

Diana Rodgers  
Micro-Change Project  
Element 2  
Study and Plan

### **Stakeholders**

- Me
  - Fit Education Consulting LLC is both a business and a passion project. I believe that we can do the college admissions process better, more effectively, more ethically, and less stressfully through the methods I have set up. I want to expand by hiring employees who can help students through the essay process, but they need to understand our whole methods and our values.
- My students
  - My primary customers need to feel that their process is organized and low stress. They should be able to access all of their information quickly and efficiently and should have the ability to add information in order to take ownership of the process.
- Their parents
  - My parents should have access to all of their student's materials. I do encourage students to keep essays private until completion so I will be working on understanding the Google Drive sharing settings. Parents should also be able to update student information.
- My future employees
  - Through my experience learning remotely in this course and working remotely for myself and as a subcontractor, I believe that organization is the key to success. I need to have established a clear method for communication, for updating information, and for creating a shared culture based on our institutional values despite not working in the same place.

### **My Work Plan**

My independent educational consulting practice developed in spite of itself. I have no business background and did not seek to become a full-time consultant. I began making materials as they met the needs of my earliest clients, and as I began to expand I was so overwhelmed with new clients that I kept using my original methods and forms without ever fully revisiting them. This has led to a hodgepodge approach, and I am occasionally confused as to what has and hasn't been covered with a client and can lead to different experiences between clients. I want to rectify this.

To the best of my ability, I got on the balcony for the first time in looking at my own work and have decided that I am facing the following adaptive and technical challenges.

- I like analog systems (technical)
  - I am looked to totally go digital for this project. Right now, each student does have a Google Drive folder, but my notes and recordings are in the form of a constantly updated student information sheet that I handwrite on. This can get disorganized and makes it impossible for the student to update his or herself. It is useful for private notes that the parents don't want the students to see or visa

versa, but it is impractical. I like this system because I am not typing during meetings, but I think it is time to update. It will also help when I have people working for me who work remotely, and will allow me to track their progress and address any issues.

- Every client's online folder looks different (technical)
  - The electronic system that we do have are shared Google Drive folders. Every student's folder is organized differently, things can go missing, and I find myself sorting through student information regularly in order to find essay responses, and trying to figure out if I distributed the correct curricular materials to a student. This needs to be standardized for me, my parents, my students, and my future employees.
- There is missing relevant information on our forms that do work (technical)
  - A couple of our forms do work, but they need to be updated. Specifically, when I make a college list for students I have difficulty categories that I then regularly have to explain to parents. This needs to be rectified.
- There is no standard plan of service (both adaptive and technical)
  - Parents and students deserve to have a visible checklist of tasks related to the college process and a way to determine if they are finished. This is good for parents because they can see what needs to be done and what their student has accomplished. It is good for students and for me because we can manage deadlines better, and it is good for future employees because they can see what tasks need to be accomplished in each meeting. It might help billing, too.
- Some of our materials are dated, thrown-together, or just not as well as they can be (technical)
  - As I previously mentioned, a lot of my material was generated as needed and without a holistic approach in mind. I would like to revisit some of this material to start to put together a more intentional curriculum. Further, I need to identify what material I haven't created that could be useful to my students.
- I need help (adaptive)
  - I have more clients than I can service alone, and I need to hire people. Specifically, I am looking to hire writing coaches who can help guide students through the essay process.
- We have no mission statement, statement of values, or statement of expectations for our clients (adaptive)
  - I have a lot of beliefs and a strong philosophy about the college admissions process. These are related to my foundational values. However, I realize that if I am going to hire employees, these need to be clearly communicated in writing so that I can refer back to them in our conversations and in coaching them on how to interact with our clients. I also do not have a clear statement of expectations for my students and their parents. This is also urgent and needs to be addressed.

Fit Education Consulting LLC

Student Info

Name:

High School:

Graduation Year:

High School Location:

Birthdate:

Gender:

Ethnicity:

Language at home:

Religion:

Orientation:

Mom name:

Mom job/employer:

Mom alma mater:

Dad name:

Dad job/employer:

Dad alma mater:

Stepparents/grandparents notables:

Siblings names/ages/schools:

Student Email:

Mom Email:

Dad Email:

## Transcript

Subject	9th Grade	10th Grade	11th Grade	12th Grade
English				
Math				
Lang				
Sci				
Hist				
Relig				
Art				
PE				
Elect				

## Testing

SAT Date	Math	Critical Reading	Total

TOEFL/SAT Subject Test/IB/AP Scores			

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Discipline?

