on the Board of Directors of the Council of Graduate Schools and in key leadership positions for the Conference of Southern Graduate Schools including President. She also served on the National Academy of Sciences committee on "Revitalizing Graduate Stem Education for the 21st Century."





## Carlos Grijalva

*Emeritus Professor of Psychology and Neuroscience  
at the University of California, Los Angeles*

Former Graduate Associate Dean



Carlos Grijalva is a professor emeritus of psychology and neuroscience and former associate dean of the UCLA Graduate Division. He received his B.A. from the University of Arizona. He was a Ford Foundation Graduate Fellow and received his M.A. and Ph.D. from Arizona State University.

Grijalva joined the Department of Psychology as a postdoctoral fellow and was appointed to the UCLA faculty in 1982. He served as associate dean in the Division of Honors and Undergraduate Programs and as the first interim chair of the César Chávez Center for Interdisciplinary Instruction in Chicana and Chicano Studies.

Grijalva was a 2005 recipient of the Department of Psychology's Distinguished Teacher Award and the 2012 UCLA Academic Senate Diversity, Equity, and Inclusion Award in recognition of his decades of work advancing diversity, equity and inclusion on campus.

He currently serves on the Marie Fielder Center for Democracy, Leadership, and Education Advisory Council at the Fielding Graduate University.



**“Driving change at higher education institutions is like moving a major freighter with a small tug boat. Leaders are the tugboats.”**



***Maureen Grasso,***

Former Professor of Textile Sciences and Former Dean of the Graduate School at North Carolina State University and Former Graduate Dean, Emeritus, at University of Georgia



# The innovation challenge in higher education admissions

## What is innovation?

Often conflated with invention, the term innovation can bring to mind images of high-concept solutions and cutting-edge technologies. In reality, innovation is simply another word for progress.

From writing documentation to help clarify and streamline procedures to bringing new holistic elements into your admissions processes, innovation is a shared endeavour, with leaders often taking inspiration and guidance from their peers. Optimizing existing processes through new ideas, methods or tools in order to improve their functionality or outcomes, successful innovation is determined not by the scale of the project, but by the relative impact of its outcomes.

## How do we successfully innovate in higher education admissions?

In order to set the industry up for success in years to come, leaders in higher education need to reframe innovation from large-scale, well-funded, headlining projects, to a cadence of calculated pivots, small adjustments, and informed modifications that drive continuous improvements at an institutional and program level.

With fewer available resources, colleges and universities often don't have the capital to invest in unproven processes. By approaching innovation on a smaller scale, programs are more likely to be successful, as solutions are tailored to unique program specifics and monitored and adjusted throughout sustained growth. Once proven at the program level, the project can then expand organically into other departments and colleges.

In this guidebook, the ETS Strategic Advisors will walk you through the seven steps to help you successfully plan, drive, and enact sustainable change within your program or institution.



# Seven steps to sustainable innovation

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## 01 Identify the opportunity

Whether you're solving a problem or simply looking to improve upon existing processes, innovation can come from both within and outside your organization.

In some cases a new tool or method is needed to solve a clear problem. In others, it may present an opportunity to improve processes that, while functional, could be better.

"Have a look at what peer schools or other programs have done to address the same or similar issues and learn where they've seen success," shared John Augusto.

"Get on the phone and speak with the deans or leaders who drove those innovations," Maureen Grasso added. "Ask them what they know today that they wish they knew then. Then use their experience and their insight as a guide."

*"If you're running a race, you can run as far and as fast as you want, but unless you know where you're going you're not going to end up there."*

Maureen Grasso,  
Former Professor of Textile Sciences and Former Dean of  
the Graduate School at North Carolina State University and  
Former Graduate Dean, Emeritus, at University of Georgia



# 02 Assess the foundations

Once you know where you want to go, it's time to figure out what you're working with. How big of a gap are you bridging? How many departments would this project encompass? Now is the time to go to the stakeholders who will be most affected and get their insights.

“Lasting change happens at the local level,” shared Grasso. “Those who truly understand the culture within the institution, and the subcultures within each discipline, are the ones who know how to build something that will last.”

