Decision Making Model for choosing a Graduate School Program

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What Is Important When Choosing A College?

Abstract:

College education is significant in shaping one's future. These critical factors to determine selection of right college are important. Every college is not equivalent to one another. They can differ in terms of quality of education, accreditations, flexibility and convenience, job placement rates, campus facilities, cost of admissions and many more. You need to find the best college or university that fits your personal needs. It will be perhaps the most important decision in your life. According to a recent survey published in Chicago Tribune [1], students and parents are changing the way they select the colleges. They commonly prefer to quiz admission staff and department heads about job prospects. Choosing a college isn't as easy as it used to be. U.S. News and World Report and The Princeton Review are well known for publishing college rankings that may affect students' choice of school. But a recent study shows that at the time of actually choosing a college, students rank the college rankings pretty low on their list. A right school, college or university at national or international level will definitely have a long lasting impact on your personal and professional life.

There's a lot to consider when choosing a graduate school, and it can be an overwhelming task if you don't know what you're looking for. It's such a big investment of money, time and energy that you want to make sure that you choose the program that's right for you. Selecting the right graduate school is not only one of the most important decisions an aspiring student has to make but a really tough one as well. There are tons of great schools and programs in the country and abroad, and finding the one that is right for you will require careful consideration of a variety of factors. Most students do think hard before they commit to a school, but are they using all the right criteria for their selection? In my experience, the answer would be no!

This study aims to assess the selection of right graduate school by taking into account the factors that might influence the choice of students while choosing amongst the different alternative available. A hierarchical decision model (HDM) is used for solving this decision problem.

1. Introduction:

According to two hundred thousand college freshmen the access to careers and college affordability are two of the most important factors when choosing a college – not college rankings. The findings are part of the University of California – Los Angeles' "The American Freshman" survey of close to 200 thousand first-year students at over 200 U.S. colleges. [2]Students were asked to rate which factors most determined their decision to enroll in a college or university. The results: college rankings only came in 12th place, trumped by factors like the school's academic reputation (first place on their list) and whether graduates are able to secure good jobs (in second place).

Not surprisingly, cost is a huge factor in deciding where to go to school. The overall cost of attending college came in fourth place, while being offered financial assistance came in third. And, not to be forgotten, a school's social reputation ranked at number 6 (because college is about having fun too!)

Choosing a college is both exciting and overwhelming. There are many colleges that have a lot to offer, but how will you find the right one for you? It's best to know what you want from your college experience, so make a list of your requirements and consider the following when making your campus visits.

Top Reasons for Choosing a College

Here's a list of the top ten factors (from most to least important) that influenced over 200 thousand college freshman in choosing their schools [3]:

1. "College has very good academic reputation/ Knowledge Expansion"
2. "This college's graduates get good jobs/Job Perspective"
3. "I was offered financial assistance"
4. "The cost of attending this college"
5. "A visit to this campus"
6. College has a good reputation for its social activities
7. Wanted to go to a college about this size
8. College's grads get into top grad/professional schools
9. The percentage of students that graduate from this college
10. I wanted to live near home/Location

While college rankings by respected publications should never be dismissed, they certainly shouldn't be the only factor in your decision making process. Selecting the right college is one of the most important choices you'll ever make, and your decision should be comprehensive: does a school meet your academic, financial, social, and other personal needs? If so, then it could be the right school for you – even if it isn't at the top of a college rankings list.

2. Overall objective

Apart from the main goal of creating a decision-making model to help students choose right graduate school by considering factors such as Knowledge Expansion, Job Perspective and Education Cost, the overall objective of this project is to improve the group's understanding of the Hierarchical Decision Model (HDM), to understand its strengths and limitations, as well as leverage its capabilities to provide relevant information to decision-makers.

3. Problem definition

Problem statement: Create a decision-making model to assist students in choosing appropriate graduation school by taking into account major factors that could influence their decision about making choice amongst various alternatives available. We've established that going to grad school isn't always a good idea and that it is a huge commitment of time, money, and energy. Once you've made the decision that grad school is right for you, you're still faced with the daunting task of choosing a program. Your target graduate program's website will not only give you all of the basic information about the program, but it will also provide you with general information about the school in helping you consider how to choose among academic paths. Of course, if you applied to the program, you're probably already familiar with its website, but it's still beneficial to revisit specific details of each graduate school, especially when it comes to things like tuition costs and financial aid options, program length, and where alumni end up after graduation.

