2023 Admitted Graduate Student Survey Report – SOM
February 2024
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PURPOSE
The purpose of this survey was to learn how applicants admitted to USF graduate programs perceive USF and the areas that influenced their decisions to attend, or not attend.

ORIGINATORS
The survey was developed by the Office of Assessment & Accreditation Support in collaboration with the Office of Graduate Enrollment.

DATA COLLECTION
Survey Population: The survey was sent to 2222 people who were admitted in summer and fall 2023 to graduate programs in the College of Arts & Sciences, School of Education, School of Management, and the School of Nursing & Health Professions. The School of Law did not participate. Four survey invite emails were returned making the total number who received the survey 2218.

Instrument: Qualtrics
Period: September 13, 2023 – October 12, 2023
Response Rate: The overall response rate for the survey was 20% (452 total responses). This includes participants who indicated they applied to programs in the College of Arts & Sciences, School of Education, School of Management, and School of Nursing & Health Professions.

Because the survey was anonymous, the distribution list only included email address for those admitted in summer and fall 2023 and did not include additional information, such as how many of the 2222 people the survey was sent to were admitted to the School of Management; therefore, a response rate specific to the School of Management cannot be calculated.

ABOUT THIS REPORT
This report is specific to those participants who indicated they were admitted to programs within the School of Management.
Key Findings

APPLICATION AND ACCEPTANCE TO OTHER INSTITUTIONS
The highest proportion (95%) of SOM participants who began attending USF agreed or strongly agreed they made the right decision to attend. 24% of SOM participants who did not begin attending USF disagreed or strongly disagreed they made the right decision not to attend USF and 53% neither agreed nor disagreed with their decision not to attend USF.

32% of SOM participants who chose not to attend USF made the decision when they learned how much they would receive in scholarships/grants from USF. 52% of those SOM participants who chose not to attend USF are not attending any college or university at this time and indicated the primary reason is financial.

COLLEGE CHARACTERISTICS
The top three characteristics that SOM participants indicated were extremely or very important when choosing a college or university were job outcomes/career opportunities (95%), and financial cost (91%), and academic rigor (90%). When asked to rate characteristics of USF, 69% of SOM participants rated job outcomes/career opportunities as excellent or good, 45% rated financial cost as good or excellent, and 79% rated academic rigor as good or excellent. The highest rated characteristic of USF was diversity of students (92%).

Out of 30 factors to select from, the highest percentage (54%) of those who did not accept their offer of admission or did not begin attending USF rated financial cost as a factor that influenced their decision not to attend USF.

100% of SOM participants who began attending another college or university, rated academic rigor, job outcomes/career opportunities, and location of the institution they are attending as good or excellent.

The highest percentage (80%) of SOM participants who began attending USF indicated that academic rigor influenced their decision to attend USF (up 10% from 2022).

FINANCIAL FACTORS
33% of SOM participants indicated they applied for federal financial aid at USF and the majority (89%) of those who applied for federal financial aid received aid.

Of those who began attending USF, the highest proportion (70%) did not apply for federal financial aid at USF.

79% of SOM participants received a scholarship from USF.

COST OF ATTENDANCE
64% of SOM participants, who chose to attend another college or university, indicated that the cost of attendance at USF is higher than the institution they are attending (down 28% from 2022).
Demographics

SCHOOL/COLLEGE

20% (n = 92) of participants indicated they were accepted to the School of Management (down 4% from 2022).

PROGRAM

New this year, participants indicated which program they were admitted to.

- The highest proportion (35%) of participants admitted to SOM indicated they were admitted to the Full-time MBA program.

The following figure details the proportion who selected each program.

INTERNATIONAL STUDENTS

Participants indicated whether or not they were an international student and, if so, if they were living outside the US when they applied to USF.

- 64% of SOM participants were international students (up 6% from 2022).
- Of those, 64% indicated they were living outside the US when they applied to USF (down 17% from 2022).

Decision to Attend or Not Attend USF

Participants were asked to indicate whether or not they accepted their offer of admission.

- 78% of SOM participants accepted their offer of admission (unchanged from 2022).
- 22% of SOM participants did not accept their offer of admission.