Law?

Bullying?

Summer plans:

Community service completed:

Recommender 1:

Recommender 2:

Geographic range:

Financial aid:

Size:

Setting:

Intended major:

Intended career:

Extra curricular interests or passions:

Special needs or concerns:

Must apply to colleges:



# Fit Education Consulting College Interview Prep Guide

For many students, the interview is one of the most anxiety-inducing parts of the college application process. During the interview, an applicant meets one-on-one with either a member of the admissions staff, a current student employed in admissions, or an alumni-ambassador to the admissions office. The purpose of the interview varies from institution to institution, but ultimately it is a way for the admissions staff to learn more about you and if you would be a good fit for their college.

- At most colleges that offer an admissions interview, the interview is optional and in theory, you will not be penalized for not completing an interview. In reality, if a college offers an interview, you need to take the opportunity. Students who interview are admitted at much greater rates, and more important, they are offered merit scholarships at much greater rates. An interview shows that you are serious about the college, and that you would likely be a high yield admit. Even if a college is one of your safeties, you should interview.
- There are two types of college interviews: evaluative and informational. An evaluative interview is one in which the interviewer will ask you questions and will judge the intelligence, thoughtfulness, and appropriateness of your response and will provide a written evaluation to be included in your application material that will help the admissions office determine whether you are offered a place in the first year class. An informational interview will be a much more equal conversation between you and the interviewer in which you will learn about how your interests can be pursued at their college. They will ask you some questions about you, but will also try to tie those to their college. If the interview is advertised as informational, you should have a greater number of pre-considered questions to ask the interviewer about the college. However, even if an interview is advertised as informational, remember that **ALL INTERACTIONS WITH A COLLEGE CAN BE EVALUATIVE.**
- Have your resume complete, edited, and printed on nice paper before your interview. Bring it with you in a folder. Also bring your questions for the interviewer written down in this folder.



# Fit Education Consulting College Interview Prep Guide

## Day of Interview Tips

- You need to dress appropriately. It is likely that the interviewer will be in business casual attire, you need to match that without getting too dressy. A business suit is absolutely overkill. Be cognizant to not be too showy or branded in your clothing. Here are some guidelines:

Boys	Girls
No: Shorts, jeans, sneakers, tee-shirts, athletic pants, flip flops, cologne or perfume, visible underwear	No: Shorts, jeans, sneakers, tee-shirts, athletic pants, flip flops, cologne or perfume, leggings, visible cleavage, visible underwear or bra straps, see-through, backless shirts
Long pants with a belt	Skirt or dress pants or dress that is no shorter than one inch above your knee (you are going to be sitting)
Collared shirt, tucked in. Button down preferable.	Tops should be dressy and modest. If your top is sleeveless, I recommend wearing a cardigan sweater
Shoes with socks	Wear closed toes shoes. Open toed shoes are acceptable between June-August if feet are neat and clean. Flip flops and very bare sandals are not acceptable
All clothing needs to be clean and ironed	All clothing needs to be clean and ironed
	Jewelry should not be distracting, especially avoid jingle-y bracelets. Make up should be minimal and professional.

- Right before going into your interview, go to the restroom, eat a quick snack, and check your appearance. Make sure your hair is brushed, your teeth are clean, your make-up is neat, and your hands are washed.
- At the beginning of your interview, offer your interviewer a firm handshake. Make sure you make eye-contact throughout the interview. Speak slowly and clearly. If a question catches you off-guard, it's okay to say "That's a tough question. Let me think for a minute." Pause, and come up with an answer that you're comfortable with.
- At the end of the interview, say thank you. Make sure that you have your interviewer's contact information and that he/she has yours.
- Write a handwritten thank you note to your interviewer that day. It should be in the mail the next day at the very latest. If at all possible, this should be on personalized stationery as a way to advertise your name. Thank him/her for taking the time to meet with you, mention specific parts of your conversation that you found illuminating, and conclude that you cannot wait to submit your application to their college. This note needs to be legible, have excellent spelling and grammar, and be in pen.
- The above rules apply for any meeting with college staff including coaches, professors, and student ambassadors.



