THE FUTURE OF EDUCATIONAL ASSESSMENT IN INDIA:

Challenges and Opportunities

20 November 2015

PROGRAM

An educational networking event hosted by The India Regional Division of the Association of Test Publishers (I-ATP) in academic partnership with the Association of Indian Universities. (AIU)

SCHEDULE

8:30AM – 9:30AM Registration

9:30AM- 10:00AM **Opening Remarks & Lighting the Lamp**

Prof. Anil D. Sahasrabudhe, Chairman, AICTE

Soumitra Roy, General Manager, Global Business Development, Prometric

William G. Harris, Ph.D., CEO, ATP

Prof. Ranbir Singh, President, AIU

Prof. Furqan Qamar, Secretary General, AIU

10:00AM - 11:20AM **Session 1 – How improving assessment is the key to the future of higher**

education

Professor Hariharan Swaminathan, Professor, University of Connecticut

- The Challenges and Opportunities for Secondary Education in India

Belinda Brunner, Test Development Strategist, Pearson VUE

- Admissions Testing: A Journey in Finding Successful Candidates

11:20AM – 11:40AM Tea/Coffee *Break*

11:40AM – 1:00PM **Session 2 – Equating and Psychometrics**

Professor Hariharan Swaminathan, Professor, University of Connecticut

- Equating and Psychometrics in Detail

Sanjiv Kumar, Test Development Manager, Prometric

- High Quality Questions for High Stakes Tests

1:00PM – 2:00PM *Lunch*

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Session 3 – Panel discussion on bringing all school/college boards on a common platform

Prof. Rajeeva Karandikar, Director, Chennai Mathematical Institute

Prof. Sanjay G. Dhande, Former Director IIT Kanpur

Dr. Sudha Bhogle, Academician, Eduquity

Prof. Harish Chaudhury, Prof. in Dept. of Management Studies, IIT Delhi

Dr. Natarajan, Founding Member of International Association of Computerised & Adaptive Testing (IACAT)

Dr. Payal Bansal, Head, Maharashtra University of Health Sciences

Dr. Amarendra Pani, Association of Indian Universities (AIU)

3:45PM - 4:00PM

Tea/Coffee Break

4:00PM - 5:25PM

Session 4 – Operations and technology including benefits of computer based testing

Prof. Sanjay G. Dhande, Former Director ITT Kanpur

- Challenges of High Volume, High Stress Tests in India

Sanjiv Kumar, Test Development Manager, Prometric

- Threats to Test Security: Prevention and Detection

Mayank Jaiswal, Business Head, Eduquity

- Benefits of Test Automation to Ensure Reliability and Fairness

Nagendran Sundarajan, Executive Vice President, MeritTrac

- Examinations – Success by Design, Not By Chance

5:25PM - 6:00PM

Questions and Closing Remarks

SPEAKERS



Prof Swaminathan

Hariharan Swaminathan received his B.S. (Hon.) in mathematics from Dalhousie University, Halifax, Canada, and M.S. (Mathematics), and M.Ed. and Ph.D. from the University of Toronto, Canada specializing in psychometrics, statistics, and educational measurement/evaluation. He is currently Professor of Education in the Neag School of Education at the University of Connecticut. He has served as Professor, associate Dean and Acting Dean in the School of Education at the University of Massachusetts, professor at the

University of Miami, and as Principal Research Scientist at Educational Testing Service.

Professor Swaminathan's research interests are in the areas of Bayesian statistics, psychometrics, item response theory and multivariate analysis including matrix calculus, time series analysis, structural equation modeling, and hierarchical models. Professor Swaminathan teaches and has taught graduate level courses in the areas of multivariate statistics, item response theory, structural equation modeling, advanced psychometrics, and Bayesian statistics. He has received the Outstanding Teacher Award from the University of Massachusetts and the Jacob Cohen Award for Distinguished Teaching and Mentoring from the American Psychological Association.