Those who indicated they accepted their offer of admission were then asked whether or not they began attending USF. Of the SOM participants who accepted their offer of admission (and responded to this question):

- 85% began attending USF (down 1% from 2022).
- 15% did not begin attending USF.
PARTICIPANTS WHO BEGAN ATTENDING USF

Participants who indicated they began attending USF were asked the extent to which they agreed with the following statement using a 5-pt. scale (1 = Strongly Disagree, 5 = Strongly Agree): I made the right decision to attend USF.

- The highest proportion of SOM participants (95%) Agreed or Strongly Agreed they made the right decision to attend USF (up 3% from 2022).

The following figure details the proportion of SOM participants who selected each response option.

At what point decided to attend

Participants who began attending USF were asked to indicate at what point they decided to attend USF using the following response options: When I received my notification of acceptance; When I learned how much I would receive in scholarships/grants from USF; When I learned how much I would receive in scholarships/grants from another institution; After I attended an accepted student event at USF; After I visited campus; After I attended a class session open to accepted students; After I attended a faculty talk; After I attended a student panel; After I attended a one-on-one faculty appointment; After I spoke/met with current students; After I spoke/met with alumni; After I spoke/met with someone from a USF professional advisory board; and At another time. Participants’ responses to At another time can be found in Appendix A, 1.1.

- The highest proportion (39%) of SOM participants selected when I received my notification of acceptance (down 18% from 2022).
The following figure details the proportion of SOM participants who selected each response option.

**PARTICIPANTS WHO DID NOT BEGIN ATTENDING USF**
Participants who indicated they did not begin attending USF were asked the extent to which they agreed with the following statement using a 5-pt. scale (1 = Strongly Disagree, 5 = Strongly Agree): I made the right decision not to attend USF.

- The highest proportion of SOM participants (38%) **neither agreed nor disagreed** they made the right decision not to attend USF. In 2022, the highest proportion (53%) Agreed or Strongly Agreed they made the right decision not to attend USF.
- 24% of those SOM participants who did not attend **Disagreed** or **Strongly Disagreed** they made the right decision not to attend (up 19% from 2022).
At what point decided not to attend
Participants who did not accept their offer of admission or accepted their offer, but did not begin attending USF, were asked to indicate at what point they decided not to attend USF from the following response options: When I received my notification of acceptance; When I received admittance to another institution; When I learned how much I would receive in scholarships/grants from USF; When I learned how much I would receive in scholarships/grants from another institution; After I attended an accepted student event at USF; After I visited campus; After I attended a class session open to accepted students; After I attended a faculty talk; After I attended a student panel; After I attended a one-on-one faculty appointment; After I spoke/met with current students; After I spoke/met with alumni; After I spoke/met with someone from a USF professional advisory board; and At another time. When I received my notification of acceptance; and At another time. Participants’ responses to At another time can be found in Appendix A, 1.2.

- The highest proportion (32%) of SOM participants selected when I learned how much I would receive in scholarships/grants from USF. In 2022, the highest proportion (31%) of SOM participants selected at another time.

The following figure details the proportion of SOM participants who selected each response option.
Attending another college or university

Those who did not accept their offer of admission or accepted their offer, but did not begin attending USF were asked to indicate if they chose to attend a college or university other than USF or if they are not attending any college or university at this time.

The below data indicate the proportion of SOM participants who selected each response option:

- **Not** attending any college or university at this time = 52% (down 3% from 2022).
- Chose to attend a college or university other than USF = 48%.

Participants who indicated they chose to attend a college or university other than USF were asked to indicate in an open text field the name of the college or university they began attending. Not all names below are verbatim, some names of institutions have been formatted for consistency, when necessary.

<table>
<thead>
<tr>
<th>Name of College or University</th>
<th>Count of Participants Writing in this Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of California, Davis</td>
<td>2</td>
</tr>
<tr>
<td>University of California, San Diego</td>
<td>1</td>
</tr>
<tr>
<td>University of California, Riverside</td>
<td>1</td>
</tr>
<tr>
<td>Northeastern University</td>
<td>2</td>
</tr>
</tbody>
</table>
Primary reason for not attending any college or university

Those who indicated they are not attending any college or university at this time were asked to indicate the primary reason for that decision using the following response options: Financial; Family obligations; Time commitment; Work obligations; Difficulty obtaining a visa; and Other.