# Fit Education Consulting

## College Interview Prep Guide

### Interview Worksheet

Question	Bad Answers	What They're Really Asking/Tips	Ideas for My Answer
<b>Tell me a little about yourself.</b>	I'm just an average kid. I'm a rising senior.	They're looking to you for some direction as to where this interview should go. I like starting with hometown, school, interests, and a "fun fact."	
<b>Tell me about your family.</b>	Everyone's name, age, and job.	This is about starting a conversation and seeing your roots. What do you like to do together? How are you different from other families?	
<b>Tell me about your school.</b>	It's an average school. I am so ready to get out of there. It's so easy.	Unless you truly don't believe any of this, it's best to emphasize what you like about your school. Good jumping off points are: I think I'm getting a really good education, I have fabulous teachers, or I'm having a great school year so far.	
<b>What are your academic strengths?</b>	I'm hardworking. I'm naturally smart.	It is common for students to not want to seem "braggy," so they say "I work really hard." This is non specific and is probably true of most college applicants. Answers that are about skills lead to more conversation than answers about talent. For example: I am a really strong problem solver is better than I am naturally good at math.	



# Fit Education Consulting College Interview Prep Guide

Question	Bad Answers	What They're Really Asking/Tips	Ideas for My Answer
<p><b>What are your academic weaknesses?</b></p>	<p>Math. Reading. I have none.</p>	<p>Everyone has subjects that are weaker than others. It is not bad to admit a weakness. The trick to this question is including a plan of how you're working to improve in it. For example: I really struggle with Spanish, so this year I've made a point to go to my teacher for extra help two mornings a week. I'm also listening to a daily Spanish podcast that helps my listening skills.</p>	
<p><b>What are your favorite and least favorite subjects and why?</b></p>	<p>Anything about the teacher. Gym class.</p>	<p>This is a relatively easy question, but it is also easy to get sucked into the mistake of crediting or blaming the teacher for your favorite or least favorite class. They want to see what makes you tick as a student, not that your teacher is super-entertaining. Pick classes that you can talk the most about. Also, as a general rule, don't say that physical education is your favorite class unless you're a recruited athlete or you have something really special to say about your gym class. Your answers should be from academic classes.</p>	
<p><b>What are you looking for in a college?</b></p>	<p>Close to home. Greek life.</p>	<p>Some good things to think about are: challenging courses, athletic teams, meeting new friends, the opportunity to travel. I would recommend mentioning some specific program that the school offers such as an exchange program.</p>	



# Fit Education Consulting

## College Interview Prep Guide

Question	Bad Answers	What They're Really Asking/Tips	Ideas for My Answer
<b>What about our school makes you want to apply here?</b>	Ranking. Vague location answers like "I like the city." Friends.	What they're really asking is if you did your research on the school. A version of this question will appear in every interview or application. Think about the things that makes that school truly unique compared to others on your list. Is there a required religion class? Do they have an internship program? Do students travel overseas for community service?	
<b>What are your extra curricular interests?</b>	Hanging out with friends.	They're looking to see how you're going to contribute to the school community. It is also acceptable to talk about things that the school offers that you haven't tried yet. For example: I currently play lacrosse in the spring, but I am really interested in trying club rowing because my current school doesn't offer it.	
<b>How would you change or improve your current school?</b>	Teacher quality. Administration. Make it harder.	The trick here is to clearly identify a problem and provide an action step to fixing it. They're looking to see how you'll be as a community member. Under no circumstances is it appropriate to bash your current teachers or administrators or classmates.	
<b>What current events or news stories interest you?</b>	I don't follow the news. Any really negative critique of any political figure. Any endorsement of far extremist, especially overly-nationalistic, candidates.	They're making sure that you're aware of the outside world. Avoid sports unless it is a social issue related to sports such as drug-testing athletes, The Olympics, or The World Cup. You should have a few issues that you can talk about.	