Professor Swaminathan is internationally recognized for his expertise in educational measurement, and in particular, in the area of item response theory. Dr. Swaminathan has conducted numerous training workshops on Item Response Theory for educational institutions and agencies such as University of Oviedo in Spain, the Egyptian Ministry of Culture and Children's Affair, the Malaysian Examination Syndicate, the Examination Center in Indonesia, and the University of Western Australia in Perth. He was invited to be the keynote speaker at the Annual Psychometric Workshop at the University of Twente in the Netherlands, The Third Black Sea Conference in the Republic of Georgia, and as a speaker in the Presidential Lecture series for the National Board of Medical Examiners. Professor Swaminathan has served on numerous technical advisory panels and boards such as the Malaysian Ministry of Education, the Malaysian Institute for Administration and Management, the Civil Service Commission of Sarawak, and the Indonesian Ministry of Culture and Education. Professor Swaminathan has also worked with the Ministry of Education in the republic of Georgia, in developing the Georgian National Assessment System and in the development and implementation of their Computer Adaptive Testing System. He has received the Governor's award for outstanding contribution to the State of Connecticut (USA) by a naturalized citizen for his work with the State department of Education.



Belinda Brunner

Belinda Brunner, Test Development Strategist, Pearson VUE. Brunner plays a leadership role in determining service offerings provided by Pearson VUE Testing Services. She liaises with Business Development, Marketing and others within Pearson VUE to develop marketing and communication strategies related to communication of Testing Services offerings to our clients and prospects. With others in Testing Services, she coordinates the formulation of test development solutions to meet client needs. She provides a first-point of contact for pre-sales test development consultancy. She also coordinates test design activities for clients who require such services.



Sanjiv Kumar

Sanjiv, Manager, Test Development at Prometric has more than sixteen years of executive experience in driving international and domestic test content development, large scale educational assessment, and eLearning, publishing and editorial operations. In his current role, he leads the Prometric's test development division in India that provides full service test development solution to domestic and international clients. He works collaboratively with industry SMEs, members of the test development team, and cross functionally with other teams and client services across the world to ensure successful completion of large scale testing projects.



Prof Rajeeva Karandikar

Professor Rajeeva L Karandikar obtained his Ph. D. at the Indian Statistical Institute, Kolkata in 1981. He spent some years as a visiting professor in USA and returned to the Indian Statistical Institute, Delhi in 1984 as an Associate Professor. He became a full professor in 1989 and served as Head of department of Mathematics and Statistics at the Institute and also as Head of the Delhi Centre of the Institute. He has been a visiting

professor at several universities in USA and Europe. In 2006, he moved to Cranes Software International Limited as Executive Vice President - Analytics. In 2010, he returned to Academics and became Distinguished Professor at the Chennai Mathematical Institute. Since 2011, he is the Director of Chennai Mathematical Institute, Chennai, India.

Karandikar has made significant contributions to various areas including Stochastic Calculus, Filtering theory, Markov processes and martingale problems, limit theorems, Monte Carlo techniques, queuing theory, game theory, theory of option pricing. He has authored two books with Professor G Kallianpur, one on filtering theory and one on option pricing. He is a fellow of Indian National Science Academy and Indian Academy of sciences and has been awarded the young scientist medal by Indian National Science Academy (1985), S S Bhatnagar prize by Council of Industrial and scientific research (1999), C R Rao National award in statistics by Government of India (2000) and P C Mahalanobis gold medal by Indian Science Congress Association (2014). Dr Karandikar has been an Editor of Sankhya and on the editorial boards of Annals of Probability and Journal of Statistical Planning and Inference. Dr Karandikar has been involved in numerous consultancy projects over the years. He has worked on development of proprietary Blockcipher algorithms for Indian defense services. Dr Karandikar has been involved with opinion polls and exit polls in India since 1998. He has worked with India Today, Doordarshan, T V Today (Aaj Tak) during 1998-2005 and CNN-IBN (2005-2014).



Mayank Jaiswal

Mayank Jaiswal comes with over 21 years of experience in the IT, Assessments and Learning Technologies segments. He has closely worked in the Indian and Middle East markets supporting clients in leveraging technology in measuring and enhancing outcomes. Mayank has strong exposure to globally acclaimed solution providers and practices in areas relating to Assessments and Learning Solutions. He has been a speaker on various forums in the aforementioned areas in India and Middle East and worked across industry segments enabling them in leveraging Computer Based Assessments for selection and



Prof Sanjay Govind Dhande

Professor Sanjay Govind Dhande, former Director of IIT Kanpur, is an innovative technologist, an acclaimed academician, an eminent researcher, a visionary institution builder and an able administrator, whose contributions are acknowledged not only in India but also in many other countries. Under his captainship, IIT Kanpur has been recognized as a technical institution of excellence for providing an international level education and research in Science & technology.