- The highest percentage (50%) of SOM participants indicated the primary reason they are not attending any college or university at this time is financial (down 6% from 2022)

The following figure details the proportion of SOM participants who selected each response option.

Application and Acceptance to Other Institutions

Participants indicated how many institutions, including USF, they applied to from the following response options: 1; 2; 3; 4; and 5 or more.

- The highest proportion (35%) of SOM participants indicated they applied only to USF (down 2% from 2022).

The following figure details the proportion of SOM participants who selected each response option.
Those who indicated they applied to more than one institution were asked to indicate how many they were admitted to from the following response options: 2; 3; 4; and 5 or more.

Of those SOM participants who indicated they:

- **Applied to two institutions**: the highest proportion (94%) were admitted to both institutions (up 13% from 2022).
- **Applied to three institutions**: the highest proportion (82%) were admitted to all three institutions (down 3% from 2022).
- **Applied to four institutions**: the highest proportion (56%) were admitted to three institutions. In 2022, of those who applied to four institutions, 40% were admitted to either two institutions and 40% were admitted to three institutions.
- **Applied to five or more institutions**: the highest proportion (64%) were admitted to five or more institutions (up 29% from 2022).

Participants then indicated whether or not USF was their first choice. The data below indicate the percentage of SOM participants who indicated that USF was their first choice:

- **All SOM participants** = 78% (down 2% from 2022)
- **SOM participants who did not accept their offer of admission** = 39% (down 18% from 2022)
- **SOM participants who accepted their offer of admission, but did not begin attending** = 90% (up 10% from 2022)
- **SOM participants who began attending USF** = 88% (up 2% from 2022)
- **SOM participants who chose to attend another college or university** = 23% (down 17% from 2022)

Those who indicated USF was not their first choice were asked to indicate if it was their 2nd choice, 3rd choice or 4th choice or lower.

- Of the 22% of SOM participants who indicated that USF was not their first choice, 74% indicated it was their 2nd choice (up 12% from 2022) and 26% indicated it was their 3rd choice.

Participants who indicated that USF was not their first choice were asked to indicate their top 3 choices to which they were admitted using an open text field. Participant responses are below.

<table>
<thead>
<tr>
<th>Choice 1</th>
<th>Choice 2</th>
<th>Choice 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of California, Davis</td>
<td>University of San Francisco</td>
<td>Hult International Business School</td>
</tr>
<tr>
<td>University of California, Davis</td>
<td>San Diego State University</td>
<td></td>
</tr>
<tr>
<td>University of California, San Diego</td>
<td>University at Buffalo</td>
<td>SUNY Binghamton</td>
</tr>
<tr>
<td>Northeastern University</td>
<td>University of San Francisco</td>
<td>University of San Francisco</td>
</tr>
<tr>
<td>University of California, Davis</td>
<td>Santa Clara University</td>
<td>Golden Gate University</td>
</tr>
<tr>
<td>University of Southern California</td>
<td>University of San Francisco</td>
<td>Georgetown University</td>
</tr>
<tr>
<td>San Diego State University</td>
<td>University of Southern California</td>
<td></td>
</tr>
<tr>
<td>Babson College</td>
<td>University of Southern California</td>
<td>University of San Francisco</td>
</tr>
<tr>
<td>Boston University</td>
<td>Northeastern University</td>
<td></td>
</tr>
<tr>
<td>The University of North Carolina at Charlotte</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University of California, Davis</td>
<td>University of California, Irvine</td>
<td>Northeastern University</td>
</tr>
<tr>
<td>University of Sheffield, MBA</td>
<td>University of San Francisco</td>
<td>Pepperdine, MSOD</td>
</tr>
</tbody>
</table>
**College Characteristics**

**ALL SOM PARTICIPANTS**

**Level of Importance of Characteristics in Choosing College or University**

All participants indicated the level of importance each of the following characteristics had in choosing a college or university using a 5-pt. scale (1 = Not at all important, 5 = Extremely Important): Academic rigor (reputation); Athletic programs; Availability of online, hybrid, and/or HyFlex courses; Availability of recreational facilities on campus; Availability of scholarships; Class size; Commitment to racial justice; Commitment to social justice; Diversity of faculty/staff; Diversity of students; Financial cost; Institution size; Job outcomes/career opportunities; Library collections/resources/services; Location; National rankings; Online learning resources; Opportunities to participate in extracurricular activities; Quality of facilities; Religious affiliation; and Research opportunities.

