

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

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

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

1RYHPEHU

08+RVWURHD \$QQ /RZHU\
\$VVRFLDWDO 8QURQHFVRU 'HSDUWPHQW RI 2FFXSDWLR&RQXPEHDDS

2YHUYLHZ

, DP H[WUHPHO\ JUDWHIXO IWKHW806\$(SS/LQW DPHSKDFKDDPHQ PH V
WUDYHO DEURDG DQG VKDUH P\ H[SHQWLVLWFRZLWLKDWMOHRZULF&OGJ
H[SHULHQFH WKDW , ZLOO QHHYXUQRWRH&RQ&BEK&SWR&HWHUPLQH
PDGH LQD,3(H&RQ LQLWLDWLYHVXWKD&Z&HNSW&ELQ&SD&SFHU LRG WKD
VSHQW ,Z&K&WH&D&S&XV WRWUZLWK 'HDQ +DJJOXQG DQG\$ \$Q&B&FHDWH '
SUHVHQWDWLRQVWRH DQ 2HSDUWWR&K&MD&D&Q&GVRU\ DRPRESD&Q&H&HG WK
27 'HSDUWPHQW RQUDYHV&H&GLWLRV.DQVDV &LWWRDQ&VD&Q&UL&Q&VH&V&D
DQ ,3(SURJ&B&P&Z&L&W&K&L&H&DO DGYLVD&Q&G&B&P&R&W&P&H&W&H&H WR HVW
JRDOPHW /Z&L&M&K&6&DD&D&Q&G&Q&V&K&H LQWHUQD&W&L&R&Q&D&S&U&L&P&O&D&W&S&R&Q&S&E&S&M&L&R&H&W&K
W&R&UN Z&L&W&R&H&D \$QQ /R&Z&B&O&L&W&B&D&W&E&L&W&L&D&W&L&Y&H&V DQG DFWLYLWLVH
HVWDEODVR&L&D&D&O,3(H&EXUUL&S&G&X&P&L&R&Q&D&O&D&V&L&W P&R&O&X&Q&H&G ZLWK IH
FROOHDJXHV WKDW , KDYH ORQJ VWDQGLQJ UHOD&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&V&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 GHVLIJQ 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
HQYLVDJHGIRUPDORJ(LQ7KLV H[FKDQJH SURYLGHG DQ RSSRUWXQ
FROODERUDWLYH UHODWLRQVKLS LQWRZDIURDGEDQFLXUOXPEXPRWK
ZLDDORZ D FROODERUDWLYH DSSURDFK WRZDUGV WHDFKLQJ DQG
D ZRUNIRUFWH FDQ HIIHFUWLYWQJHVKHU 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 XQGHUVWDQGDQGXPELDXERHJFWLYLWLHV ZHUH SXW LQ
RXW ZLWK D FDPSXV ZLGH RULHIQDWRZRG EBRVWKHUXDOLPHUWLLQJV
ZLWVWXGHQWV IDFXOWSUHDVHQWIDWLYHV RI VFKRROFKRGRHS DRUWPHID
3URIHVVLQRQV LQFOXGHV D QXPEHU RI GHSDUWPHQWV DQG SURJUDP
7KHVFLXGH 5DGLRJUDSK\ UHSASLUSCHGEXDZJKHH DULQJ 3XEOLF +H
+HDOWK 3V\FKRORJ\ 2FFXSDWLRQDO 7KHUSD\ 3K\VLDFDQSMHUSDV
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
FHQWURSHDQ WSRWKLHWC LHWIRFXV ZDV RQO\ RQ 27 VWXGHQWV ZKLFH
RWKHU GHSDUWPHQWV WR)EFXQWYRQWYDIG IDYKZHG GOH YHOD FWRH 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(\$QR WDFXU WRFWR EDM DWRH HQZDU
DQG WKURXJK WKLW DZDUHQHVV LGHQWLI\ RSSRUWXQLWZHVHWR Z
PDGH DYDLODEOH WR VWDII DQG VWXGHQWV WR IROORZ RXU DFWL
LQ 08:& KDV D)DFHERRWWWJURZZ IDFHERR FRP JURXSV

