Graduate Application Process Review and Recommendation Report

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May 11, 2017.

Project Background: "Improve and Streamline the Graduate Student Application Process."

This project was approved for process review and business improvements of both the process and minor technical changes. This report will help determine what, if any, significant changes to existing systems (or the introduction of new systems) are needed in support of a subsequent project proposal. Given the overlap of this process with Admissions, Vice President of Student Affairs Peg Blake was added as a second Executive Sponsor to the project, alongside Provost Enyedi.

The project was assigned to Phillip Rouse from the ITS Project Office who conducted interviews and process research during the months of November and December, 2016. The following HSU Graduate Program stakeholders were consulted during the process review:

PROGRAM	PEOPLE	PROGRAM	PEOPLE
Applied Anthropology (MA)	• Rebecca Robertson • Sheila Rocker-Heppe	Graduate Admissions	• Steve Ladwig • Cynthia Werner
Biology (MS)	• Erik Jules • Stephanie Steffen	Geology	• Laurie Marx
Business MBA	• Michelle Lane • Torie Mather	Kinesiology	• Justus Ortega • Kim Moon
Education (Credentials)	• Bryn Coriell • Chris Hopper • Cortney Koors •	Natural Resources	• Darren Wood • David Green • Micaela Szykman • Violet McCrigler
English (MA)	• Janet Winston • Jana Ashbrook	Project Stakeholders	• Peg Blake • Julie Tucker
Environment and Community (MA in Social Science)	• Mark Baker • Peggy Stewart	Psychology	• Chris Aberson • Cortney Koors
Environmental Systems(MS)	• Arne Jacobson • Andrea Achilli • Mary Jo Sweeters	Social Work	• Julie Slater • Tina Georganas
Geography	• Laurie Marx	Sociology	• Meredith Williams • Jana Ashbrook

Additional Process Inquiries:

The following components of the graduate application were also reviewed:

1. CSU Mentor Application Process
2. NOLIJ Content Management System Roles and Workflows
3. How artifacts (Letters of Recommendation, for example) are submitted and routed to create a complete Application into NOLIJ.
4. HSU Admissions Communications to Graduate Applicants
5. CalState Apply Process. CalState Apply is the CSU replacement to the CSU Mentor application process scheduled to go live in August 2017.

The Current State Themes:

The results gathered from process analysis, interviews, and feedback sessions have three main themes, listed below and detailed on the following pages:

1. There is a lack of clear and comprehensive instructions for HSU graduate applicants to help them navigate multiple websites, processes, software systems, and steps.
2. Internal processes require improvement to eliminate inefficiencies and logistical delays.
3. There is an absence of regular training, coordinated internal communications and centralized business process documentation.

1. There is a lack of clear and comprehensive instructions for HSU graduate applicants to help them navigate multiple websites, processes, software systems, and steps:

From the "end-user perspective," graduate application process involves several systems and steps that all applicants have to access, navigate, and complete. Graduate applicants must review specific HSU websites, complete the CSU Mentor application online, then monitor several systems including their HSU Student Center to see what items are missing from their CSU Mentor application. Graduate applicants monitor as many as three to four sites to understand their status or complete steps, instead of a single interface to monitor and inform them of their process.

In addition to CSU Mentor requirements, many of our HSU graduate program websites instruct applicants to provide additional required information to be collected through online or paper applications. Having yet another site and/or process to navigate causes confusion and delay for many applicants. The collection and timing of all HSU applicant materials creates a bottleneck for both undergraduate and graduate processes because transcripts, letters of recommendation, and other materials all arrive in a critical mass during the month of January, after December (when Fall grades are posted).

Most HSU graduate programs noted a poor completion rate of graduate applications by the application deadline. While there are many contributors that lead to this result, the impact of the process on the student is an overall perception that our process is slow, hard to understand, and has negative downstream impacts on other related steps such as housing, financial aid, and regional incentive programs such as the Western States Graduate Exchange Program.

The result of these delays makes some programs less competitive, since we are not able to make admission decisions until after all application materials are collected, which is after most UC graduate program decision deadlines.