4. Relevant Graduate Schools

a) University of Texas—Austin	
	(2016-17)
#56 (tie) in National Universities | Overall Score 60/100.0	
IN-STATE TUITION & FEES	$9,806
OUT-OF-STATE TUITION & FEES	$34,676
ROOM AND BOARD	$11,456
TOTAL ENROLLMENT	50,950
4-year graduation rate	52%
Classes Size	
Classes with fewer than 20 students	35.10%
20-49	38.60%

50 or more	26.40%
Student-faculty ratio	18:1

Like the state it calls home, The University of Texas at Austin is a bold, ambitious leader. Ranked among the biggest and best research universities in the country, UT Austin is home to more than 51,000 students and 3,000 teaching faculty. Together we are working to change the world through groundbreaking research and cutting-edge teaching and learning techniques. Here, tradition and innovation blend seamlessly to provide students with a robust collegiate experience. Amid the backdrop of Austin, Texas, a city recognized for its creative and entrepreneurial spirit, the university provides a place to explore countless opportunities for tomorrow's artists, scientists, athletes, doctors, entrepreneurs and engineers [9].

b) Portland State University	
	(2016-17)
Rank Not Published	
IN-STATE TUITION & FEES	$8,337
OUT-OF-STATE TUITION & FEES	$24,852
ROOM AND BOARD	$10,260
TOTAL ENROLLMENT	27,488
4-year graduation rate	14%
Classes Size	
Classes with fewer than 20 students	32.60%
20-49	51.50%
50 or more	15.90%
Student-faculty ratio	21:1

Portland State University is the most affordable public research university where about 27,000 students from all backgrounds find golden opportunities for securing better future. The

University's mission statement "let knowledge serve the city" reflects dedication to finding innovative, sustainable solutions to local and global problems.

The university is situated in heart of one of America's most dynamic cities that gives the students a matchless access to bright future through career connections and an internationally acclaimed culture scene. This is the only Portland University that offers a four-year degree guarantee.

It's graduates go on to invent for Intel, design for Nike, catch touchdowns in the NFL, run international corporations and make hit Hollywood movies. See for yourself [10].

c) Oregon State University	
	(2016-17)
#143 (tie) in National Universities | Overall Score 39/100.0	
IN-STATE TUITION & FEES	$10,366
OUT-OF-STATE TUITION & FEES	$28,846
ROOM AND BOARD	$12,153
TOTAL ENROLLMENT	29,576
4-year graduation rate	32%
Classes Size	
Classes with fewer than 20 students	27.90%
20-49	50.30%
50 or more	21.70%
Student-faculty ratio	18:1

Oregon State is an international public research university situated in a small, safe and green city named Corvallis. Founded in 1868, Oregon State is the state's Land Grant university and is one of only two universities in the U.S. to have Sea Grant, Space Grant and Sun Grant designations as well. With $336 million in external research funding in 2016, a second consecutive year of record-breaking growth, Oregon State accounts for more research funding than all of the state's comprehensive public universities combined.

With 11 colleges, 15 Agricultural Experiment Stations, 35 county Extension offices, the Hatfield Marine Science Center in Newport and OSU-Cascades in Bend, Oregon State has a presence in every one of Oregon's 36 counties, a statewide economic footprint of $2.371 billion and an impact that reaches across the state and beyond [11].

5. Model Development

HDM is a technique used for analysis of strategic decisions in a hierarchical structure by creating consensus among participants who are usually experts in specific aspects related to decisions. It is frequently used in evaluation of alternative courses of action available or selecting best fitting options to achieve a pre-specified objective. Hierarchical decision modeling (HDM), including the well-known analytic hierarchy process (AHP) and its variants, is widely used in multi criteria decision makings.

In the general form HDM has five levels named as Mission-Objective-Goal-Strategy-Action (MOGSA), yet there is no restriction on the numbers of levels, but elements at the same level have to be "preferentially independent" [7]. As HDM structure is set, pair-wise comparisons among sub-elements for each branching nodes are made. The weights of each criterion are derived from pairwise comparisons. Thus, in the generalized form of HDM researchers need to make pairwise comparisons among objectives, goals under each objective, and strategies under each goal separately.

Every hierarchical decision modeling process start with quantifying the contribution of decision elements through pair wise comparison. As subjective values, the pair wise comparison judgments are seldom provided at a 100% confidence level and are subject to variations. To increase the model validity and ensure requisite decision making it is important to know how sensitive the model result is to these inputs. In this study a sensitivity analysis algorithm is developed to test a hierarchical decision model's robustness to the pair wise comparison judgment inputs acquired from the constant sum method it defines allowable region of perturbation induced to a judgment matrix at any level of decision hierarchy to keep the current ranking of decision alternatives unchanged [8].

With the intention of evaluating alternative courses of action available, performance scores of these alternatives for each criterion are required as well. Preference for each of these graduate schools can be determined by using scoring for scalar scores or desirability functions for discrete scores. A desirability function is a transformation function. In other words this is a method that is used to convert actual performance value to a score ranging from 0 to 1 based on market desirability or expert opinion. Simply, HDM breaks down contributing factors to an objective into perspectives and criteria on different hierarchical levels and enables the analysis of contribution of each factor or criterion to the objective. Then each option is evaluated in terms of the criteria to have a final point of achieving the objective, between 0 and 1.