- The highest percentage (95%) of SOM participants indicated that **job outcomes/career opportunities** were **Extremely or Very Important** in choosing a college or university. Of these:
  - 65% began attending USF (down 5% from 2022)
  - 23% did not accept their offer of admission (up 2% from 2022)
  - 11% accepted their offer of admission, but did not begin attending (up 2%)
  - 1% accepted their offer of admission, but did not indicate if they began attending

In 2022, the highest percentage (90%) of SOM participants indicated that **academic rigor** was Extremely or Very Important in choosing a college or university.

The following figures detail all SOM participants’ **average level of importance** of each characteristic, and is also disaggregated by those who began attending; those who did not accept their offer of admission; and those who accepted their offer of admission, but did not begin attending.
Academic rigor (reputation) 4.46
Athletic programs 2.32
Availability of online, hybrid, and/or hyflex courses 3.20
Availability of recreational facilities on campus 3.13
Availability of scholarships 4.38
Class size 3.93
Commitment to racial justice 4.12
Commitment to social justice 4.17
Diversity of faculty/staff 3.98
Diversity of students 4.11
Financial cost 4.53
Institution size 3.70
Job outcomes/career opportunities 4.75
Library collections/resources/services 3.75
Location 4.30
National rankings 3.86
Online learning resources 3.69
Opportunities to participate in extracurricular activities 3.62
Quality of facilities 4.27
Religious affiliation 2.51
Research opportunities 3.67
Rating of USF Characteristics

All participants (whether they began attending USF or not) were asked to rate the following characteristics of USF using a 6-pt scale (0 = No opinion, 5 = Excellent): Academic rigor (reputation); Athletic programs; Availability of online, hybrid, or HyFlex courses; Availability of recreational facilities on campus; Availability of scholarships; Class size; Commitment to racial justice; Commitment to social justice; Diversity of faculty/staff; Diversity of students; Financial cost; Institution size; Job outcomes/career opportunities; Length of time passed between application and letter of admission; Library collections/resources/services; Location; National rankings; Online learning resources;
Opportunities to participate in extracurricular activities; Quality of facilities; Religious affiliation; and Research opportunities. This rating gauges participants’ perception of USF.

The below data indicate the percentage of SOM participants who rated each characteristic as Excellent or Good:

- Academic rigor (reputation) = 79% (down 1% from 2022)
- Athletic programs = 40% (up 3% from 2022)
- Availability of online, hybrid, or HyFlex courses = 45% (down 12% from 2022)
- Availability of recreational facilities on campus = 48% (up 3% from 2022)
- Availability of scholarships = 46% (up 1% from 2022)
- Class size = 87% (up 9% from 2022)
- Commitment to racial justice = 84% (up 14% from 2022)
- Commitment to social justice = 85% (up 17% from 2022)
- Diversity of faculty/staff = 89% (up 17% from 2022)
- Diversity of students = 92% (up 23% from 2022)
- Financial cost = 45% (up 10% from 2022)
- Institution size = 75% (up 14% from 2022)
- Job outcomes/career opportunities = 69% (up 5% from 2022)
- Length of time passed between application and letter of admission = 79% (up 14% from 2022)
- Library collections/resources/services = 70% (up 15% from 2022)
- Location = 78% (down 2% from 2022)
- National rankings = 59% (up 7% from 2022)
- Online learning resources = 62% (up 5% from 2022)
- Opportunities to participate in extracurricular activities = 61% (up 4% from 2022)
- Quality of facilities = 82% (up 17% from 2022)
- Religious affiliation = 55% (up 15% from 2022)
- Research opportunities = 55% (up 11% from 2022)

The majority of characteristics (18 out of 22) were rated by the highest percentage of SOM participants as either Excellent or Good with the exception of Athletic programs, which the highest percentage of participants rated as No Opinion; Availability of online, hybrid, or HyFlex courses; Availability of recreational facilities on campus; and Financial cost which the highest percentage of participants rated as Average.