Our research identified these main contributing factors:

a. Lack of a comprehensive application checklist, timed effectively in the process, to help the student sequentially gather and submit all the required materials through the appropriate channels.

b. Each graduate program website has a variety of information and all programs have a different way of presenting their program application requirements. However, these websites do not explain or organize the steps fully and in sequential order for completing both the CSU Mentor application as well as other program-specific requirements due before and after CSU Mentor applications. A matrix illustrating these requirements across all graduate programs is included in Appendix A. This information is distributed across several HSU web pages, requiring applicants jump from site to site to piece together

all the necessary steps. Students are confused because they apply through CSU Mentor and then the department requires additional items, some of which are similar or overlap the CSU Mentor submission.

c. Students interface with several systems and departments in order to complete the process, causing confusion. Students submit some materials through CSU Mentor, some through program specific web or pdf forms, and some via email to the HSU Graduate Admissions office.

d. Some students complete program-specific applications without completing the CSU Mentor application, thinking they have completed the application process, so they are delayed when the program informs them of the CSU Mentor requirement.

e. After students complete CSU Mentor, they are provided access to the HSU Student Center to manually check and manage their outstanding CSU Mentor items, not realizing this is not a complete list of all outstanding items. Students must additionally access CSU Mentor if they wish to track the Letter of Recommendations to know if the requested faculty has submitted them yet. Students receive emails from multiple sources: CSU Mentor, the HSU Graduate Admissions Office for CSU Mentor materials, the HSU graduate program department support staff and/or faculty coordinators for additional program materials. This lack of coordinated communications creates confusion as to the status of admission (conditional, provisional) and whether all materials have been collected.

f. Students are instructed to submit many application items such as resumes, writing samples, and additional statements of purpose to the HSU Admissions Office via email, but students do not identify their name, graduate program and semester/term in those file names. Admissions staff sometimes cannot identify which files belong to a student and the submitted file is not moved into their NOLIJ file because of it.

g. The process of collecting, scanning, and reviewing transcripts is a source of delay. This is partly because of the timing of available transcripts for courses in progress during the Fall application window. Students are sometimes currently in Fall courses that will need to be on their transcripts, but the grades won't be processed until late December. Ordering the transcript too early presents re-work for the student and/or causes delay because they should not order the transcript until the grades are posted. Combined with other delays with transcripts, this creates a peak period when all graduate and undergraduate transcripts are arriving to the HSU admissions office at the same time.

h. Technical flaws with CSU Mentor application causes the Letter of Recommendation process to be turned off when a student selects a credential program in addition to a graduate program. For those students who are applying to both a credential and graduate program, this presents a significant challenge. This has led programs to develop alternative processes to successfully collect Letters of Recommendation for credential applicants who are applying also to a graduate program.

2. Internal processes require improvement to eliminate inefficiencies and logistical delays:

The processes noted below are in sequential order. The NOLIJ –related processes noted involve when the applicant completes the CSU Mentor application and a pdf summary the CSU Mentor application enters NOLIJ to become available for review by graduate program staff (department support staff and/or faculty coordinators). After the CSU Mentor summary pdf, other applicant materials such as letters of recommendation and transcripts arrive sporadically and are collected and entered manually or electronically into NOLIJ.

NOLIJ-related Processes:

NOLIJ Roles:

The current design of NOLIJ role permissions separates the "Completed" applicants from "incomplete ones" preventing the graduate program department support staff and/or faculty coordinators from accessing all applicant folders (complete and incomplete files) while in a single role. In NOLIJ, there is no way to determine a full list of program applicants in any role. Most programs feel the current workflow design in NOLIJ is not efficient for the application review process due to the multiple roles needed and the folder structure. Manual review of folders, having to switch NOLIJ roles, and having to open so many individual files in the NOLIJ folder structure was deemed inefficient by program reviewers, coordinators, and staff.

NOLIJ Access and Folders:

In addition to the functional structure NOLIJ imposes on the process, graduate program staff also noted issues with access and performance. Graduate program staff are frustrated with access to NOLIJ system folders offline and remotely. Program faculty said there is poor access to NOLIJ from Off-campus which causes a barrier by preventing a more thorough review of application materials. They believe this imposes a time constraint by the poor performance of rendering through the virtual lab process, and felt they only are able to effectively review NOLIJ folders while logged in from campus locations.