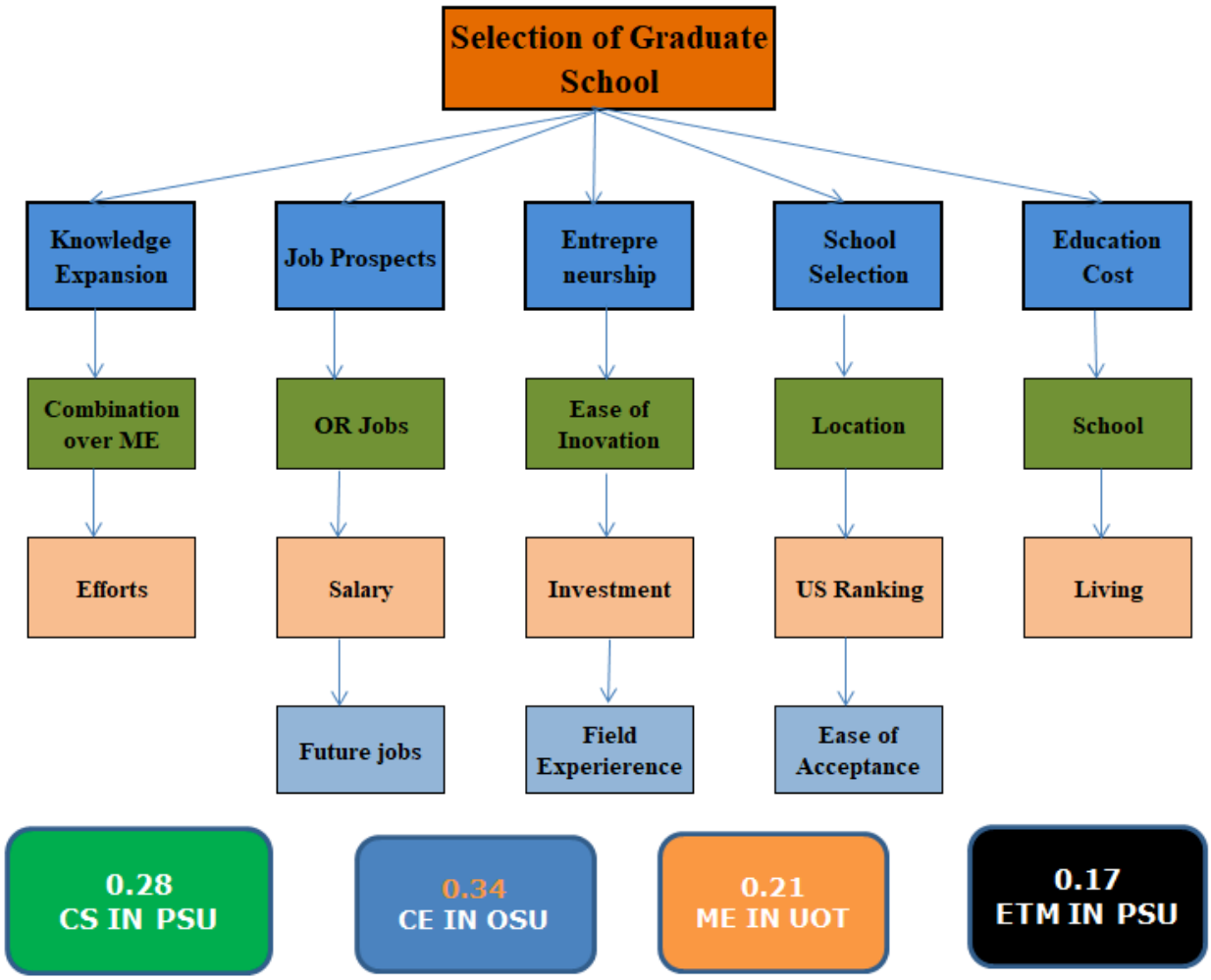


Figure 1: The HDM model with four levels: the objective, perspectives, criteria, and alternatives

6. Model Validation and Data Collection

The targeted readers are the students making choice of their graduate school from no of alternatives available, this decision is made by taking into consideration the opinion of 6 experts who reached this opinion by considering 5 main factors (Knowledge expansion, Education cost, Job prospective, Entrepreneurship, School selection) and 13 sub factors (salary, future jobs, us ranking etc.) that could influence the student choice about selection of their graduate school. A

screenshot of the decision model website is illustrated in Figure below.