# Fit Education Consulting

## College Interview Prep Guide

Question	Bad Answers	What They're Really Asking/Tips	Ideas for My Answer
<b>Tell me about a book that you read outside of school recently?</b>	I don't read. I hate to read. I have no time to read.	Anything is fair game. Don't try to pass off a school book as a book you read on your own. Most admissions counselors know the reading lists at schools, so you'll be caught. If you don't read books explain what magazines, newspapers, websites, or blogs you read.	
<b>Who are your heroes or role models?</b>	Mom. Dad. Sibling. Grandparents.	What they're asking is if you've developed relationships with adults beyond following superficial roles. They want to know if you've tried to get to know adults in your life as people so that you can have positive relationships with your teachers in high schools. Famous people and historical figures can also be okay. Avoid pop culture celebrities and elementary school book report figures such as Martin Luther King, Eleanor Roosevelt, Gandhi, and Abraham Lincoln.	
<b>How would you contribute to our school community?</b>	Vague answers like hard work or get involved. Be specific.	What unique things will you bring. Are you great at making friends? Will you participate in class? Will you be willing to take risks? Do you want to start a new club?	
<b>What is an accomplishment that you're proud of?</b>	I get good grades.	This does not have to be a formal accomplishment but it can be. Winning MVP of your swim team is a great answer, but so is learning to do your own laundry. The best answer is one that you can talk about why you're proud of it.	



# Fit Education Consulting College Interview Prep Guide

Question	Bad Answers	What They're Really Asking/Tips	Ideas for My Answer
<b>Have you ever had a conflict with a teacher, coach, or other student? How did you resolve it?</b>	Well it turns out that I was right and he was wrong. It just sucks that I had to do what he said.	Everyone has. Think of one where you acted well. If you regret how you acted, be honest and explain what happened and say what you learned from it.	
<b>What makes you nervous about college?</b>	Nothing. Everything.	Again, the trick to this one is to have action steps. It's okay to say that you're nervous about leaving your current school environment and your friends. A good format for this question is: I'm anxious that the school work is going to be a lot harder in college than I am used to so I am using this year to make sure I'm really prepared and have developed good study skills so that I can make it an easy transition.	
<b>What community service have you engaged in?</b>	I'm not. I volunteered at a soup kitchen once last year.	What you did isn't as important as what you learned from it. Be careful not to attribute your actions to solving a world problem. Your working at a food pantry hasn't solved hunger, but maybe it's made you more aware of hunger in your community and made you more grateful for what you have.	
<b>What did you do last summer?</b>	Hung out at the beach. Went to a fabulous resort. Caught up on Orange is the New Black.	How do you use your unstructured time? If you traveled, focus less on the luxurious accommodations and more about what you learned from your travels	
<b>Do you have any questions?</b>	Nope!	Have at least 2 specific questions prepared.	



# Fit Education Consulting College Interview Prep Guide

## Parents' Guide to Their Role in the College Interview

### On Campus Interviews

- If the college is within a 30 minute drive from your house and your student has a valid driver's license, your student should go to the interview alone.
- If you are traveling to the interview with your student, walk with your student to admissions office. Allow the student to check in with the admissions office and have your student ask if there is a good place for you to wait. You may be encouraged to go to the library or a coffee shop and your student will find you later. You may also be encouraged to wait in admissions.
- If you are asked to wait in admissions, it is far more preferable for you to read something than to be playing on your phone. If you are in admissions and there are student representatives greeting guests, engage in conversation.
- Occasionally, the interviewer will ask the parent to join the interview at the end. Because of this, it is imperative that you are dressed the part. Use the student dress guide.
- The interviewer might ask if you have any questions. Have at least one. If you've been chatting with student representatives, you can draw from that. I think good parent questions can be about job placement and advising.
- Never, under any circumstances, brag about or demean your child to someone in admissions. If they say, "I had a great conversation with Katie," a good reply is just, "I'm so glad." If they say, "You must be so proud of your son," a simple "we are, thank you" is fine. Try to evoke warmth and support without any indication that you think that your child is special or that you are a helicopter parent. Colleges are overwhelmed with high maintenance parents, they don't want any more of them.
- Remember, colleges are looking to increase yield, and impressing parents is part of this. A nice way to end your conversation with anyone in admissions is flattery of their school. I liked when parents say a version of "I'd be thrilled if Sam enrolled here."

### Alumni/Off-Campus Interview

- Your student should meet the interviewer in a public place. Because of this, there should be no reason for you to go.
- If the interviewer wants to meet the student at his/her work, you should go with your student.
- If, for whatever reason, you have to go to the interview with your student, the above rules apply.

### After Interview

- Make sure your student writes and sends thank you notes within 24 hours.
- Talk with your student about the questions that they were asked and how they responded. Write down any questions that the student was not prepared for and send them to me.