“As a leader, you have to understand and respect that insider knowledge,” she continued. “Be the instigator and give guidance, but start at the local level and allow the change to take root and grow organically.”

“Faculty are often being asked to do more with less,” Grasso added. “You really have to be mindful of that.”





# 03 Define your ROI

**“After you diagnose the situation you need to do your research.”**

“You need to have good data,” explained Augusto.

“You need to demonstrate the issue you want to address with your data. If you have good data, you give yourself solid footing in the conversation.”

Get a sense of the costs of your current process, going beyond strictly financial investment. Be sure to include other measurable aspects such as time and resource costs, but don’t forget to make additional mention of less tangible costs such as applicant experience and program reputation.

“Students talk. Remind stakeholders of that,” shared Frankie O. Felder. “You may have fantastic faculty and top-of-the-line facilities, but if you have horrendous processes and interactions with students, that gets around. That’s not the kind of reputation you want for your program.”

Then figure out how those costs change with the new process. Be explicit about the short-term and long-term costs. Lean on collaborators to gather this data. If you’re replicating a change from another school or program, get numbers from them. If you’re looking to bring in a third-party vendor they may be able to help you here.

**Don’t get frozen by analysis paralysis.** Kick off a project with 80% of the information and plan to collect the remaining 20% as the project unfolds. By setting this expectation with your stakeholders from the beginning you prevent the circular struggle of not being able to start without all the information, but not being able to get all the information without starting the initiative.



Once you know your short and long-term costs, you can start figuring out how you’ll finance this project.

“You need to be entrepreneurial in how you’re going to gather funds,” shared Grasso. “The funding model for academia has really changed in recent years,” Terry Ackerman added. “Traditional funding methods aren’t available like they used to be. You have to get creative.”

Things to consider when building out your financing proposal:

- What costs come up right away?
- What can be postponed?
- Can resources be moved straight into the new process, or will they have to run alongside it?
- Does the tool you’re implementing have a pay structure that can help mitigate or spread out the cost?

“Once you have the hard data to back you up, you can figure out how to intervene skillfully,” explained Augusto.

The Kira Talent ROI Calculator

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Number of applicants

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1 - 500 applicants per cycle

Number unique interviews\*

i.e. 6 degree programs using 3 unique interviews.

0

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How many people interview and/or review applicants?

14

Hours spent reviewing\*

How many hours (on average) does each reviewer spend on the admissions process?

30 hours

Reviewer hourly rate\*

What is the average salary rate (\$) per reviewer, per hour?

\$100

Estimated current cost per cycle

Does not include: time from program leaders, admissions staff, and student volunteers, space usage, catering for coffee and/or lunch.

\$42,000

New cost per year with Kira Talent

Includes: Kira platform license, CS fee (dedicated Client Success Manager, 24/7 tech support for reviewers and applicants, integrations with your existing CRM, and more), and reviewer wage costs.

\$31,000

Approximate savings per year with Kira

\$11,000

Identify your potential savings

Our cost savings calculator helps you understand the ROI of transitioning your in-person or virtual interviews to Kira Talent's holistic admissions interview and assessment platform.

Calculate my ROI



## Real-world example

“We had policies in place with no written procedures. As a result, when a policy question would come up there was confusion around the proper processes, from what forms should be filled out to who was responsible to initiate action. When that happened, I was called upon to resolve the issue.

I quickly realized that I could either spend hours responding to these, often repeated, questions or I could write a procedures manual for the Graduate School. I chose the latter.

To get the faculty onboard, I first presented the procedures manual to the Graduate Advisory Board for their approval, and then presented data on the number of grievances that were filed by students and faculty from various programs because of perceived inequities and unjust treatment due to confusion around unclear procedures.

That information helped me determine how to calculate and present the return on investment. I took the investment of time, not just from

myself but also from every one of our graduate faculty who contributed to developing the procedures manuals, and put it against the reduction in the number of grievances and the time spent resolving them, which allowed faculty to invest their time elsewhere.

**On the front end of major organizational change, you want to focus on the purpose and the proposed benefits. On the back end, you want to be able to show the outcomes and the ROI. It's a very effective way to build trust for future projects.”**



Frankie O. Felder,  
Associate Professor, Emeritus and  
Former Senior Associate Dean,  
*Graduate School at Clemson University*



# 04 Choose your champions

“It’s all about building relationships,” shared Grasso.