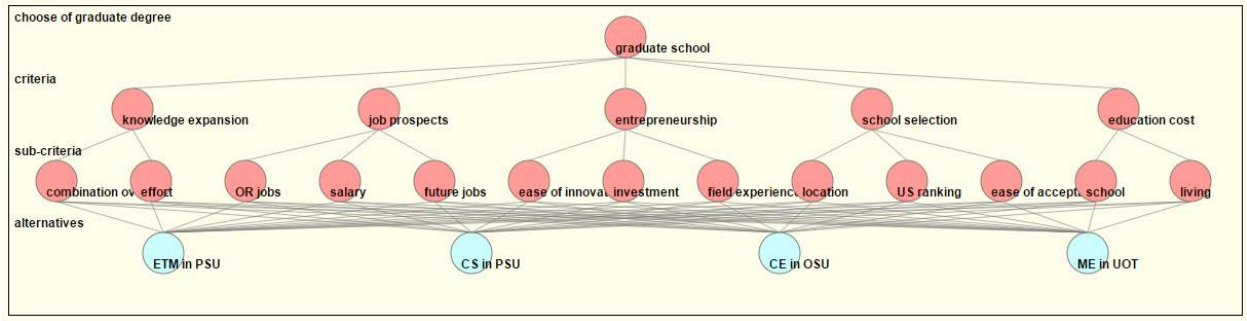


Figure 2: Screenshot of HDM software used by experts

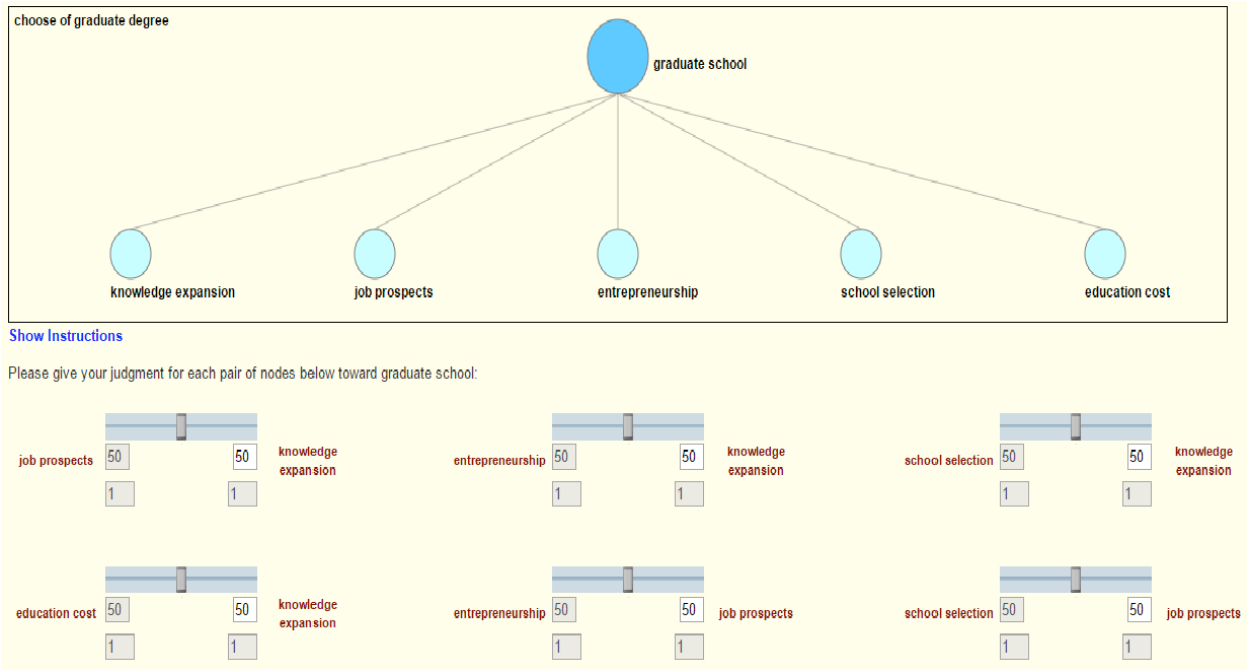


Figure 3: Screenshot of HDM software used by experts

Each expert should pairwise compare different perspective with each other (criteria and alternatives based on criteria in the later stages) by assigning a number between 1-99 to one of them which would assign 100-n reciprocally to the other perspective (If you give 60 to performance, the personal perspective would get 40). The experts had also helped in validating the model before starting the comparison process. Due to the limitations in time, software, and the painstaking process of decision making, perspectives and criteria and alternatives had to be changed, modified, merged, or eliminated many times. The process continued until it was in a condition which was not susceptible to any of those advantages while not losing a lot of accuracy in terms of material. Pairwise comparisons (PC) method is an efficient technique and hierarchical analysis is a popular means coping with complex decision problems. Based on two proposed

theorems, this study shows that the PC-based hierarchical decision models stem from the weighted average methods (including the arithmetic form and the geometric form).

7. Criteria Selection and Model Building

There are any number of criteria people can use when trying to evaluate various graduate programs. This list is not meant to be inclusive, but to provide you with the most common criteria people use when choosing a graduate school. You'll find the information you need to evaluate each program in various graduate school guides and directories, as well as from the catalogs and Websites of the individual graduate programs that interest you. There are many different perspectives influencing decisions of choosing appropriate graduate school from a number of alternatives available. We started with a model including five perspectives and many important criteria per perspectives. These perspectives and criteria were collected from the experts and literature. As a group, we eliminated some criteria and redefined others to make the model more useful and suitable. Consequently, we came up with five perspectives and thirteen criteria to research adoption decision for selection of appropriate graduate school as follows:

a) Knowledge Expansion

Knowledge is a powerful factor that empowers people achieves great results. The more knowledge a person gains, the more powerful he becomes. This proverb means that 'true power comes from knowledge'. No individual or nation can prosper in life without knowledge. In sum, the proverb means that knowing things gives us power. There is no end to knowledge. There is no limit to what a person can learn. Even big problems can be solved if we have the knowledge of solving it. By knowledge of science man has conquered nature. Development is possible by knowledge and not by physical strength [12].