Some faculty noted they would prefer if there was a function to export NOLIJ applicant files to PDF or a "zip file," for later review (outside of the system/off-line). Faculty reviewers or coordinators that travel frequently or who are frequently away from campus brought this up most often. The graduate programs do not like how applicant folders are organized in NOLIJ and feel there are too many documents/artifacts to review in one folder.

 The other frustration noted by graduate program staff was that none of the systems, including NOLIJ, in the current process have an alert function to make them aware of new applicants, new materials submissions, and/or completed applications. Most staff and faculty wanted some type of alert function to notify them when an application packet was complete, or periodic notifications regarding incomplete applicants at pre-defined dates.

Manual and Electronic Collection/Verification of Application Materials

Transcripts and Letters of Recommendation:

Graduate program staff are frustrated with how the graduate application process works and the delays with processing transcripts and other application materials. Transcripts are presented both electronically and on paper. The 75% of paper submissions require the additional step of scanning and moving to NOLIJ in order to prepare the transcript for the review step, steps that are automated for any electronic submissions. While the manual nature of the transcript review process is unavoidable, the later in the process these are received, the greater the risk of delay due to a bottleneck during a peak processing period. The process to apply to CSU Mentor and collect all applicant materials takes a minimum of 15 days if performing optimally. The Letter of Recommendation (LOR) process itself within CSU Mentor typically takes 10 calendar days to complete and be updated in the Student Center, but only if the faculty that have been asked to

complete LORs complete them in a timely manner. Applicants that apply within 15 days of the February 1 deadline or later will not have their application components processed and completed in time to meet the deadline. Based on most graduate programs reporting 80-90% of applications were still incomplete at the February 1 deadline, the importance of submitting LORs and transcripts may not be emphasized clearly and early enough in the process.

The timing and complexity of transcripts for all undergraduate and graduate applicants also is a cause of delay. This is especially true if applicants have attended more than one institution and/or are enrolled in any Fall courses that must be completed before transcripts are available and their undergraduate degree can be confirmed. Transcripts take time to be sent, received, and processed. The more institutions an applicant has attended, the longer it takes.

There are delays with processing. In reality, the delay would exist regardless due to the manual nature of processing the high volume of transcripts and the bottleneck that occurs during the peak processing period. Graduate programs want increased access to NOLIJ for their staff to upload and index some artifacts, so the workload to admissions staff resources is lessened, especially during peak times.

The student applicant entry of their Statement of Purpose during completion of the CSU Mentor process is converted into a pdf then uploaded into NOLIJ. If the applicant copied formatted text at the time of entry into CSU Mentor, the formatted entry can be highly distorted and unreadable in the NOLIJ pdf. When this happens, HSU Admissions has no choice but to treat this as not having received a Statement of Purpose and will add this as a new item on the student's "to-do" list because the uploaded Statement of Purpose pdf is unusable and must be resubmitted by the applicant.

Lastly, many programs disliked the "Access Request Form (ARF)" process because it took too long to gain access to NOLIJ because the roles needed were not clear and simple to request on the current form. New program staff had to choose from a scroll list of all 113 available NOLIJ roles, campus-wide, only 50 of which applied to the admissions and records process roles. Of those 50 roles, only 26 were relevant to either Graduate Admissions (20) or Credential Programs (6). Trying to determine which role to select was further made difficult by not having an explanation of each role and what it would provide, so most users call the ITS ARF coordinator to help explain or be granted the same role(s) as a person known to have the correct roles now or previously.

3. There is an absence of regular training, coordinated internal communications and centralized business process documentation:

Each graduate program contacts the Graduate Admissions Office directly for information and/or assistance regarding a specific technical problem or difficulty, usually when under constraints or crisis. There is no formal communication or proactive training process centered on the graduate admissions application cycle to update, or train faculty graduate coordinators and support staff.