Born on February 14, 1948, Professor Dhande received his B. E. degree in Mechanical Engineering from University of Pune and his Doctoral degree from Indian Institute of Technology, Kanpur with an outstanding academic record. After completing his academic work in USA, he returned to India for building a new vision of computer based engineering. Dr. Dhande is recognized as a founder of the technology of Computer Aided Design in India with contributions in both academia and industry. He led the initiatives of introducing several other computer based technologies like Rapid Prototyping, 3D Printing, Rapid Tooling and Reverse Engineering. AUTOLAY, an innovative CAD technology, developed for Aeronautical Development Agency by him is being used extensively by the leading aircraft manufacturers of the world. Professor Dhande has developed indigenous CAD technologies for automotive and saddler industry in India, he also led the efforts for developing several technologies for Indian Railways primarily for improvement of safety in operations including the train location technology SIMRAN. Professor Dhande also led the pioneering effort of development of a nano-satellite JUGNU by students and faculty of IIT Kanpur.

Professor Sanjay Govind Dhande, an able administrator has been the Founder and Mentor Director of several new national Institutions in Science & Technology . He has been a Chairman or Member of various Government Advisory Bodies both at the national as well as the international level. He was a member of Scientific Advisory Council to Prime Minister, Telecom Regulator Authority of India, National Manufacturing Competitive Council and National Innovation Council. He has served twice on the board of Nyvellie Lignite Corporation. Presently, he is a member of the International Academic Advisory Panel (IAAP) of Government of Singapore. He is also a member of University Grants Commission and is on the board of ONGC Videsh as an independent Director. Professor Sanjay Dhande is a member of National Security Advisory Board (NSAB) of Prime Minister of India. Professor Dhande is currently serving as Founder Director of Mahindra Ecole Centrale in Hyderabad.

Professor Sanjay Govind Dhande is a recipient of a number of Awards and Fellowships. He is a Fellow of Indian National Academy of Engineering, Maharashtra Academy of Sciences, Institution of Engineers and Institute of Electronics and Telecommunication Engineering. He has also been awarded the degree of Doctor of Science (honoris causa) by the Uttarakhand Technical University, Dehradun in recognition for his contributions in the fields of technical education and engineering research & technology. He also received the degree of Doctor of Letters (honoris causa) from Mahavir Vardhaman Open University of Rajasthan. He has also received Honorary Doctorate of Science from NIT Bhopal and NIT Kurukshetra. Professor Sanjay Govind Dhande, as an academician, has guided more than 120 post-graduate students and published about 135 research articles. He has two books to his credit. Professor Dhande has been extending his unstinted services to the Nation for the past 30 years, in the field of Science & Technology Education and Research. For his outstanding contributions to science & technology as well as the academic world of India, Professor Sanjay Dhande was conferred the prestigious PADMASHREE award by President of India in 2013.



Dr Sudha Bhogle

Dr Sudha Bhogle is a Ph. D in Psychology and was a Professor and Chairperson of the Post graduate Department of Psychology, Bangalore University and Coordinator, Centre for Psychological Counseling, Bangalore University, from where she took voluntary retirement in March 2009. She has more than 35 years of experience in research, teaching and counseling, at the postgraduate and under graduate level, and has been involved in assessments, at all levels.

At present she heads educafé Student Solutions which is an initiative of Eduquity Career Technologies. Dr Bhogle has been a first class student through out her academic career and was awarded the first rank and gold medal in her post graduation. She has successfully guided more than 25 students at the Ph.D. and M.Phil levels and has more than 85 research papers to her credit as well as chapters in edited books. She has taught psychological assessment, test development, cognitive psychology and research methodology at the post graduate, M. Phil and Ph.D. levels, has developed and adapted psychological tests to Indian conditions and published Indian norms for many psychological instruments. She has won several awards. She was awarded the UGC Post Doctoral Career Award for Young Scholars. She has successfully executed several research projects from national and international agencies like UGC, NCERT, ICHAP, Sesame Workshop etc.