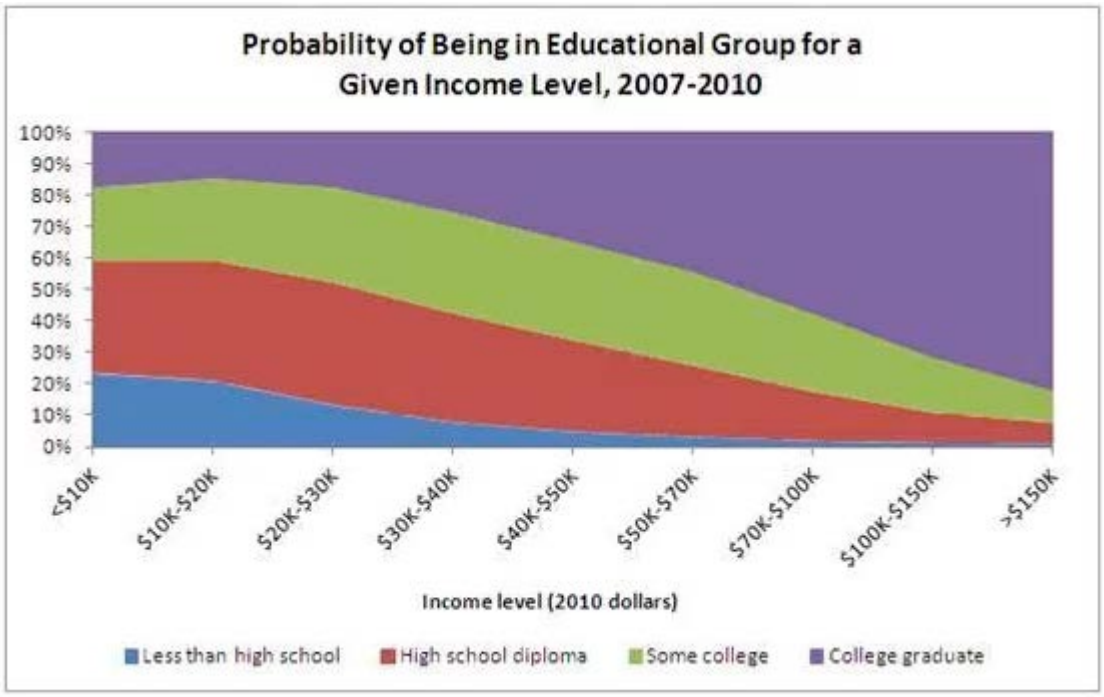
Examples

- A teacher without through knowledge cannot teach his student well.
- A student without any knowledge of his subject cannot pass the examination.
- A doctor without knowledge in surgery cannot be a successful doctor.
- A pleader without proper legal knowledge cannot argue well in favor of his client.

Knowledge is considered superior to physical strength in gaining success. A society or community that is devoid of knowledge is considered backward, even if they are a physically strong group. Many physically powerful nations were defeated by nation having greater intelligence and knowledge. Knowledge helps human beings to utilize the various forces of nature for the benefit of humanity. The rise of human beings as the most powerful living-beings on planet is only due to the knowledge and the proper application of knowledge. Knowledge plays a vital role in every sphere of human life and activity. Knowledge has helped in the advancement and development of civilization and culture. The application of knowledge has led man to the path of progress. We can all benefit from learning new things.

b) Job Prospective

Among the many different considerations to think about when trying to decide which university is right for you is the job prospects offered by each institution. One of the main reasons for going to university is, after all, to put you in line for a better job and make yourself more employable. Because of this, the job prospects offered by a particular university can become a source of huge concern to those trying to decide whether to apply or accept an offer. In this study, we look in more depth at employment prospects, what lies behind the statistics and how job prospects aren't necessarily the be-all and end-all. The availability of industry placements during or after the course – undertaking such a placement could make you more valuable to employers even if the university is less highly ranked overall, because these placements give you more relevant knowledge and experience of the industry you hope to enter. The university's network of contacts in local business may influence the ease with which you can secure this experience; many have ties with local employers and arrangements in place for internships and such like. If you are planning on going to a university that supposedly has worse career prospects, perhaps because you've prioritized some other factors in making your decision, what can you do? By far and away the best thing you can do in this situation is to gain as much work experience as you can. This real-life experience will teach you valuable skills for the workplace, and that's something that can't really be taught by going to university. As the saying goes, "there's no substitute for experience" – and that's particularly true when it comes to securing a job. Work experience from a respected employer, in a field that's relevant to the path you want your career to take, will go a long way towards countering any negative effects caused by a university with a poorer reputation, and it may even put you at an advantage over someone with a degree from a more prestigious university [13]. There may be a range of perspectives on the best way to move our economy forward, but one element essential to any answer is education. It may seem intuitive that more educated people earn more, yet the extent to which this is true is striking. A picture is often worth a thousand words, and the graph below illustrates this point.