No proactive meetings or training:

There are no regularly recurring meetings or trainings held for graduate program staff to collaborate in anticipation of peak application periods and review processes, deadlines, or to discuss any updates or news with the Graduate Admissions Office staff. There is no annual NOLIJ workflow training to review the process, function, and timing of the workflow steps involving the collection of graduate materials and searching for applicants. Lack of proactive training creates a bottleneck for both the influx of calls to the Graduate Admissions Office and limits their capability to share information during peak times. It also limits the ability for coordinators to exchange information and collaborate, which would better inform graduate program staff about the overall process on an ongoing basis.

Graduate program staff were not aware of some of the reports available in PeopleSoft, such as "MA APP STATS," which is only one of two ways to see a full list of all graduate program applicants. Without a process for training or sharing how to use these reports to search for incomplete applicants with all graduate program coordinators and support staff,

this knowledge ends up being limited to just those who have randomly asked for this information from the Graduate Admissions staff.

Graduate program staff admitted they only engage with this process on an annual cyclical basis and said they would benefit from a "refresher" on a periodic basis. Also, there was a general interest by graduate program staff in acquiring skills or meeting as a user group to better learn how to utilize all available resources to perform their work.

No Central Documentation Resource:

There is no shared file structure used to house current process information and guides, FAQs, and best practices for all graduate program staff. There was a general lack of awareness by graduate program staff about how the admissions process works technically. A systematic share drive of process guides, "best practices," and or support solutions are not currently available for the graduate application process. Some programs had maintained an electronic copy of older process information, but were not sure how or if the process had changed or if updated guides were needed.

Key Recommendations Organized by Theme:

Theme 1: "There is a lack of clear and comprehensive instructions for HSU graduate applicants to help them navigate multiple websites, processes, software systems, and steps."

FINDINGS	SOLUTIONS	TIMELINE/LEVEL OF EFFORT
Poor completion rate of application materials before established due dates. • Instructions distributed in separate silos and applicants must navigate at least three different software systems. • As many as 80-90% of applicants do not have a complete application packet prior to the deadline date. • Transcript process causes delays. • Programs require additional materials more than CSU Mentor collects.	Each program should create a customized checklist for their program procedures to provide their graduate applicants a single, unified, sequential source that combines all the steps, expectations and system references in one place. Creation of a custom sequential checklist will improve the completion rates of application materials for each HSU program. *An example of a sequential, consolidated online checklist is here:* *http://www.rackham.umich.edu/admissions/checklist-for-completing-your-application*	SPRING 2017/ The optimal time to target an improved checklist is before the October 1 start of applications. This means the checklist should be prioritized now. This may require consultation with Marcom staff to ensure compatibility of desired designs with HSU web standards and available webpage templates. The CalState Apply process must also be considered in the timing of this solution, to make sure any website updates reflect the new CalState Apply process.
CSU Mentor has a technical flaw that "turns off" the Letter of Recommendation (LOR) portion of the application when any HSU Credential program is selected in addition to a graduate program. LORs are not required for credential programs. This delays the process by having to manually activate LORs after the application has been completed.	The HSU CalState Apply project team has proposed a fix to the CO to allow Letters of Recommendation to work when both a graduate program and a credential program are selected.	SUMMER 2017/ Once the fix is delivered, Graduate Admissions testers for the CalState Apply project need to test that the fix is working correctly.
Poor completion rate of application materials reduces our ability to be competitive with other state and national programs where we traditionally have lost students to competitors.	For competitive graduate programs like Wildlife and Biology, the above solution to create a customized checklist should be prioritized and used as a baseline to measure improvement. If it produces better results, other programs could adopt a customized checklist to suit their program.	SPRING 2017/ Tied to the above consultation with Marcom, a task group should implement the first "web checklist" for Wildlife and/or Biology.

The CalState Apply project has started and there may be upcoming solutions that eventually result in a single, more organized process for applying and collecting materials from graduate applicants.	Participate in upcoming testing sessions for graduate-specific functions of the new CalState Apply process to understand how the new changes might affect your current process.	NOW/ Graduate program staff are already involved with the project. The level of effort may increase as the project targets the Graduate Application processes.

<u>Theme 2</u>: "Internal processes require improvement to eliminate inefficiencies and logistical delays."