The following figure details all SOM participants’ average rating of each characteristic of USF, and is also disaggregated by those who began attending; those who did not accept their offer of admission; and those who accepted their offer of admission, but did not begin attending. This rating gauges participants’ perception of USF.
THOSE WHO DID NOT ATTEND USF

Factors that influenced decision not to attend USF

Those who did not accept their offer of admission or accepted their offer of admission, but did not begin attending, were asked to indicate the factors that influenced their decision not to attend USF using the following response options: Academic rigor (reputation); Affordability of San Francisco/Bay Area; Athletic programs; Availability of housing in San Francisco/Bay Area; Availability of recreational facilities on campus; Availability of scholarships; Class size; Commitment to racial justice; Commitment to social justice; Diversity of faculty/staff; Diversity of students; Financial cost; Institution size; Job outcomes/career opportunities; Length of time passed between application and letter of admission; Library collections/resources/services; Location; National rankings; Online learning resources; Opportunities to participate in extracurricular activities; Quality of facilities; Religious affiliation; Research opportunities; Too few online, hybrid, or HyFlex courses; Too many online, hybrid, or HyFlex courses; I am an international student and could not obtain a visa; I wanted to come to the USF campus to take my courses and was unable to due to COVID-19; I am an international student and was worried about US immigration policy; I am an international student and was worried about anti-immigrant hostilities/violence in the US; and Other. Participants could select all that apply. Participants’ responses to Other can be found in Appendix A, 2.1.

- Of SOM participants who did not accept their offer of admission or accepted their offer, but did not begin attending USF, the highest percentage indicated that financial cost (54%) and was a factor that influenced their decision not to attend USF (up 2% from 2022).

The following figure details the percentage of participants who selected each response option.
Academic rigor (reputation) 8%
Affordability of San Francisco/Bay Area 27%
Athletic programs 0%
Availability of housing in San Francisco/Bay Area 12%
Availability of recreational facilities on campus 4%
Availability of scholarships 46%
Class size 0%
Commitment to racial justice 0%
Commitment to social justice 0%
Diversity of faculty/staff 0%
Diversity of students 0%
Financial cost 54%
Institution size 4%
Job outcomes/career opportunities 12%
Length of time passed between application and letter of admission 8%
Library collections/resources/services 0%
Location 12%
National rankings 8%
Online learning resources 8%
Opportunities to participate in extracurricular activities 4%
Quality of facilities 4%
Religious affiliation 0%
Research opportunities 0%
Too few online, hybrid, or hyflex courses 8%
Too many online, hybrid, or hyflex courses 0%
I am an international student and could not obtain a visa. 15%
I wanted to come to the USF campus to take my courses and was unable to due to COVID-19. 0%
I am an international student and was worried about US immigration policy. 12%
I am an international student and was worried about anti-immigrant hostilities/violence in the US. 8%
Other 19%
Rating of institution they are attending

Those who indicated they began attending a college or university other than USF were asked to rate the following characteristics of the institution they are attending using a 6-pt. scale (0 = No opinion, 5 = Excellent): Academic rigor (reputation), Athletic programs; Availability of online, hybrid, or HyFlex courses; Availability of recreational facilities on campus; Availability of scholarships; Class size; Commitment to racial justice; Commitment to social justice; Diversity of faculty/staff; Diversity of students; Financial cost; Institution size; Job outcomes/career opportunities; Length of time passed between application and letter of admission; Library collections/resources/services; Location; National rankings; Online learning resources; Opportunities to participate in extracurricular activities; Quality of facilities; Religious affiliation; and Research opportunities.

The below data indicate the percentage of participants who rated the below characteristics as Excellent or Good:

- Academic rigor (reputation) = 100% (unchanged from 2022)
- Athletic programs = 73% (unchanged from 2022)
- Availability of online, hybrid, or HyFlex courses = 91% (up 9% from 2022)
- Availability of recreational facilities on campus = 80% (up 7% from 2022)
- Availability of scholarships = 64% (up 18% from 2022)
- Class size = 82% (up 9% from 2022)
- Commitment to racial justice = 82% (unchanged from 2022)
- Commitment to social justice = 82% (unchanged from 2022)
- Diversity of faculty/staff = 73% (up 9% from 2022)
- Diversity of students = 73% (down 9% from 2022)
- Financial cost = 64% (unchanged from 2022)
- Institution size = 91% (up 9% from 2022)
- Job outcomes/career opportunities = 100% (up 18% from 2022)
- Length of time passed between application and letter of admission = 73% (down 9% from 2022)
- Library collections/resources/services = 91% (up 9% from 2022)
- Location = 100% (up 36% from 2022)
- National rankings = 82% (up 18% from 2022)
- Online learning resources = 80% (up 7% from 2022)
- Opportunities to participate in extracurricular activities = 82% (up 18% from 2022)
- Quality of facilities = 91% (up 18% from 2022)
- Religious affiliation = 36% (down 18% from 2022)
- Research opportunities = 82% (up 36% from 2022)