The horizontal axis measures income while the vertical axis breaks up the income level by education level. As we move to the right toward higher incomes, we see that college graduates make up a bigger and bigger chunk of those earners. A few numbers help to underscore this. Those with only a high school diploma accounted for 39 percent of those who made between $20,000 and $30,000, but just 8 percent of those earning more than $100,000. In contrast, college graduates only accounted for 18 percent of the $20,000-to-$30,000 group and 75 percent of people earning more than $100,000, despite the population of these two educational demographic groups being roughly equal.

The message is clear—more education opens the gateway to better, higher-paying jobs.

c) Education Cost

It's hard to miss talk about rising college costs these days. It's plastered all over newspapers and websites, and has been at the center of much political debate over the past month, especially in response to President Obama announcing a new plan to help grads better cope with student debt. And it's not a discussion that's likely to go away soon. Over the past few decades, college tuition has been rising at a breakneck pace, almost three times as fast as inflation. Incomes haven't kept up with college costs, and that's made it a challenge for many students to pay their way through school, often accruing tens of thousands of dollars of debt in the process. The effect these rising costs have had on young adults hasn't always been predictable, however.

Rising college costs haven't necessarily driven students away from pursuing a degree, but many are chasing that goal in a new ways. Community colleges have seen a steady increase in enrollment as economic troubles and sky-high tuition fees have put traditional schools out of many students' reach. Two-year colleges are often much cheaper and offer students more flexibility in working while they attend classes [16]. For some, they're a great way to get basic courses out of the way before moving on to a bigger, more prestigious school. Whatever the reason, community colleges are playing an increasingly large role in higher education, a fact highlighted by President Obama in a 2010 speech on education and an accordant $12 billion dollar program to fund two-year schools. There is no way around it: weddings are ridiculously expensive. Slap the word "wedding" on something and the price goes up tenfold. They are so costly, in fact, that many young college grads are delaying having one until they're older and more financially stable. Playing a big role in this choice to wait is college debt. Sixty-five percent of college students leave school with debt, with 25% owing more than $25,000. That debt means weddings often have to wait until they are paid down and money can be saved. A recent survey found that debt, largely from college, was causing 20% of young adults to delay having children, even if they wanted them. Kids can be pricey, and college debt may mean that many young couples have to hold off on adding to their family until they can get loan debt under control. While waiting to have children may be part of a larger social change, it's clear that college debt (and the recession to boot) hasn't made it any easier to start a family, with the average age of having a first child at about 30 for college graduates. Why aren't more college students choosing a degree in much-needed fields like social work, elder care and teaching? Because often they can't make enough working in these fields to pay back the loans they got so they could work in them in the first place. Public service jobs often pay little compared to private sector jobs, making it difficult, if not impossible, to keep up on loan repayments. In fact, nearly one quarter of grads from public universities carry debt that would be unmanageable with the starting salary of a public service worker. The numbers are even higher for those who went to a private college or university [17].

d) Entrepreneurship

How to ensure that education delivers the right skills for the labor market and the growth of entrepreneurship, while delivering support to young people to secure their economic future and enable businesses to grow and create new jobs. Can we learn entrepreneurship and why is it so important? Let's have a closer look to this issue from three different angles [14]. There is no need to pay a lot of attention here to the benefits of entrepreneurship for the labor market and the economy in general. We all know that self-employment is a powerful tool to create work and to boost the economy. We also know that an entrepreneurial attitude is nowadays a necessity, not only for entrepreneurs but also for employees. In many countries schools are nowadays run like companies. While public funding is in many countries decreasing, there is an increasing pressure on schools or colleges to be accessible, affordable and accountable for producing successful

students. This means that management, teacher's etc. need to be able to tap the critical skills of entrepreneurship to tackle and resolve issues of enrolment, retention and student success. Thus, making the best use of resources has become a big challenge that school management is facing today and it is exactly what entrepreneurs are doing to run their business with success. To increase student engagement and success - and favorably impact completion rates - students need to be equipped with the perseverance and determination of an entrepreneurial mindset. If education equips students with an entrepreneurial mindset at the outset of their careers, they will be more engaged and take ownership of their own success. Moreover students who were involved in ways of entrepreneurial learning were in most cases rather enthusiast about this, as they found that this kind of learning was more fun and was experienced as more meaningful than the traditional ways of learning.

The good news is that you can learn entrepreneurial skills and that it is not a matter of being a born entrepreneur or not. Skills like critical thinking, problem solving, communication, risk bearing, working in a team and self-reliance are not only natural gifts, but they can be learnt. How this can be achieved differs enormously and there are very many ways to do so, but it is certainly more comprehensive than just adding the subject 'entrepreneurship' to the time table. It requires vision and a thoughtful strategy of staff recruitment and training [15]. There are a growing number of schools and school systems in- and outside Europe, that are moving in this direction. Entrepreneurial learning is also a very powerful tool to improve the access of disadvantaged groups to the job market as it was demonstrated by several initiatives.