A note about the NOLIJ Content Management System: The NOLIJ solution has been acquired by Lexmark's Perceptive Software and will be transitioning to their recently released Perceptive Content 7 solution.   ITS is in discussions with Lexmark for HSU's transition plans, the timing of which will be an important consideration for any significant changes to the current NOLIJ roles and workflows. It will be important to minimize the amount of re-work and seek instead opportunities to apply improvements as part of the migration to Content 7.

FINDINGS	SOLUTIONS	TIMELINE/LEVEL OF EFFORT
NOLIJ multiple roles limit access to view all program applicants at one time. Grad Committee roles can only see completed applicants; Grad Coordinator roles can only see or search for incomplete applicants. The inability of Committee members to view "incomplete applicants" limits outreach opportunities. The inability of Coordinators to see "complete applicants" prevents them from efficiently receiving notifications of final outcome. There exists a single role to search called "REC DEPT STAFF" but graduate program staff must know the EMPLID of any complete or incomplete applicants BEFORE they can search and review files.	The work to expand permissions and possibly change existing NOLIJ roles would be complex and time consuming. The ability to allow both Committee and Coordinator roles to view completed and search for incomplete applicants would be better timed with the conversion of NOLIJ to Content 7. This would allow roles changes and/or permissions to be optimized and take best advantages of Content 7 delivered features. Expand the training/awareness of the current functional process including how to request NOLIJ Lists and MA App Stats, which programs can request from Dale Sanford and Cynthia Werner, to show a full list of all complete and incomplete applicants for individual graduate programs.	FALL 2017/ Training groups how to use NOLIJ lists and MA App Stats could be conducted prior to the next application cycle, which will begin October 1, 2017. The process to use these lists with the correct roles in NOLIJ to search for applicants will help each program. The Content 7 transition is at least two years away and Bethany Rizzardi feels that this transition is the optimal time to consider ways to optimize any role or permission changes to the graduate application process.
The automated PeopleSoft process creates an incorrect deadline date for Letters of Recommendation and other items in the student account when their graduate application is received from CSU Mentor. The deadline defaults to one month from the date the application moves into PeopleSoft, which is almost always incorrect. This contributes to late or incomplete applications.	The automated deadline should be changed to default to the day the application was received. The arbitrary deadline may be the reason transcripts and letters of recommendation are not submitted in a timely manner. The technical process in PeopleSoft that sets this deadline can be changed from the current 30 days to a lessor number of days or a fixed date that complies with the current application deadline to see if that improves the performance of timely submissions.	JUNE 2017/ After the application cycle, Kristin Mack is willing to update the PeopleSoft To Do lists for graduate programs based on how Graduate Admissions wants to change the date. Consideration should be given to any improvements from CalState Apply that could change this approach.

Graduate Application Process Review

The Access Request Form (ARF) is difficult to complete and causes delay in providing access. • The role selection drop-down list in the ARF has 113 choices. • Over 30 NOLIJ roles apply to the graduate admissions program staff. • There is no branching when selecting information systems to reduce or limit the number of available drop down selections.	Improve the Access Request Form to be more useable and informative about the roles by allowing filtering and adding definitions to each role. An active ITS project to improve our Identity Management system (aka Identity Management 2.0) will allow the descriptions be displayed next to the roles. Through that same project, Bethany Rizzardi confirmed that branching improvements will group NOLIJ roles, such as Graduate Admissions, together. This will make all roles easier to find and select.	FALL 2017/ The solutions listed are within scope of the Identity Management project and expected to begin being implemented by November.
GPA Calculations are manual and delay the process during peak times. The manual review is needed to calculate only units that count, which may not be possible to automate with OCR technology.	Utilize/hire additional resources to do the manual calculations during peak times.	UNKNOWN/ The level of effort would focus on the assessing the availability of the technology in the current NOLIJ program, but also require high level assessments of the transcript formats. OCR Technology works on the basis of standardized forms which they are reading. Calculations and rules about which units count toward the GPA calculation will add complexity.
HSU Graduate Program Staff and Faculty reported poor performance of rendering through the virtual lab process from off campus as well as issues with Java, although it is not clear if the performance issues were actually reported at that time. End users said they sometimes convert applicant files one at a time to PDF for review later in anticipation of poor or no internet access. This process takes 7 to 10 minutes for each student according to one user, as well as deleting the PDFs later after review was completed.	Currently, NOLIJ functions best using the Firefox browser. Client Technology created quicker Virtual Lab access to NOLIJ through a short cut using Firefox, which sends users directly to the NOLIJ application. Client Technology reports the majority of NOLIJ related questions they receive are about *how* to access NOLIJ from off-campus. A new version of NOLIJ, planned for rollout by Fall semester, does not require Java. This will allow off-campus users to utilize vpn.humboldt.edu where users can use their native browsers to access NOLIJ as an alternative to the virtual lab.	FALL 2017/ Educate more users about the Virtual Lab and off-campus access methods before the next application window which opens October 1, 2017. Encourage users to report performance or other issues to the ITS Technology Help Desk as they occur ITS will be distributing information about the NOLIJ upgrade and associated changes & improvements as the production date approaches.