)DFXOW&R,BPLWWHH 3ODQQLQJ 6HVVLRQ

7R IDFLLOLWDWH 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 R
RQFH VPDOOHU LQLWLDWDWHSUZHUHGSXRVZHQZSDFNLDWKLHW EHWWHU
GR VXFK D ZRUNVKRS DW D ODWHU VWDJH

\$GGLWLRQDO 1RWHZRUK\ \$FWLYLWLHV

80.& 9LVLW

, KDYH D ORQJVWDQGLQJ UHQDWLROLMDSZLWKH8VW&XGHQW H[FKD
8:& DV SDUW RI WKH *OREDO +HDOWK SURJUDPPHW, WKHYH DFRSXVKD
.DQVDV &LW\ DQG ZDV DEXOM WZRVSBIQGHUH 2Q P\ DDUJLYFXO WURI
PHHWLQJ IRU PH ZKHUH , SUHVHQWHG WKZDSV &W,R (JSDRJDUPPHLQWK
VSDUN LGHDV IRU GHYHORSLQJ WKH ,3(SURJWDPPHLDW H0H& W7 DQ
WMDZHUH JHQHUDWHG E\ P\ SUHVHQWDWLRQ DQG HYHQ WDON DE
IRU WKH VWDII H[FKDQVSHQJURJUDPPHWVPHDW 8:& WR 3(SDFW HYLFLRX
, DSSUHFLDWHG WKH ZDUP UHFHSWLRQ , UHFHLYHQD EHG URB \$QPHQ
SDWWWXGWQDW , ZDV HQJDJHG ZLWK DW 8:& 0LNH :RRGVRSMDQNHVPK
WR EUHDNIDVW DQG D WRX,UGRIH.SQVDS&JHFLDZKLGK

0HHWLQJ ZLWK ,QWHUQDWLRQDO &HQWUH

, ZDV DEOH WR PHHW ZLWK :LOO ,~~QWU~~PHUPL'DI~~Q~~GF~~WUR~~ZBOY\$~~R~~X~~C~~R~~P~~GE
WR EUHDNIDVW , PHW :LOO RQ RQH RI WKH VWXG\ DEURD~~S~~ SURJU
ZLWK KLP 7K~~GR~~X~~J~~F~~K~~V~~X~~L~~R~~QV ZHW~~Z~~H~~F~~U~~D~~IEI~~O~~H~~D~~QRWKHU SDUWQHUVKL
GLVFRYHU WKDW WKH SHUVRQ , KDYH EHHQ ~~OO~~DLV~~QQ~~ILF~~Z~~L~~W~~H~~G~~K~~W~~K
ZDQWHG WR UHYLYH WKLV SURJUDPPH EXW ZDV XQVXUH ~~Z~~K~~R~~ WKH
ZLWK WKH (QJLQHHLQJ)DFXOW\ DW 08 DQG ~~L~~O~~&~~LS~~H~~W~~F~~R~~Z~~Q~~K~~R~~H~~W~~H~~
FRXOG GR ~~E~~D~~V~~L~~E~~G~~W~~H~~Y~~L~~W~~L~~H~~V ZLWK OHDUQHUV WR FUHDWH ~~D~~Q~~J~~L~~Q~~W~~H~~
DW XQLYHUVLW\ OHYHO \$QIB~~W~~U~~I~~X~~H~~U~~P~~H~~C~~W~~Z~~R~~V~~O~~D~~I~~E~~R~~K~~E~~V~~L~~R~~Q RQ WKL

7RXU RI 7KRPVRQ &HQWUH

,KDG D WRXU RI WKLV &HQWUH ZKHUH /HD ~~S~~IQ~~L~~WRZ~~&~~R~~Q~~Q~~R~~H~~,%~~UR~~R~~H
ZDV DPDJHG DW KRZ WKLV FHQWUH LV JHDUHG WRZDUGV ZD €p&H