From conveying your idea and its benefits to maintaining trust and confidence throughout the process, successfully building and nurturing support for your project is one of the biggest factors behind driving effective and lasting change. **Without the buy-in from faculty, even the most well-thought-out project is likely to fail.**

## Assemble your team

“When you’re a member of the faculty, people know you as a colleague. When you become an administrator, that relationship changes,” shared Ackerman. “All of a sudden, everything you say is possibly questioned to see if there’s any kind of ulterior motive.”

Having support from faculty members when you bring your innovation plan forward helps establish viability and garner trust from faculty, who trust that their peers’ interests align with their own.

“You can’t go directly to every member of faculty in each department and expect a consensus,” Grasso explained “Instead, identify key leaders in each department, help them understand what the issue is, and allow them to raise questions and make changes to the plan.”



## Put the benefits front and center

“You never should lose sight of what’s important to your audience,” Ackerman shared. “You need to be very clear and articulate about what it is you want to accomplish, and what the change will mean for each of the faculty, for each of the programs, and for each of the departments.”

**“What is the return on investment for each of those groups?”**

“Faculty don’t always get to see the full picture,” explained Felder. “As administrators, we have better access to other departments and avenues within the university. If you’re trying to get support on a project outside of their direct line of work, it may not be immediately clear how it affects them or why they should get involved.”

“Faculty have to make sense of what it is you’re trying to do,” Grasso added. “So you have to figure out how best to explain it to them. Whether it’s showing them data or giving them articles to read and discuss.”

“Illustrate what the university is currently doing and how it impacts them directly,” Ackerman added. “Then demonstrate how your innovation can change that for the better.”





## Stay on message

“If you look at any successful example of change management, it has one simple message,” shared Augusto.

Focus on your key goal. You may see how your project will create a ripple effect, improving various aspects within the college, but too much information dilutes the message. You want a target, not a mind map.

## Protect your team

“If you need to deliver ‘bad news’ — be it an extra assignment or shift in funding — you don’t want your supporters to bear the brunt of that reaction,” shared Grasso. “Take responsibility so that your champion doesn’t damage their relationship with their faculty for your project.”

## Real-world example

“During one project I had an assignment for the faculty that I was sending back with their department head. At the end of our meeting he said to me, ‘my faculty are not going to be happy with me bringing this extra work to them’. I didn’t want to put my champion in a bad position, so I immediately wrote a message to the faculty involved letting them know that I was responsible for the assignment and to reach out to me if they had any questions or concerns.

**I took responsibility to clear the path for my champion to do what he needed to do.”**



Maureen Grasso,  
Former Professor of Textile Sciences and Former Dean  
of the Graduate School at *North Carolina State University*  
and Graduate Dean, Emeritus, at *University of Georgia*



# 05 Make your case

Once you have a solid innovation plan and the internal champions to back it up, it's time to share it with a wider audience.

"As leaders, it's up to us to ensure we communicate clearly to our constituency — our students, the faculty, our programs, the administrators, and the board of trustees — what it is we're trying to achieve and how we mean to achieve it," shared Felder.

**"Policies don't drive change, people do."**

## Don't ignore the opposition

"Know who your detractors are and sit down with them individually," Felder continued. "The one-to-one meetings are absolutely critical in advance of a major announcement that change is coming."

Taking the time to speak with people who you think may be against your project gives you the chance to address their concerns before they're shared across a wider audience.

"It's not about trying to force them to buy into your project," shared Carlos Grijalva. "It's about addressing concerns and building a solution that everybody benefits from."

## Get their attention

"Faculty don't want to change," shared Grasso. "They're very busy. You have to give them a good reason why it's worth their while."

"Knowing your faculty, knowing what's important to them, what their priorities are, is very important," shared Ackerman. "Your champions can help with that."

Instead of presenting the solution to them, try starting with the problem and walking them through the exploration phase that you've already conducted.

"What you have to do is shift the discussion to what you want to accomplish," shared Ackerman. "When you lead them to the solution instead of handing it to them, you make your ideas their ideas. When they feel ownership over the idea, it's much more likely to succeed."