HSU Graduate Program Staff and Faculty do not know how to access NOLIJ from off campus and will convert files to PDF as a result.	Provide training about off-campus access to the graduate program staff. NOLIJ off-campus access requires a VPN connection or access through the virtual lab. These details should be included in any business process guides, training and/or communications to Graduate Program Staff and Faculty. This training should also include a reminder of the importance of HSU student records retention and security policies so end users protect student information at all times. According to HSU Admissions, the virtual lab access process was designed to keep records safe and avoid the risk of having files stored outside of the official records system.	FALL 2017/ Educate more users about the Virtual Lab and off-campus access methods before the next application window which opens October 1, 2017. The training should explain how best to access NOLIJ from off-campus, and review the importance and best practices associated with student records handling, storage, and security.

Theme 3: "There is an absence of regular training, coordinated internal communications and centralized business process documentation."

FINDINGS	SOLUTIONS	TIMELINE/LEVEL OF EFFORT
HSU Graduate Program Staff and Faculty do not coordinate or meet regularly with other HSU Graduate Program peers and have a one-way relationship with HSU Graduate Admissions staff.	Form a Graduate Admissions Working Group to prioritize and support work on the recommendations in this report. Meet seasonally to prepare for and maintain communication through the graduate application period.	SPRING 2017/ Currently the graduate programs are busy with the admissions process, but they should convene and establish a Graduate Admissions Working Group at the end of the cycle. An initial agenda for this group could be to review this report, but could also include discussion and prioritizing initial goals, and establish dates for meeting during the next application cycle to collaborate, provide training, and improve communication.
HSU Graduate Programs do not have or use a shared drive system to store, share, and update important process documents, guides, or reports.	Use the new Graduate Admissions Working Group to create a shared drive system for specific graduate program documents, guides and reports (including NOLIJ workflow process), which would be useful and informative to all programs.	SPRING 2017/ This effort should be organized by the Graduate Admissions Working Group, so the process, structure and contents can be agreed upon. This shared document area also becomes an excellent resource for new graduate admissions staff.

The CalState Apply Project has opportunities for HSU graduate program staff to collaborate and participate in testing the new graduate application process.	Participate in upcoming testing sessions for graduate-specific functions of the new CalState Apply process.	SPRING 2017/ The testing members for Graduate Programs have already been established for the CalState Apply testing group. Graduate program staff and HSU Admissions Office staff are both involved with the project.
	Monitor implementation dates and plans to better transition to CalState Apply. CalState Apply project impact will require new process and content updates to all relevant HSU websites.	Website updates for CalState Apply changes should be performed with consideration for any website improvements recommended in Theme 1.
There is a disconnect between HSU Admissions and the graduate programs regarding communications sent to graduate applicants. The graduate programs do not know which communications go out from the HSU Graduate Admissions Office or when.	Template letters and their distribution schedule could be made part of the recommended shared drive system for reference by Graduate Admissions Staff. This would help clarify the process.	SPRING 2017/ The template letters and schedule could be placed now in the shared file system so all program staff can further understand the process and timing of these communications.
	HSU Admissions communications generated from the Radius/Connect CRM system could be configured to be copied to Graduate programs departments when sent to their applicants.	HSU Admissions staff could reconfigure Radius/Connect to create communication copies.

