

806\$(3808:&5HSRUW  
9LVLWLWRRXUL8QLYHUVLW\EXQ&RQXDEL

7R ifLp a"eÂ • rv•806\$ UL DTÀ pÀ |!• P ð X ã ã (•)j100LHV

/HFWXUHU LQ WKH ,QWHUSUR)BFXORQRO &RPPXQLWQ 8QH DOWK 6FL  
RI WKH :HVWHUQ &DSH

1RYHPEHU

08+RVWURHD \$QQ /RZHU\  
\$VVRFLDWDO 80URQHFVRU 'HSDUWPHQW RI 2FFXSDWLR&RDOXPEHDDS

2YHUYLHZ

, DP H[WUHPHO\ JUDWHIXO IWKHW806\$(SS/LQW DPHSKUDWKDDPHQ PH V  
WUDYHO DEURDG DQG VKDUH P\ H[SHQWLVLWFRZLWLKDWMOHQZULF&OGJ  
H[SHULHQFH WKDW , ZLOO QHHYXUQRWRH&RDO&BEKDSWRVGHWHUPLQH  
PDGH LQD,3(H&RQ LQLWLDWLYHVXWKDWRZRHNSWVGLQXSDSFHULRG WKD  
VSHQW ,ZKQWHFQPSXV WRWUZLWK 'HDQ +DJJOXQG DQGS\$Q&BFHDWH '  
SUHVHQWDWLRQVWRH DQ 27SFDUWVRK&MDQGYVRU\ DRPRESDQGHHG WK  
27 'HSDUWPHQW RQUDYHVGHYGLWRV.DQVDV &LWWRDQ&VDQ&VULQVHV&D  
DQ ,3( SURJ&B&P&LW&K&L&DO DGYLVROG FBPR&P&P&LW WHH WR HVW  
JRDOPHW /ZLWK6DDIQ&QVKH LQWHUQDWLW&H&SULP&D&WS&R&Q&S&B&L&R&H&W  
W&RUN ZLWR&HD \$QQ /RZ&LW&D&W&LWLDWLYHV DQG DFWLYLWLHV  
HVWDEODVR&L&D&O,3(H&XUUL&X&G&X&V&L&R&D&D&V&LW &P&R&X&Q&H&G ZLWK IH  
FROOHDJXHV WKDW , KDYH ORQJ VWDQGLQJ UHOT&K&M&V&R&Q&F&R&O&S&W&D&Z&L&X  
LQFOXGHG 3URI \$ULI \$K&P&H&G&L&O&M&R&Q :&R&R&H&B&Q&G

3URIHVVLQRQV &ROXPELD &DPSXV LQ 0LVVVRXUL  
x 7R LGHQWLI\ PRGXOHV FRXUVH LQ WKH RYHUDOO FXUULFXOX  
GXSOLFDWLRQ OHQGLQJ LWVHOI WR D FROODERUDWLYH DSSUF  
x 7R LGHQWLI\ DQG GHVLJQ DGGLWLRQDO RSSRUWXQLWLHV RQ  
ZRXOG FRPSOHPHQW H[LVW GHSDUWPHQWDO FXUULFXOXP  
x 7R LGHQWLI\ DQG FROODERUDWLYH FZLSODDMPDQDVMRURQWXLQH  
MRLQW SODFHPHQW VLWH IRU VWXGHQWV DFURVV GLVFLSOLQ  
x 7R LGHQWLI\ DQG H[SORUH VRFLDO PHGLD RSSRUWXQLWLHV  
FROODERUDWH VKDUH DQG GLVFXVV  
x 7R SODQ DQG RU HVVRODWWKHEDRF,8QWKDFPSLRQV WR GULYH V  
IDFXOW\  
x 7R IDFLOLWDWH RQH ,3( ZRUNVKRS ZLWK IDFXOW\ DV D VWDII