Common features for entrepreneurship education (EE) are that school management is committed to advance entrepreneurship in their communities, create an entrepreneurial culture in their schools or colleges and in some cases support local start-ups and small businesses. All this requires close cooperation between the different stakeholders in a region and the willingness to enter innovative learning instead of sticking to traditional learning pathways.

e) School Selection

Once you have made the decision to go to graduate school, the next step is to research programs that match your interests and fit your needs. Don't limit yourself at this point, but instead gather information on a broad range of programs [18].

Gather Information

- Consult sites such as these for researching graduate and professional schools:
- California Colleges and Universities
- GradSchools.com

- Peterson's Graduate Schools
- University of California Graduate Degree Programs
- US News, Best Graduate Schools
- Contact programs directly to get more detailed program information such as courses, professors, costs, financial aid and application forms.
- Attend Career Center workshops and information sessions about graduate school. Login to Handshake to learn more and RSVP. You can also sign up for Career Mail to get email notification of upcoming events.
- Doesn't miss Career Center graduate school fairs where you can meet grad school representatives and learn more about the programs they offer? Before you go, read these Grad School Fair Tips.
- Conduct informational interviews with current graduate students, professionals, and faculty in the graduate programs you are considering to gain insider information [19].

Evaluate Programs - Factors to Consider

1) Reputation of the Faculty 2) Quality of the Program 3) Financial Costs 4) Admission Requirements 5) Available Course Offerings 6) Employment 7) Facilities 8) Geographic Location 9) Student Life

8) Data Analysis and Results

In this section, we will go through the results of our model. The figure shows the distribution of weights. Fig 4 shows the distribution of weights for each criterion under each perspective.