She has held several roles in the University and in government organizations and has a clear understanding of the entire examination process and its sanctity – from paper setter and examiner to Chairperson of the Board of Studies, Chairperson, Board of Examinations at UG and PG levels and to Custodian for post graduate examinations and for online examinations. She is a trained HRD Facilitator and has conducted several workshops and training programs for the academic and the corporate world, as well as governmental organizations. She is a career counselor for Education Times of the Times of India. She has been a consultant to several organizations, both government and private, such as NIPCCD, NIMHANS, WIPRO, Infosys, LRDE etc



Prof. Harish Chaudhury

Prof Harish Chaudhury is a faculty in the Department of Mangement Studies, IIT Delhi. He has presented research papers at BITS Pilani, IIFT, ISB Hyderabad, Cambridge University, City University, University of Phoenix, Hong Kong etc. He is credited to have taught full courses at IIM Lucknow, IIM Kozhikode, IIFT and IMI. Recognized as an excellent teacher by IIT Delhi and a Corporate trainer of repute. He has held positions as Director (IMS Dehradun) and CEO (Ultrafresh Technologies). He ahs conducted international

conferences on "Excellence in School Education" and conducted teacher training workshops and seminars for principals of schools in India and abroad.



Dr. Natarajan

Dr. Natarajan, a D.Litt in Educational Evaluation and Administration from Pune University is one of the pioneers of learning theories in education in India. He has over 40 years of experience in Educational Testing. He has been a visiting faculty at ETS (arguably, the world's best assessment research company & sets the benchmark standards in assessments; standardized international tests like GRE & TOEFL), Princeton, USA. He has been a member of the Association of Indian Universities for over three decades.

Dr. Natarajan is the founding member of IACAT (International Association of Computerised & Adaptive Testing) and member of Examination Reforms Committees of the following bodies: Union Public Service Commission; Staff Selection Commission (SSC); Association of Indian Universities (AIU); NAC; and NBA. He has also consulted with MHRD in the area of exam reforms and been Chief Consultant on Project for Establishment of National Testing Service. He has vast experience of legally defending assessment structures & methodologies of exam bodies like RPSC (Rajasthan) and Kurukshetra University. He has worked with Rajasthan University on question banking workshops between 1976 to 1985. Dr Natarajan is an author of 73 books and over 60 international papers on assessment. Some of the books written by Dr Natarajan Include: Scaling Techniques – What, Why and How; Computer in Examinations; Unfair means in University Examinations – A Study; New Technologies in Higher Education; Towards Better Questions (Item Writers Cook Book)



Nagendran Sundarajan

Nagendran Sundarajan, Executive Vice President, heads Solutions & Business Development at MeritTrac. An engineering graduate from Thiagarajar College of Engineering, Madurai and an MBA from Bellevue University, NE, USA, Nagendran has rich experience of working with engineering and technology based companies in his career spanning over two decades. During this tenure, Nagendran contributed extensively in developing applications and solutions to various customers for solving their business problems. In his career, Nagendran has been in the forefront of imparting skills on products and business functions and carries

the experience of moving across products, services and markets.

Nagendran has in the past held leadership positions in companies like Larsen & Toubro and Sify Technologies where he put his executive leadership, people management, team building and strategizing skills to best effect. Through his work experience, he has garnered deep knowledge in ICT, Enterprise Telecom, Networks, IT Infrastructure and Data Center & Remote Infrastructure Management.

Nagendran has a flair for learning for real life and carries a bigger ambition of making a difference to a large section of people in their life.



Furqan Qamar

Professor Furqan Qamar, Secretary General, Association of Indian Universities (AIU) is an an internationally renowned and nationally respected Educationist. In his illustrious academic career spanning over three decades, Prof Qamar held the positions of Professor and Founder Director of the Centre for Management Studies at Jamia Millia Islamia, A Central Millia University in Delhi; Advisor (Education) in the PlanningCommission of India; Vice Chancellor of the University of Rajasthan at Jaipur; and the first and Founder Vice Chancellor of the Central University of Himachal Pradesh

at Dharamshala. Dr. Qamar has obviously left distinctive and indelible footprints to whatever position he has so far held and has earned accolades from eminent academicians and higher education policy planners for his academic eminence, creative thinking, leadership qualities, administrative acumen and above all his unique and humane approach based on humility, sincerity and democratic dialogue. He was recognized with the Illustrious Alumnus Award by the University of Lucknow (2008), Rajrishi Puroshattam Das Tandon Award for academic excellence (2010) and numerous others for his contribution in institution building and academic leadership. An excellent orator known for his innovative ideas and commitment for the cause of higher education, He has been regularly invited to deliver special Lectures, Memorial Lecturers and Convocation addresses by higher educational institutions of repute and also at the Higher Education Summits regularly organised by the Confederation of Indian Industry (CII) and Federation of Indian Chambers of Commerce and industry (FICCI) and other industry associations, media groups and other governmental and non-governmental organisations.