## Fit Education Consulting College Visit Prep Guide

### Before You Go

- Remember that all interactions with campus staff have the potential to be evaluative. If you are not in a position to be evaluated, do not contact the campus or go on the tour.
- The student (NEVER THE PARENT!) should call the admissions office to confirm that tours and information sessions will be running on the day that you plan to attend. If on campus interviews are offered, schedule one. Make sure to ask where to park if you will be driving.
- If you are a student with a disability or a potential athlete, reach out to disability services and/or the coach and let them know that you'll be on campus and would like to meet.
- Research the college online. Read the website. Come up with a few questions that you specifically want answered and write them down.
- Do not plan to visit more than 2 colleges in one day. You will invariably be in a time crunch and won't have a positive experience. A thorough college visit is between 2.5 and 3 hours on campus.

### Day Of The Visit

- Wake up earlier than you think you need to. Both parent and student should dress appropriately. There is a chance that you will be meeting the person responsible for evaluating your application, so you want to make a good impression.
  - If you are planning a formal interview or meeting with a coach/professor, follow the interview dress guides. If you are doing a tour and an interview, and you are planning to wear heels to the interview, you should wear a different pair of shoes on the tour and change before/after the interview.
  - No need to be as formal as interview clothing, but look neat and clean. No visible underwear or bras. Watch length of shorts and skirts. No cleavage. No shirts with other college's logo on them. No college logo for parents either unless they are an alum of the college being visited.
  - Do not wear sunglasses or hats inside. In reality, they should be avoided all together, but if it's a sunny, summer day, it's okay to wear them outside.
  - Do not wear any kind of heel on a campus tour. Tours go through cobblestone walks, grassy quads, and muddy paths. You do not want to be uncomfortable or to break a heel. This goes for moms, too.
- Pack your bag. You should bring with you a small notebook and a pen. You should also bring mints/gum and a small snack.
- Eat breakfast. College tours are exhausting, and even if you are not a morning eater, you'll be happy to have something in your stomach.

### While You Are On Campus

- Immediately go to the admission office unless you have a prescheduled meeting elsewhere.
- The student (NEVER THE PARENT!) should check in with admission. The student should also ask if parking needs to be validated. This may mean filling out a form, or it just may mean letting the receptionist know that you are there for the information session and tour. If there is less than 30 minutes until the info session or tour begins, stay in the waiting area. Most colleges have students greeting guests, engage with these students. If you have more than 30 minutes, feel free to wander the campus.



## Fit Education Consulting College Visit Prep Guide

- Ideally you will complete an information session and a tour. If an on campus interview is offered, do that too.
- In the information session, be engaged. Sit close to the front. Jot down some notes. Ask a question. The most important thing that you need to ask is how the college reads applications. Specifically, do they read applications regionally (every counselor makes decisions for specific high schools) or is it by committee (two+ counselors read each application and vote) or is it random.
- Make sure that you get the person leading the information session's name written down. At the end of the session, you will likely be dismissed to the tour. If there is time and it seems appropriate, go up to him/her and shake his/her hand and introduce yourself. Thank them for their time.
- On the campus tour, stay towards the front of the pack. Actively listen to what is being said and ask relevant questions. A good question to ask is how the tour guide chose this school. While the tour guide is showing you dorms and libraries, that for the most part look the same at every school, try to get a feel for the vibe on campus. This is not really possible during the summer, but if school is in session, ask yourself: could I fit in and be happy here?
- At the end of the tour, hang around for a minute if you have time before an interview. Ask for the tour guide to write down his/her name and email address in your notebook. Thank them for their time.
- If you did not like the school and you think it's because you did not like the tour guide, you owe it to yourself to take a different tour.
- Go back to the admission office if you have learned that applications are read regionally or by high school. Ask for your representative's business card. Occasionally, the receptionist will ask if you want to meet him/her. If this is an option, always say yes. It can be a brief conversation that should include that you had a great visit and you look forward to submitting your application. If you have specific questions about the application process, you can always ask this person.
- Do not send a text or answer a phone call at all while engaged with admissions. If you are expecting a phone call, tell your tour guide before the tour starts and say that you will rejoin the tour after the call.