The majority of characteristics (21 out of 22) were rated by the highest percentage of SOM participants as either Excellent or Good with the exception of Religious affiliation, which the highest percentage of SOM participants rated as No opinion.

Rating of institution they are attending vs. ratings of USF

On average, SOM participants who attended another college or university rated the majority of characteristics (16 of 22) of the college or university they are attending higher than they rated the same characteristics of USF with the exception of Commitment to racial justice, Commitment to social justice, Diversity of faculty/staff, Diversity of students, Length of time passed between application and letter of admission, and Religious Affiliation.
The following figure details SOM participants’ average rating of each characteristic of the college or university they are attending and compares it to the ratings they gave USF.

![Bar chart showing average ratings of college characteristics compared to USF ratings.](chart.png)
THOSE WHO BEGAN ATTENDING USF

Factors that influenced decision to attend USF

Participants who indicated they began attending USF were asked to select the factors that influenced their decision to attend using the following response options: Academic rigor (reputation); Athletic programs; Availability of online, hybrid, or HyFlex courses; Availability of recreational facilities on campus; Availability of scholarships; Class size; Commitment to racial justice; Commitment to social justice; Diversity of faculty/staff; Diversity of students; Financial cost; Institution size; Job outcomes/career opportunities; Length of time passed between application and letter of admission; Library collections/resources/services; Location; National rankings; Online learning resources; Opportunities to participate in extracurricular activities; Quality of facilities; Religious affiliation; Research opportunities; and Other. Participants could select all that apply. Participants’ responses to Other can be found in Appendix A, 2.2.

- The highest percentage (80%) of participants who began attending USF indicated that Academic rigor (reputation) influenced their decision to attend (up 10% from 2022).

The following figure details the percentage of participants who selected each response option.
Financial Factors

FINANCIAL AID/ASSISTANCE

Applied for federal financial aid

Participants indicated if they applied for federal financial aid (Federal Direct Unsubsidized Loans and/or Direct Plus Loans) at USF and, if so, whether or not they received federal financial aid.

1 The number of participants who indicated they applied for aid and accepted their offer of admission, but did not begin attending or did not accept their offer of admission was < 8; therefore the data have not been disaggregated by these categories.
33% of SOM participants indicated they applied for federal financial aid at USF (down 2% from 2022).
67% of SOM participants indicated they did not apply for federal financial aid at USF.
Of SOM participants who began attending USF, the highest proportion (70%) did not apply for federal financial aid at USF (unchanged from 2022).
The majority (89%) of all those who applied for federal financial aid at USF received aid (down 4% from 2022).

Type of aid received from USF
Participants indicated if they received any of the following from USF: Grant; Scholarship; Assistantship; Fellowship; and Other. Participants’ responses to Other can be found in Appendix A, 3.1.

Of SOM participants who received a Grant, Scholarship, Assistantship, Fellowship, or Other, the highest percentage (79%) of participants received a scholarship from USF (up 2% from 2022).

The following figure details the percentage of SOM participants who received or did not receive each kind of aid.

Aid from another college or university
Those who indicated they chose to attend a college or university other than USF were asked if the institution they are attending offered them more financial assistance than USF. Participants could select Yes; No; or I did not apply for financial assistance at the institution I am attending. Fewer than 8 participants responded to this question; therefore, the results are excluded from this report.

COST OF ATTENDANCE
Participants who indicated they chose to attend a college or university other than USF were asked if the cost of attendance at USF is higher or lower than the institution they are attending.

64% of SOM participants indicated that the cost of attendance at USF is higher than the institution they are attending (down 28% from 2022).

Additional Thoughts
Participants were asked if there was anything else they’d like to tell USF. Participants’ responses can be found in Appendix A, 4.