## 05 Call in the experts

“It often helps to bring in some experts,” Grasso recommended. “What I’ve learned from my years in the classroom is that if I bring in a guest speaker and they share an idea, it will all of a sudden register with the students, even if I’ve been talking about that same idea all semester.”

Having an expert speak to the benefits of the changes that you are trying to make helps faculty feel like they’re being given facts rather than a sales pitch.

### Real-world example

“**Sometimes comparing data can help make your point.** On one project, we were working with three institutions. We knew that if we shared comparison data from another institution that had enacted our proposed changes we were going to face pushback along the lines of: “well that’s not us, we’re better”. We had to find a way to make them take in the data in front of them. So, we gathered data from fifty programs, we didn’t tell them who was who, and we ranked them from 1 to 50. When we shared which position they were in, they couldn’t believe how low they ranked. No blaming. No shaming. It just helped grab their attention and opened the door for us to share solutions.”



Maureen Grasso,  
Former Professor of Textile Sciences and Former Dean  
of the Graduate School at *North Carolina State University*  
and Graduate Dean, Emeritus, at *University of Georgia*



# 06 Be Flexible

Adaptability is the key to successful change management. Whether it's a willingness to meet your opposition halfway or the ability to adjust your process as you acquire new information, flexibility will mean fewer barriers as you drive your innovation forward.

## Allow for transition time

"Allow for transition to the change," suggested Grasso.

If you're meeting resistance from faculty who are resistant to change, try instituting a gradual transition toward the new process.

## Real-world example

**We built a transition plan where the concerned faculty were grandfathered in.** When we changed our policy on continuous enrollment, several faculty members were adamant that the change would cause too much disruption. So we adjusted the plan so that they didn't have to change anything about their processes with current students, and the changes started with the incoming cohorts. After three years, everyone was on the new program.



Maureen Grasso,  
Former Professor of Textile Sciences and Former Dean  
of the Graduate School at *North Carolina State University*  
and Graduate Dean, Emeritus, at *University of Georgia*



## Evaluate and enhance

“You want what’s called a robust design,” explained Grasso. “In other words, you need to be able to change along the way.”

Robust design helps ensure that the investment in this project will keep driving returns for years to come. By designing processes to allow for future adjustments, you give yourself the flexibility to change with the standards of a fast-paced market without having to undergo another major process overhaul.

“If you want to build a process for the long-term you need to think about how you’re going to periodically assess its functionality and adjust aspects that are no longer working,” shared Ackerman.





# 07 Document your process

“Don’t forget to document your progress,” Augusto reminded. “Keep your stakeholders informed on your progression, your outcomes and your next steps.”

**“Too many times faculty and colleagues lose track of projects and slowly lose interest in their success.”**

“You have to maintain transparency throughout the process in order to build trust with your colleagues and set yourself up for success going forward in your career,” he continued. “If there’s no transparency in your work it’s as if it never happened, and you can bet that next time you ask for their support on a project, they’ll be less inclined to invest their time.”

## Real-world example

**Through a staffing reorganization, we were able to hire 42 new faculty.** Several staff members retired and instead of simply rehiring for their positions, we did a reorganization. Some staff moved into different positions, we rehired certain positions and then we were able to take the money we saved and hire faculty. It was the largest group hire we’ve ever brought in at the college and the departments were thrilled with the growth. Now, every time we talk about reorganization, we reiterate how we reinvested the money to support the ongoing growth of our faculty. So when someone has a complaint about some aspect of the staff reorganization, they know how they benefited from it.



John Augusto,  
Associate Dean of Strategic Initiatives,  
*Georgia State University*



**“ So often, institutions and stakeholders perceive change negatively, as a failure of the past. If an institution wants to create a change culture, it has to support its change agents.**



***Phil Strzalka,***

Managing Director in the Higher Education Practice  
and Leader of the People, Strategy & Operations Group,  
Huron Consulting Group



# Taking the next step

Now that you have the path to success mapped out, the next step is to simply get started.

Assess your current admissions process with a critical eye on challenges in the process flow or opportunities to add new depth or more comprehensive insights. There is no singular solution for creating a perfect admissions process. But through consistent evaluation and strategic innovations, you can stay aligned with current best practices.

