

# Holistic Recruitment

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# Overview

Introductions, mission and goals

How do you currently select applicants?

Evolution of selection processes

Holistic review and AAMC's EACM model

Summary and closing

Small group  
activity

Please introduce yourselves and  
describe the mission and goals  
of your program



Large group  
activity

How do you currently select  
applicants for your program?



# Evolution of Selection Processes

- Traditionally focused on the *academic* readiness of individuals
  - Academic achievement
  - Interviews
  - Letters of recommendation
  - CVs and personal statements
  - Standardized tests (e.g., USMLE, MCAT)

# Evolution of Selection Processes

- With the advent of the competencies, focus expanded to *academic* and *personal* readiness of individuals
  - Situational judgment test (SJT)
  - Multiple mini-interviews (MMI)

# Evolution of Selection Processes

- With the social accountability movement, focus shifted to an interplay of individual characteristics and societal needs
  - Basic level of individual academic and personal readiness needed
  - Led to the development of holistic review

## Selection Methods

- Academic achievement
- Standardized tests
- Personal statements and CVs
- Reference letters and recommendations
- Situational judgment test
- Interviews and multiple mini-interviews (MMI)



# Selection Methods

- Academic achievement
  - Description
    - Grades, honors, awards, publications...
  - Strengths
    - Good evidence of association with later performance
  - Weaknesses
    - Comparability across different schools
    - Grade inflation
    - Negative impact on widening access

# Selection Methods

- Standardized tests
  - Description
    - Tests of aptitude (MCAT) and achievement (USMLE)
  - Strengths
    - Aptitude tests
      - Good reliability and modest ability to predict future performance
    - Achievement tests
      - Good reliability and validity
  - Weaknesses
    - Questions about fairness and bias

# Selection Methods

- Personal statements and CVs
  - Strengths
    - Acceptable to applicants
    - Might reveal important personal characteristics
  - Weaknesses
    - Effects of coaching and plagiarism
    - Little evidence of predictive validity
    - Unstandardized

# Selection Methods

- Reference letters and recommendations
  - Strengths
    - Acceptable to applicants
    - Might flag problematic applicants
  - Weaknesses
    - Little evidence of reliability and validity
    - High costs to evaluate

# Selection Methods

- Situational judgment test (SJT)
  - Description
    - Work scenario is presented, and the examinee is asked to rank/select options
  - Strengths
    - Efficient in high volume settings
    - Reliable at appropriate length
    - Adds modestly to cognitive measures
    - Modest relationships with matched criteria
  - Weaknesses
    - Costly to develop and pretest

# Selection Methods

- Interviews and MMI
  - Description
    - Varies from unstructured to very structured with scripts and trained interviewers
  - Strengths
    - Favored by applicants
    - Well done MMI produces reliable and valid results
  - Weaknesses
    - Costly
    - Unstructured and/or limited numbers of interviewers produce poor results

# Holistic Review

- Holistic review
  - Mission alignment
  - Review that reflects a multiplicity of institutional aims
  - Considers the multiple intersecting characteristics of applicants

Coleman & Keith *Understanding Holistic Review in Higher Education Admissions*, College Board, 2018

# Holistic Review

- Mission alignment
  - Mission statement is the starting point for development of an admissions program
    - Statement is broad so it is important to develop goals, objective, rationales
    - Vary across institutions and even within institution



# Holistic Review

- Review reflects a multiplicity of institutional aims
  - Flexible framework
  - ‘Merit’ is not defined by any one factor
    - Needs be considered in terms of each applicant's barriers, advantages, experiences...
  - Decisions are made through a match of an individual applicant’s likelihood of success and institutional needs

Coleman & Keith *Understanding Holistic Review in Higher Education Admissions*, College Board, 2018

# Holistic Review

- Considers the multiple intersecting characteristics of applicants
  - Academic, nonacademic, and contextual factors
  - Define the unique contributions of each applicant
  - Takes account of the applicant's background and circumstance

# Holistic Review

- Holistic review should be part of a larger system
  - Include outreach and recruitment
  - Capacity building
  - Transition programs

Coleman & Keith *Understanding Holistic Review in Higher Education Admissions*, College Board, 2018

# Holistic Review

- Process should reflect
  - Integrity
    - Focus on rigor, consistency, and fairness
    - Multiple reviews, clear protocols, calibration...
  - Continuous improvement
    - Periodic evaluation based on evidence regarding the functioning and outcomes of the process

Coleman & Keith *Understanding Holistic Review in Higher Education Admissions*, College Board, 2018

# EACM Model

- AAMC has developed the EACM model
  - Experience
  - Attributes
  - Competencies
  - Metrics

# EACM Model

- Experience
  - World context
    - Culture, history, politics
  - Individual experiences
    - Educational background
    - Community service
    - Research experience
    - Professional associations
    - Experience with diverse populations
    - Health care experiences
    - Life experiences
    - Leadership roles

# EACM Model

- Attributes
  - Cultural competence
  - Second language
  - Specialty interest
  - Leadership
  - Integrity
  - Team player
  - Intellectual curiosity
  - Professional status

# EACM Model

- Competencies
  - ACGME
    - Medical knowledge
    - Patient care
    - Professionalism
    - Interpersonal and communication skills
    - System-based learning
    - Practice-based learning and improvement
  - Others
    - Specialty based



# EACM Model

- Metrics
  - Exam scores
  - GPA
  - Grants
  - Presentations
  - Publications
  - Recommendations/interviews

# What about race going forward?

- Some possibilities (AAMC)
  - Adopting holistic review
  - Consider whether the applicant
    - Was raised in a medically underserved area?
    - Speaks multiple languages?
    - Has an interest to practice with medically underserved populations
  - Consider secondary essay questions that provide allow description of lived experiences or commitment to program-specific mission areas
  - Expand recruitment from institutions with more diversity

Small group  
activity

## Applicant Criteria Identification and Prioritization

In your small groups work  
through the importance of the  
EACM criteria



# Applying Holistic Review to Resident Selection

In your small groups identify 2 'very important' criteria from each EACM area, define them, and indicate what would constitute evidence for them

Small group activity



## Summary

Evolution of selection processes

Selection methods

Holistic review

- Mission alignment
- Review reflective of varying institutional aims
- Multiple intersecting characteristics of applicants

AAMC's EACM model