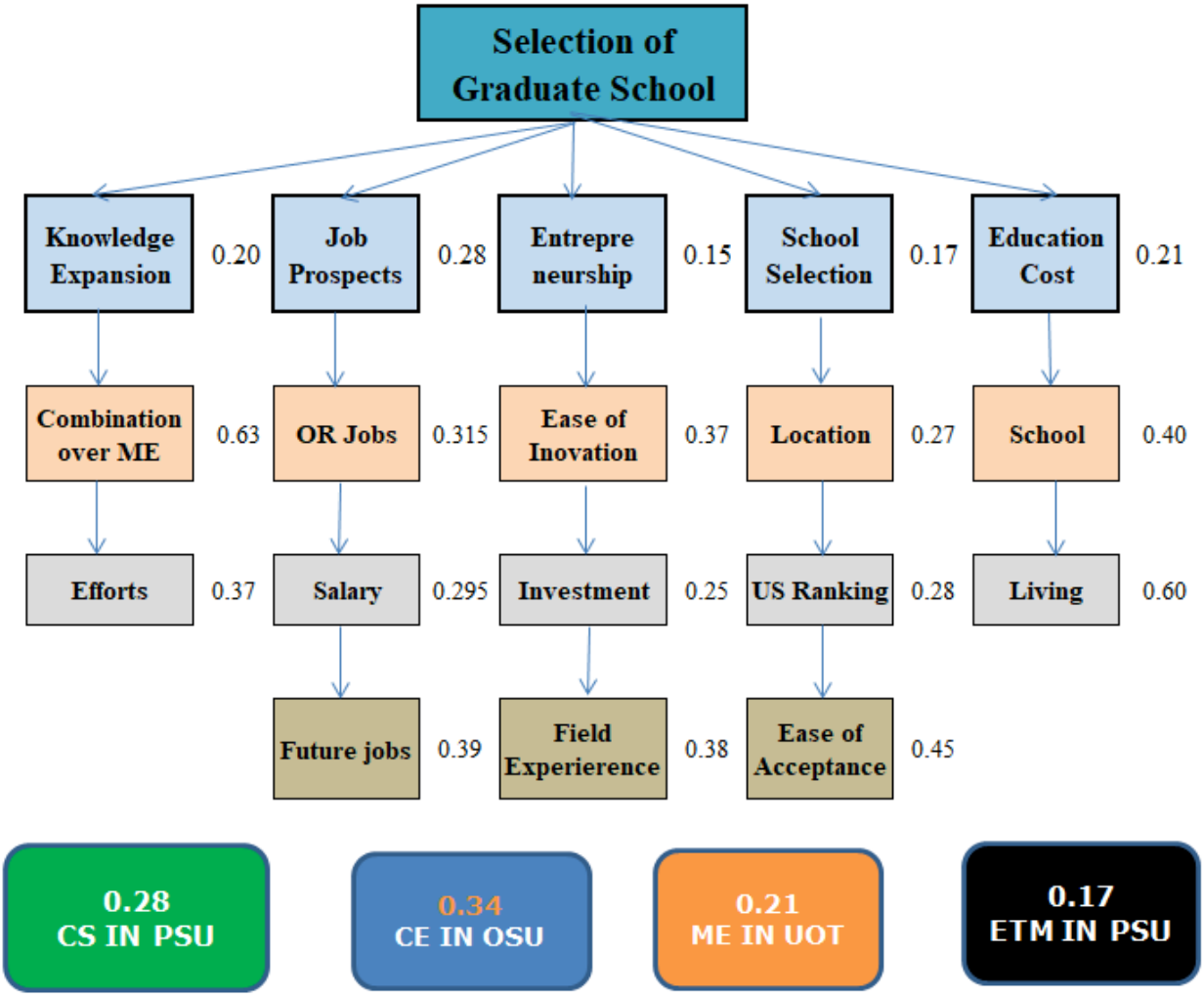


Figure 4: The results for each criterion under each perspective

Show the distribution of weights of the different perspectives with Knowledge Expansion, Job Perspective and Educational Cost being the most important ones. This chart is relevant mostly for the Students making choices amongst different graduate schools. Looking at the chart gives us a swift and quick understanding of what it is that could be important for students and hence, Schools could focus on them in offering various courses.

Table 1 The Alternative Results By Each Expert

Objective	ETM in PSU	CS in PSU	CE in OSU	ME in UOT	Inconsistency
Expert - 1	0.24	0.25	0.24	0.27	0.08
Expert - 2	0.48	0.3	0.13	0.08	0.06
Expert - 3	0.27	0.29	0.28	0.17	0.02
Expert - 4	0.39	0.25	0.21	0.15	0.01
Expert - 5	0.09	0.61	0.15	0.15	0.04
Expert - 6	0.21	0.31	0.27	0.21	0.09
Mean	**0.28**	**0.34**	**0.21**	**0.17**	
Minimum	**0.09**	**0.25**	**0.13**	**0.08**	
Maximum	**0.48**	**0.61**	**0.28**	**0.27**	
Std. Deviation	**0.13**	**0.13**	**0.06**	**0.06**	
Disagreement					**0.087**

Table: 2 The HDM statistical result

Source of Variation	Sum of Square	Deg. of Freedom	Mean Square	F-test value
Between Subjects:	0.09	3	0.031	**2.05**
Between Conditions:	0	5	0	
Residual:	0.23	15	0.015	
Total:	**0.32**	**23**		
Critical F-value with degrees of freedom 3 & 15 at 0.01 level:				**5.42**
Critical F-value with degrees of freedom 3 & 15 at 0.025 level:				**4.15**
Critical F-value with degrees of freedom 3 & 15 at 0.05 level:				**3.29**
Critical F-value with degrees of freedom 3 & 15 at 0.1 level:				**2.49**

Finally, tables 1-2 show how each alternative was scored by each expert. The inconsistency score of each expert, the minimum and maximum that each alternative received from each expert along with the disagreement score. It is worth mentioning that our alternatives' scores' differences were not that marginal, which is why it was important to develop other charts to assess how each alternative beats another one based on a selection of a few criteria.

9. Limitations and Future Research

This model is robust considering our target market (students), however it would need to be adjusted to fit another demographic, such as students' parents, colleagues and families. The model is built so that the criteria and perspectives are appropriate for other groups, but the weights for each criterion would need to be changed to match what other demographics may want out of graduate schools. For instance, in our model, combination over ME, Ease of acceptance and living cost are highest weighted criteria, but if students' parents were to rate this, they would likely put a heavier weight on other criteria such as future jobs, field experience and location. The model could easily be re-used, but one must keep in mind that different groups would weigh the factors differently.

There are many other alternatives available in the state, but we have limited our study to the three Universities and four graduate programs. We chose to leave out other alternatives that seemed similar to the ones we already had to reduce redundancy. We also chose to keep the more recognizable alternative universities as we believe those are most likely to be the options that most students would prefer. By reducing the number of alternatives, it also keeps the model from becoming too time consuming for the experts to complete the pairwise comparisons.

Our team also kept the number of criteria to a reasonable number to maintain the model simplicity and allow for an easier expert review process. While adding more criteria may bring more useful considerations to the table, overall, we believe it would complicate the process and make the model too consuming for a proper and concise analysis.

10. Conclusions

We believe our model provides an initial point of view for analysis of a graduate school selection. It serves as a starting point to consider all the perspectives and criteria that would go in making choice for universities and courses offered by them. For students, our model helps to give a better understanding of the different options available in the state. While some students may weigh the criteria differently, they will still need to consider all these criteria that we have laid out. The model can also serve to give students' parents an initial evaluation model that takes into consideration not only the quantitative information, but also qualitative aspects such as ease of innovation or ease of acceptance.

The results show that, for students, combination over ME, ease of acceptance and living prove to be the most important criteria in selection of right graduate school. We believe this is in line with what we would expect to see, considering the weights that we outlined.

This model provides a useful approach to analyzing which graduate school best suit a student's requirements. While keeping the limitations in mind, one could successfully make the right choice, and we feel confident that it would ultimately be a helpful decision making tool.

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