With this guidebook in your back pocket, you can start to drive innovation in those areas and help your colleagues — and future applicants — with an admissions process that's more efficient, effective and fair.

## The Kira Talent ROI Calculator

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1 - 500 applicants per cycle

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i.e. 6 degree programs using 3 unique interviews.

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### New cost per year with Kira Talent

Includes: Kira platform license, CS fee (dedicated Client Success Manager, 24/7 tech support for reviewers and applicants, integrations with your existing CRM, and more), and reviewer wage costs.

\$31,000

### Approximate savings per year with Kira

\$11,000

## Determine the ROI of innovating your admissions process with Kira

Kira Talent transforms your admissions process to help improve efficiency and deliver holistic review at scale. Discover how transitioning your virtual or in-person interviews to Kira can also benefit your budget.

Calculate my ROI



# Top 10 challenges in admissions assessment

Learn how Kira Talent’s holistic admissions solution helps solve the main challenges schools face when assessing in admissions

Read the eBook



CHALLENGE #1

## Time

*How to assess applicants more efficiently.*

**Start assessing applicants smarter** by enhancing efficiency in the process so admissions teams can focus on getting to know students and selecting the right candidates for their program.



CHALLENGE #2

## Engagement

*How to create a more engaging applicant experience.*

**Make your application more interactive** by adding video to your admissions process. Invite applicants to showcase themselves in a medium they know and love.



CHALLENGE #3

## Admissions Bias

*How to identify and reduce bias.*

**Create a fairer review experience.** By better structuring, recording, and tracking admissions reviewing, you can ensure processes are being followed to reduce biases.



CHALLENGE #4

## Applicant Yield

*How to better assess applicants’ likelihood to enroll.*

**Predict yield through meaningful touchpoints** by building a relationship with applicants and keeping them engaged.



CHALLENGE #5

## Interview Effectiveness

*How to achieve consistent, effective, and reliable admissions interviews.*

**Implement structured interviews** to increase the predictive validity of your assessment.



CHALLENGE #6

## Diversity

*How to redesign admissions practices to admit a more diverse cohort.*

**Conduct a holistic admissions process** that gives applicants multiple areas to showcase their strengths.



CHALLENGE #7

## Application Fraud

*How to get authentic application materials untainted by cheating.*

**Protect your process** with Kira’s built-in integrity tools.

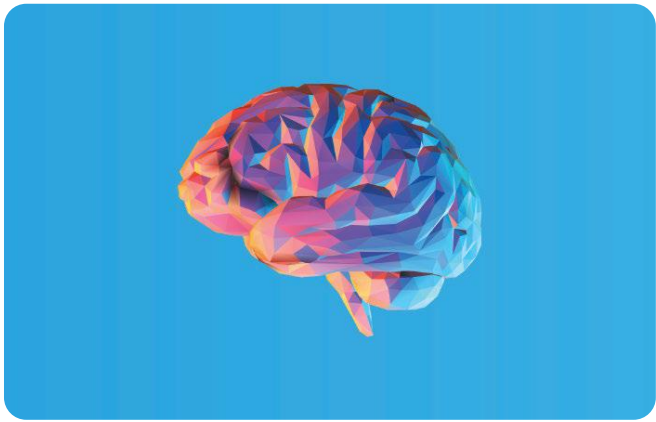


CHALLENGE #8

## Communication Skills

*How to validate language skills and proficiency.*

Evaluate **verbal communication skills** through unscripted, unrehearsed video responses, and gain insight into **written communication** with timed written responses.



CHALLENGE #9

## Soft Skills

*How to evaluate hard-to-measure traits like empathy, critical thinking, and motivation.*

**Add a competency-based admissions assessment** designed around the traits you’re looking to evaluate.



CHALLENGE #10

## Change Management

*How to get your team on board with a change.*

**Leverage Kira’s admissions experts to navigate a new solution** and get your whole team on board. Your dedicated CSM will be with you every step of the way.



# Ready to innovate your admissions process?

Discover how Kira can streamline and enhance how you assess and interview applicants.

[Learn more](#)







The world's only holistic  
admissions solution for  
higher education