6WDWXSURSRZEMHFWLYHV

0\ 08 YLZDWQVLJKWIXO LQ XQGHUVWDQGDQGWRFRQVXJWHLQWUFXOWV  
HQYLVDJHGIRUDORJ(LQ7KLV H[FKDQJH SURYLGHG DQ RSSRUWXQI  
FROODERUDWLYH UHODWLRQVKLS LQWRZDIURDGEDQFLXUOXPEXPRWK  
ZLDOORZ D FROODERUDWLYH DSSURDFK WRZDUGV WHDFKLQJ DQG  
D ZRUNIRUFWH FDQ HIIHFWLWYVQJHVKHU WR LPSURYH WKH KH  
LQGLYLGXDOV IDPLOZHEOFRPOKOLQHLVWVWULFRIDDFWLQYHVDWLRQ  
ZKDW ZDV DEOHUMBOLJH

7R GHYHORS DQ XQGHUVWDQGLQJ RI WKH RYHUDOO FXUUL  
3URIHVVLQRQV &ROXPELD &DPSXV LQ 0LVVVRXUL

,Q RUGHU WR XQGHUVWDQGDQXPELDXERHJFWLWLYLWLHV ZHUH SXW LQ  
RXW ZLWK D FDPSXV ZLGH RULHIQDWRZRG EBRVWKHUXDOLPHUWLLQJV  
ZLWVWXGHQWV IDFXOWSUHVDQWIDWLYHV RI VFKRROFKRGRHS DRUWPHID  
3URIHVVLQRQV LQFOXGHV D QXPEHU RI GHSDUWPHQWV DQG SURJUDP  
7KHVFLXGH 5DGLRJUDSK\ UHSASLUSCHGEXDZJKHH DULQJ 3XEOLF +H  
+HDOWK 3V\FKRORJ\ 2FFXSDWLRQDO 7KHUDES\ 3K\VLDFORSMNHUDES  
PHHWLQJV ZLWK IDFXOW\ DQG NH\ UHSUHVHQWDWLYHV , KDG WK  
RWKHQ\ VKDULQJ WKLV LQIRUPDWLRQ LWPZDXWKHU LQWKHULRQ  
RSSRUWXQLWLHV IRU ,3(

V ~ €

6WXGHQW \$GYLVRU\ &RPP%LMMV N HUGRFLQ J DQ ,FH

7R LGHQWLI\ DQG FROODERUDWHY\FH ZSOD FHP HQW V WUR QW XLC  
D MRLQW SODLWPHR U VWXGHQWV DFURVV GLVFLSOLQHV

, DFFRPSDQLHG WKPHZQWGHNSD RQH VLWH YLVLVW DWFDLFHQ WUWH DW  
YRFDWLRQDO W\SH WDVNV WR SHUVRQV ZLWK GLVDEEDIRMOGHV +  
GLVFXVVKRWKHZPVQDJHPHQW DQG VWDII DURXQG WKH SRVVLELOLV  
FHQWURSHQ WSRWKLHWOHLWIRFXV ZDV RQO\ RQ 27 VWXGHQWV ZKLFH  
RWKHU GHSDUWPHQWV WR)EFXQWYRQWYDIG IDYKZHGGOH YHOD FKRH GF RQ  
LQWHUSURIHVVLQRQDO RSSRUWXQLWLHV DQG ZHUH VWLOO WKLQNL  
QHHG IRU VWDII GHYHORSPHQZDZRIQHWKRS M WKR FRUMIDWH GLVFLSOL  
FROODERUDWLYH DSSURDFK WR KHDOWKFDUH

7R LGHQWLI\ DQG H[SORUH VRFLDO PHGLD RSSRUWXQLWL  
FROODERUDWH VKDUH DQG GLVFXVV

7KLV REMHFWDWHG DQWOLPH RFXV ZDV UDWKHU RQ HVD EOLVKLQJ I  
VWXGHQWV WR EH HQJDJHG LQ ,3( \$QRWDFXU WRFWR EDM DWRH HQZDU  
DQG WKURXJK WKLW DZDUHQHV LGHQWLI\ RSSRUWXQLWZHVHWR Z  
PDGH DYDLODEOH WR VWDII DQG VWXGHQWV WR IROORZ RXU DFWL  
LQ 08:& KDV D )DFHERRVWJURZSZ IDFHERRN FRP JURXSV