Concluding Remarks:

Importance of Forming a Graduate Admissions Working Group:

The first step that will help effectively launch and organize the overarching recommendations in this report is the formation of a Graduate Admissions Working Group. It will be important for this group to be formed in the next several months so the recommendations from this report can be prioritized and worked on together, before the next application cycle. Graduate Admissions Office staff offered to organize this group, but the best chance for success will be through the collaborative effort of the Graduate Admissions Office, Graduate Program Staff and Graduate Faculty.

Resources to Remember in Helping the Group:

After the Graduate Admissions Working Group forms and begins to review the recommendations, there are several recommendations the group can begin immediately, and on their own without technical assistance. For the solutions that require technical assistance or the submission of any ITS Project Requests, the ITS Project Office can help coordinate. Whether questions about completing or reviewing your Project Request or any of the steps in the prioritization process, please contact anyone in the ITS Project Office.

The Changing Landscape with Replacing CSU Mentor:

The CalState Apply Project, which is currently working on the replacement of CSU Mentor is a sign that the processes we traditionally have used are likely to change. The Graduate Application portion of this project is sure to impact all of our masters and credential programs at Humboldt State. It is important that the Humboldt graduate programs monitor the upcoming changes and be ready to adapt to the new process. The ITS project portfolio page for CalState Apply is a good way to stay up to date on upcoming plans and changes.

Appendix A: Graduate Application Process Overview.

GRADUATE PROGRAM	Pre-CSU Mentor											CSU Mentor Application												During/After CSU Mentor									
	Self-Confirm Eligibility to Apply	Contact HSU GRAD Advisor	Review/Provide Related Links	19-page PDF Application	1 Copy of College Transcripts	1-15 Page Analytical Essay	Application Form Cover Sheet	Prerequisite Verification Form	Autobiographical Questions	Statement of Intent	International Student Process INFO													Apply for FAFSA (Reminder)	Order "Official" Transcripts	Statement of Purpose	Curriculum Vitae	Writing Sample	GRE Scores and Instruction	Indicate ERE or ETaP Program	Current Work Resume	MSW Program Application	CBEST Scores
Applied Anthropology MA	X											X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X					
Biology MS		X	X									X	X	X	X	X	X	X	X	X	X	X	X										
Business MBA	X										X	X	X	X	X	X	X	X	X	X	X	X	X										
Education MA	X			X	X							X	X	X	X	X	X	X	X	X	X	X	X				X						
English MA		X				X						X	X	X	X	X	X	X	X	X	X	X	X										
Environmental Systems MS		*see specific program below*										X	X	X	X	X	X	X	X	X	X	X	X		*see specific program below*								
Environmental Resources Engineering											X	X	X	X	X	X	X	X	X	X	X	X	X							X	X		
Geology												X	X	X	X	X	X	X	X	X	X	X	X										
Energy Technology and Policy											X	X	X	X	X	X	X	X	X	X	X	X	X							X			
Kinesiology MS	X											X	X	X	X	X	X	X	X	X	X	X	X										
Natural Resources MS		*see specific program below*										X	X	X	X	X	X	X	X	X	X	X	X		*see specific program below*								
Env. & Natural Resources Sciences		X										X	X	X	X	X	X	X	X	X	X	X	X				X		X		X		
Fisheries		X										X	X	X	X	X	X	X	X	X	X	X	X				X		X		X		
Forestry, Watershed & Wildland Sciences		X										X	X	X	X	X	X	X	X	X	X	X	X				X		X		X		
Wildlife		X										X	X	X	X	X	X	X	X	X	X	X	X				X		X		X		
Psychology MA (3)		*see specific program below*										X	X	X	X	X	X	X	X	X	X	X	X		*see specific program below*								
Academic Research							X	X				X	X	X	X	X	X	X	X	X	X	X	X										
Counseling							X	X				X	X	X	X	X	X	X	X	X	X	X	X								X		
School Psychology							X		X			X	X	X	X	X	X	X	X	X	X	X	X										X
Social Science MA in "Environment &Community"			X									X	X	X	X	X	X	X	X	X	█	X	X					X					
Social Work MSW	X											X	X	X	X	X	X	X	X	X	X	X	X									X	
Sociology MA												X	X	X	X	X	X	X	X	X	X	X	X										