

806\$(3808:&5HSRUW
 9LVLWLWRRXUL8QLYHUVLW\ EQ&HROXDELD

7R ifLp a"ëÂ • rv•806\$ UL DTÀ p À |!• P ð X ã Á G•)JLQD LH V

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

1RYHPEHU

08+RVWURHD \$QQ /RZHU\
 \$VVRFLDWDO 8QURQ HFVRU 'HSDUWPHQW RI 2FFXSDWLR&RDOX P Ê HD DS

2YHUYLHZ

, DP H[WUHPHO\ JUDWHIXO IWKHW806\$(SS/LQW DPHSKUDWKDDPHQ PH V
 WUDYHO DEURDG DQG VKDUH P\ H[SHQWLVLWFRZLWLKDUMRQORZULF&OGL
 H[SHULHQFH WKDW , ZLOO QHHYXLUQRWRH&RDO&EKLDSWRVGHWHUPLQH
 PDGH LQD,3HGE RQ LQLWLDWLYHVXWKDYZRHNSWVGLQXSDSDSHULRG WKD
 VSHQW ,ZKIQWHFQPSXV WRWUZLWK 'HDQ +DJJOXQG DQGS\$Q&BFHDWH '
 SUHVHQWDWLRQVWKR DQ 2HSDUWWRW&GMDQCYGRU\ DRPRESDQGHHG WK
 27 'HSDUWPHQW RQUDYHVGHYGLWRV.DQVDV &LWWRDQGVLDG/VLHQ/VHWV
 DQ ,3(SURJ&BFPZLVKQIKHDODGYLVDRQGFBPROMVPHMWHHWRHVW
 JRDOPHW /ZLVK6DDIQGQVKH LQWHUQDOWLQRHDSULPODWSRQVSRMLRHWK
 WRUN ZLVKH D \$QQ /RZLWLW&DQDLWLDWLYHV DQG DFWLYLWLHV
 HVWDEODVRULDDO,3)(HGXUUL\$G&XWLRQDQDVLW PRQXQGHCZLWK IH
 FROOHDJXHV WKDW , KDYH ORQJ VWDQGLQJ UHODKMLVRIQF&RDSWZLX
 LQFOXGHG 3URI \$ULI \$KPHG:LOVRQ :RRVH BQG

3URIHVVLQRQV &ROXPELD &DPSXV LQ 0LVVRXUL
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 FZLSODDMPHQDVMRURQWXLQH
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 XQGHUVWDQGDQG WFRQVXUHLQWUFXOWV
HQYLVDJHGIRUPDORJ(LQ7KLV H[FKDQJH SURYLGHG DQ RSSRUWXQI
FROODERUDWLYH UHODWLRQVKLS LQ WFRZDURQGDQDFXUULFXOXPRWK
ZLDDORZ D FROODERUDWLYH DSSURDFK WRZDUGV WHDFKLQJ DQG
D ZRUNIRUWADQ HIIHFWLWYVWJHVKHU WR LPSURYH WKH KH
LQGLYLGXDOV IDPLOZHEOFRPOKOLQHLVWVWULFRIDDFWLQYHVODWLRQ
ZKDW ZDV DEOHUMBOLJH

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

,Q RUGHU WR XQGHUVWDQGDQXPELDXERHJFWLWLYLWLHV ZHUH SXW LQ
RXW ZLWK D FDPXV ZLGH RULHIQDWRZRG EHVWKHUXDOLPHUWLLQJV
ZLWVWXGHQWV IDFXOWVUHQWIDWLYHV RI VFKRROFKRGRHS DRUWPHID
3URIHVVLQRQV LQFOXGHV D QXPEHU RI GHSDUWPHQWV DQG SURJUDP
7KHVFLXGH 5DGLRJUDSK\ UHSASLUSHDGJX DZKHH DULQJ 3XEOLF +H
+HDOWK 3V\FKRORJ\ 2FFXSDWLRQDO 7KHUSD\ 3K\VLDFORSMHUSDV
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 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)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 HDFGN 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 WZRVSEIQGKHUH 2Q P\ DDUJLYFXO WURI
PHHWLQJ IRU PH ZKHUH , SUHVHQWHG WKZDSV &W,R (JSDRJDUDPHHQWK
VSDUN LGHDV IRU GHYHORSLQJ WKH ,3(SURJWDPPHLDW H8H& W7 DQ
WMDZHUH JHQHUDWHG E\ P\ SUHVHQWDWLRQ DQG HYHQ WDON DE
IRU WKH VWDII H[FKDQVSHQJUDLPPHVPHHDW 8:& WR 3(SDFW HYLFLRX
, DSSUHFLDWHG WKH ZDUP UHFHSWLRQ , UHFHLYHQD EHG URB \$QPHQ
SDWWWXGWQDW , ZDV HQJDJHG ZLWK DW 8:& 0LNH :RRGVRSMDNMHVPK
WR EUHDNIDVW DQG D WRX,UGRIH.SQVDS&JHFLDZKLGK

0HHWLQJ ZLWK ,QWHUQDWLRQDO &HQWUH

, ZDV DEOH WR PHHW ZLWK :LOO , QDWPHULPL'DIIGF WURDZBOYSRDXCRFGE
WR EUHDNIDVW , PHW :LOO RQ RQH RI WKH VWXG\ DEURDGS SURJU
ZLWK KLP 7KGRXJFKRXLURQV ZHWZHFDHDEIOHDQRWKHU SDUWQHUVKLV
GLVFRYHU WKDW WKH SHUVRQ , KDYH EHHQ OQDLVQQQLFZLWKGKWK
ZDQWHG WR UHYLYH WKLV SURJUDPPH EXW ZDV XQVXUH ZDKR WKH
ZLWK WKH (QJLQHHULQJ)DFXOW\ DW 08 DQG LQ &LSHWFRZQKFRHW
FRXOG GR EFLHGWBYLWLHV ZLWK OHDUQHUV WR FUHDWH DQJLQWH
DW XQLYHUVLW\ OHYHO \$QIBWUHXUWHQW ZFRVODFRKBEWLRQ RQ WKLV

7RXU RI 7KRPVRQ &HQWUH

,KDG D WRXU RI WKLV &HQWUH ZKHUH /HD \$QDLWRZ&RQGRH,%URR
ZDV DPDJHG DW KRZ WKLV FHQWUH LV JHDSHG WRZDUGV ZD €p&H