)DFXOW&R,BPLWWHH 3ODQQLQJ 6HVVLRQ

7R IDFLOLWDWH RQH ,3( ZRUNVKRS ZLWK IDFXOW\ DV D VW  
8QIRUWXQDWHO\ P\ YLVLW ZDV GXULQJ WKH VXPPHDYBUCWDRDHOHQG  
VHWXS D ZRHNDCVRS IHOW WKDW WKH IDFXOW\ LZD V XFRWD Q HDFG\ LW B  
RQFH VPDOOHU LQLWLDWDWHSUZHUHGSXRZHQZSDFLHQDWKHW EHWWHU  
GR VXFK D ZRUNVKRS DW D ODWHU VWDJH

\$GGLWLRQDO 1RWHZRUK\ \$FWLYLWLHV

80.& 9LVLW

, KDYH D ORQJVWDQGLQJ UHQDWLRO\ MDSZLWKH8VW&XGHQW H[FKD  
8:& DV SDUW RI WKH \*OREDO +HDOWK SURJUDPPHW, WKHYH DFRSXVKD  
.DQVDV &LW\ DQG ZDV DEXOM WZRVSBIQGHUH 2Q P\ DDUJLYDFO WURI  
PHHWLQJ IRU PH ZKHUH , SUHVHQWHG WKZDSV &W,B (JSDRJDUPPHLQWK  
VSDUN LGHDV IRU GHYHORSLQJ WKH ,3( SURJWDPPHLDW H0H& W7 DQ  
WMDZHUH JHQHUDWHG E\ P\ SUHVHQWDWLRQ DQG HYHQ WDON DE  
IRU WKH VWDII H[FKDQVSHSQRJUDLPPHW EPHDW 8:& WR 3(SDFW HYLFLRX  
, DSSUHFLDWHG WKH ZDUP UHFHSWLRQ , UHFHLYHGD EHG URB \$QPHQ  
SDWVXGWQDW , ZDV HQJDJHG ZLWK DW 8:& 0LNH :RRGR SMDNMHVPK  
WR EUHDNIDVW DQG D WRX,UGRIH.SQVDS&JHFLDZKLGK

0HHWLQJ ZLWK ,QWHUQDWLRQDO &HQWUH

, ZDV DEOH WR PHHW ZLWK :LOO ,~~QWU~~PHUPL'DIIGF~~WUR~~ZBOY\$~~ND~~CRPGE  
WR EUHDNIDVW , PHW :LOO RQ RQH RI WKH VWXG\ DEURD\$ SURJU  
ZLWK KLP 7K~~GR~~XJ~~FK~~V~~XL~~URQV ZHWZ~~HF~~U~~HD~~IEI~~OH~~DQRWKHU SDUWQHUVK  
GLVFRYHU WKDW WKH SHUVRQ , KDYH EHHQ ~~OO~~DLV~~QQ~~IFZ~~DL~~WHGK~~W~~K  
ZDQWHG WR UHYLYH WKLV SURJUDPPH EXW ZDV XQVXUH Z~~K~~R WKH  
ZLWK WKH (QJLQHHLQJ )DFXOW\ DW 08 DQG ~~LD~~&LSHW~~FR~~Z~~Q~~K~~R~~H~~W~~H  
FRXOG GR ~~ED~~V~~LE~~H~~GW~~H~~YL~~WLHV ZLWK OHDUQHUV WR FUHDWH ~~DO~~JLQWH  
DW XQLYHUVLVW\ OHYHO \$QIB~~W~~U~~I~~X~~H~~U~~W~~H~~W~~U~~Z~~ED~~O~~DE~~R~~K~~E~~WLRQ RQ WKL

7RXU RI 7KRPVRQ &HQWUH

,KDG D WRXU RI WKLV &HQWUH ZKHUH /HD \$~~Q~~DL~~WR~~Z~~R~~R~~Q~~GRH,~~%~~URR~~R~~H  
ZDV DPDJHG DW KRZ WKLV FHQWUH LV JHDUHG WRZDUGV ZD €p&H