### After The Visit

- Follow up with thank you emails to the tour guide, the information session leader, and your admissions counselor if it was not a planned meeting or you did not meet. Mention specific things you learned from and about this person to jog their memory of your conversation.
  - NEVER, UNDER ANY CIRCUMSTANCES, LIKE/FRIEND THE COLLEGE OR THE TOUR GUIDE ON FACEBOOK.
- Follow up with a thank you note if you had a pre-scheduled interview, an extended conversation with an admissions counselor, or a meeting with a coach or professor.
- By the time you go to bed that night, update your GoogleDrive college list with notes and impressions of the school.
- If you had an interview, update your GoogleDrive college list with any unusual interview questions.

Appendix D—Sample Initial College List

College	Location	Size	Settling	Early Action	Admission Plan	Interview Offered
<b>Brown</b>	Providence, RI	6500	Urban	1. Reach	Early Decision	Alumni
<b>Dartmouth</b>	Hanover, NH	4300	Small Town	1. Reach	Early Decision	Alumni
<b>Duke</b>	Durham, NC	6500	Small City	1. Reach	Early Decision	Alumni
<b>Johns Hopkins</b>	Baltimore, MD	5000	Urban	1. Reach	Early Decision	On and off campus
<b>Carnegie Mellon</b>	Pittsburgh, Penn.	6300	Urban	2. High Match	Early Decision	On campus
<b>Davidson</b>	Davidson, NC	1770	Small Town	2. High Match	Early Decision	Informational
<b>Georgetown</b>	Washington, DC	7500	Urban	2. High Match	Early Action	Alumni
<b>Tufts</b>	Medford, Mass.	5200	Suburban	2. High Match	Early Decision	Yes, on campus or FaceTime
<b>Vanderbilt</b>	Nashville, TN	7000	Urban	2. High Match	Early Decision	ALUMNI, must request
<b>Wesleyan</b>	Middletown, Conn	2900	Small Town	2. High Match	Early Decision	On or off, you contact
<b>William and Mary</b>	Williamsburgh, Va.	8400	Small Town	2. High Match	Early Decision	On Campus
<b>Boston College</b>	Chestnut Hill, Mass.	9000	Suburban	3. Match	Early Action	
<b>Bucknell</b>	Lewisburg, Penn.	3500	Small Town	3. Match	Early Decision	
<b>Colby College</b>	Waterville, Maine	2000	Small Town	3. Match	Early Decision	On Campus or Alumni
<b>Colgate</b>	Hamilton, NY	3000	Small Town	3. Match	Early Decision	Alumni
<b>Connecticut College</b>	New London, Conn.	1900	Small Town	3. Match	Early Decision	On or Off Campus
<b>George Washington</b>	Washington, DC	10000	Urban	3. Match	Early Decision	On Campus or Regional
<b>Northeastern</b>	Boston, Mass.	13000	Urban	3. Match	Early Action	
<b>NYU</b>	New York, NY	26000	Urban	3. Match	Early Decision	
<b>Richmond</b>	Richmond, Va.	4100	Small City	3. Match	Early Decision	Alumni
<b>Trinity</b>	Hartford, Conn.	2400	Urban	3. Match	Early Decision	On Campus or Alumni
<b>UMiami</b>	Coral Gables, Fl.	10000	Urban	3. Match	Early Action	
<b>Washington and Lee</b>	Lexington, Virginia	1800	Rural	3. Match	Early Decision	On Campus or alum
<b>Notre Dame</b>	South Bend, IN	8500	Small Town	3. Match	Early Action	
<b>Bentley</b>	Waltham, Mass.	4300	Suburban	4. Low Match	Early Action	On Campus
<b>Dickinson</b>	Carlisle, PA	2420	Small Town	4. Low Match	Early Action	On or Off Campus
<b>Fordham</b>	Bronx, NY	9200	Urban	4. Low Match	Early Action	Only specific majors
<b>Providence</b>	Providence, RI	4000	Urban	4. Low Match	Early Action	On campus
<b>Skidmore</b>	Saratoga Springs, NY	2600	Small Town	4. Low Match	Early Decision	On campus or alumni
<b>Drexel</b>	Philadelphia, Penn.	17000	Urban	5. Safety	Early Action	
<b>Penn State</b>	State College, Penn.	46000	Small Town	5. Safety	Rolling	
<b>Univ. of Pittsburgh</b>	Pittsburgh, Penn.	19000	Urban	5. Safety	Rolling	