Dr Qamar has had a distinguished academic career. He obtained his Ph.D. (1989) from the University of Lucknow on 'Financial Management in Universities in India' after completing Masters Degree (1981) from the University of Lucknow in first Division and first Position. Professor Qamar has also attended the Advanced Management Programme (AMP 2005) at the Clare College, Cambridge (UK) and the Leadership Development Programme (2011) at Yale (New Haven, USA).

Dr. Qamar's involvement with issues concerning higher education dates back to mid 1980 with his research and publications on financing and financial administration of higher education. With keen research interest in public policy in higher education, Professor Qamar has been actively engaged in research and has published books and papers in journals of repute on such themes as educational planning and administration, financing of education, cost savings and resource use efficiency in education and quality and excellence in higher education. His research work on Resource Utilisation in Higher Education (undertaken at NIEPA as co-investigator) provided valuable input in the formulation of Higher Education Policy during the 8th Five Year Plan. He was very actively involved in providing inputs in the formulation of 10th and 11th Five Year Plan strategies for higher education.

Having widely travelled across the length and breadth of the Country and also abroad to Canada, United States, United Kingdom, Germany, Saudi Arabia, United Arab Emirates, Oman, Sri Lanka and Malaysia, Professor Qamar has seen and interacted with higher educational leaderships in wide-ranging number and type of universities and colleges. He thus brings with him academic eminence, leadership qualities and exposure to best global practices.



William G. Harris

William G. Harris, Ph.D., MBA serves as Chief Executive Officer of the Association of Test Publishers (ATP), the leading international organization for publishers of assessment programs. Dr. Harris (G) holds a doctorate from the University of Massachusetts at Amherst, an MBA from Duke University and an Honorary Doctorate from Excelsior College where he also sits as a member of the Board of

Trustees. G is a recognized advocate for the testing industry and is frequently called upon to provide expert testimony. His current areas of interest are industry-wide issues about e-assessments, digital IP and the impact of the Internet on the economics and future of assessment delivery and services in both the private and public sector. G oversees the international expansion of ATP that includes a growing membership in Asia, Europe, India and the Middle East. He is responsible for the successful launch of the Operational Best Practices guidance project for large-scale assessments. Under G's leadership ATP offers international conferences on assessment issues in North America, Europe, Asia and now India. He serves on the editorial board of several scholarly journals and chairs the US delegation to the ISO initiative on the delivery of work place assessment services.



Dr. Payal Bansal

Dr. Payal Bansal is Professor & Head, Institute of Medical Education Technology and Teachers' Training and Head, Maharashtra University of Health Sciences (MUHS) Regional Centre at Pune. She graduated from Christian Medical College, Ludhiana and completed her post graduation in Surgery from PGIMER (Postgraduate Institute for Medical Education and Research), Chandigarh, India in 1992.

Dr. Bansal's medical education training includes three International Fellowships in Medical Education through the Foundation for Advancement in International Medical Education and Research (FAIMER): in 2004-2005, the year-long Medical Education Scholar's Program at the University of Michigan Medical School, Ann Arbor, Michigan; in 2007-2009, FAIMER Institute Fellowship in Education and Leadership at FAIMER, Philadelphia; and from 2011-, the Master's in Health Professions Education Fellowship at Maastricht University, the Netherlands. Her areas of interest in health professions education are faculty development, assessment, quality assurance and facilitating change through educational capacity building programs.

Through her work at the Institute of Medical Education Technology and Teachers' Training at MUHS, Dr. Bansal has developed a model for health professions education capacity building for a Health Science University. She is responsible for curriculum development and implementation of her department's programs and faculty for national and international programmes. She also serves as faculty for the Regional Institute Programs of FAIMER in India. She has been instrumental in bringing several grants to her university, including the prestigious Obama-Singh 21st Century Knowledge Initiative Award, given jointly to MUHS and the University of Michigan, USA for developing a Masters Programme in Health Professions Education.

She is the Managing Editor of Education for Health, a Pub med indexed journal of The Network: Towards Unity for Health an organization in relationship with the WHO. Dr. Bansal has served as a Member of the Undergraduate Working Group for curriculum reform in Medical Education – Vision 2015 of the Medical Council of India from 2010-2011. She is a member of the Academic Council and Board of Examinations of MUHS. She has written many book chapters, has several publications in medical education and is a reviewer for seven international medical education journals.



Soumitra Roy

Soumitra Roy is the General Manager for Prometric's business in the India region. In this strategic role in one of the world's fastest growing markets, Soumitra is responsible for revenue generation from clients by developing and maintaining profitable partnerships, and for ensuring the longevity of revenue streams through the achievement of favorable contract renewals. He is also responsible for identifying new clients and closing new client contracts. Prometric accords tremendous importance to fairness, validity and legal defensibility of testing and one of Soumitra's key objectives is to design and implement strategies to ensure that Prometric is the dominant partner for clients in India who will embrace global best practices in testing which

Prometric has pioneered and nurtured over the last two decades. Soumitra joined Prometric in June 2004 as Managing Director, India. He brings in more than 25 years of leadership and entrepreneurial experience in the IT and services industry. He has successfully created a significant presence for Prometric in India and has introduced state-of –the-art test development and delivery capabilities for our discerning clients in India. During his tenure, annual revenues have grown almost four times and operating income has continued to be healthy. He played a pivotal role to set up the Centre of Excellence in Gurgaon which renders world-class support to Prometric's global clients. Soumitra began his IT career in 1983 as a marketing trainee and rose to the position of General Manager-Operations in HCL Hewlett Packard. Between 1997 and 2004, he held senior leadership positions with large systems integration companies such as Intersoft Corporation, Syntel Inc and Majesco Software Inc, in San Jose California and Seattle, Washington. He has vast experience in the field of systems integration, E-business and software solutions with a focus on business operations and client management. He is an Honors graduate from St. Xavier's College, Calcutta and has completed management development programs from Indian Institutes of Management (IIM) Calcutta, Xavier Labor Relations Institute(XLRI), Jamshedpur and the Stanford Computer Forum, California, USA.



Dr. Amarendra Pani

Dr. Amarendra Pani is the Deputy Director and Director (I/C) of the Research Division of AIU and charged with the responsibility of initiating, supervising and conducting Research Projects, Designing Student Centric Programmes, Coordination and Monitoring, Organizing Seminars, Workshops and Training Programmes, and bringing out publications on various emerging issues in higher Education. Dr. Pani holds a Doctoral Degree in Education from Panjab University

Chandigarh. He is a specialist in the area of Research Methodology in Education. He has vast experience in the field of Higher Education, Educational Research and Academic Administration. He specializes in Research Methodology in Social Sciences and has been a TOT (Trainer of the Trainers). Dr. Pani has worked in some of the apex level agencies in education like NCERT, Association of Indian Universities (AIU) and in some of the premier and reputed academic institutions like Panjab University, Chandigarh, Indira Gnadhi National Open University (IGNOU), New Delhi. Hemwati Nandan Bahuguna Garhwal Central University (HNBGU), Uttarakhand He headed the Meeting Division of AIU which convenes the Meetings of Vice Chancellors at Zonal and National level and was also worked as Information Officer of AIU, under RTI Act 2005. There are 7 edited books and a number of Research and other publications to his credit. Dr Pani has the distinct credit of designing and drafting the National Guidelines of Anveshan: The National Student Research Convention organized by the Association of Indian Universities for identifying and training the young researchers in the country. He has delivered a number of extensive lectures in the area of Globalization of Higher Education, Teacher Education, Research Methodology and Management of Research in Higher Education Institutions, Research Ecosystem, Measurement and Evaluation, etc. Dr Pani has also delivered a number of motivation lectures like developing leadership, effective Communication, emotional intelligence, etc.

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<u>www.gmac.com</u> - The Graduate Management Admission Council is a nonprofit organization of leading graduate business schools dedicated to creating access to and disseminating information about graduate management education. The Council owns the GMAT exam, which nearly 5,000 graduate management programs at approximately 1,900 business schools worldwide use to assess their applicants.



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