

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

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&BEK&SWR&HWHUPLQH
PDGH LQD,3(H&RQ LQLWLDWLYHVXWKD&Z&HNSW&ELQ&SD&SFHU LRG WKD
VSHQW ,Z&K&WH&R&S&X&V WRWUZLWK 'HDQ +DJJOXQG DQG\$ \$Q&B&FHDWH '
SUHVHQWDWLRQV W&R&H&D&Q 2H&SD&UD&W&R&K&D&D&Q&G&V&RU\ &R&P&R&S&D&Q&H&H&G&WK
27 'HSDUWPHQW RQUDYHV&H&L&W&R&V .DQVDV &LW&R&D&Q&G&V&D&Q&V&L&H&Q&V&H&V&D
DQ ,3(SURJ&B&P&Z&L&W&K&L&H&D&O DGYLV&R&G&F&B&P&R&W&P&H&W&H&H&WR&H&V&W
JRDOPHW /Z&L&M&K&6&D&D&I&Q&G&Q&V&K&H LQWHUQ&D&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&L&W&L&D&W&L&Y&H&V DQG DFWLYLWLHV
HVWDEOD VR&L&D&D&O,3(H&X&U&U&L&S&G&X&P&L&R&D&D&V&L&W &R&F&O&X&Q&H&G&Z&L&W&I&H
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&G&H&B&Q&G

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 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 HVVDEODWVWKH RDE,8QWKDFPSLRQV WR GULYH V
IDFXOW\
x 7R IDFLOLWDWH RQH ,3(ZRUNVKRS ZLWK IDFXOW\ DV D VWDII

6WDWXSURSRZEMHFWLYHV

0\ 08 YLZDWQVLJKWIXO LQ XQGHUVWDQGDQG WFRQVXUWHLQWUFXOWV
HQYLVDJHG IRUPDORJ(LQ7KLV H[FKDQJH SURYLGHG DQ RSSRUWXQ
FROODERUDWLYH UHODWLRQVKLS LQ WFDIURDGEDQFLXUOXPEXPRWK
ZLDDORZ D FROODERUDWLYH DSSURDFK WRZDUGV WHDFKLQJ DQG
D ZRUNIRUWADQ HIIHFUWLYWQJHVKHU WR LPSURYH WKH KH
LQGLYLGXDOV IDPLOZHEOFKOLKQHLVWVWULJRIQDFWLQYHVDWLRQ
ZKDW ZDV DEOHUMBOLJH

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

,Q RUGHU WR XQGHUVWDQGDQXPELDXERHDFWLYLWLHV ZHUH SXW LQ
RXW ZLWK D FDPSXV ZLGH RULHIQDWRZRG EWRVWKHUXDOLPHUWLLQJV
ZLWVWXGHQWV IDFXOWVUHQWIDWLYHV RI VFKRROFKRQSDRIWPHID
3URIHVVLQRQV LQFOXGHV D QXPEHU RI GHSDUWPHQWV DQG SURJUDP
7KHVFLXGH 5DGLRJUDSK\ UHSASLSDHGEJXDZKHH DULQJ 3XEOLF +H
+HDOWK 3V\FKRORJ\ 2FFXSDWLRQDO 7KHUDES\ 3K\VLDFORSMH
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 XLCG
D MRLQW SODLFWPHRU VWXGHQWV DFURVV GLVFLSOLQHV

, DFFRPSDQLHG WKPHZQWGHNSD RQH VLWH YLVVW DWFDLFHVQWHUH DW
YRFDWLRQDO W\SH WDVNV WR SHUVRQV ZLWK GLVDEEDIRMOGHV +
GLVFXVVKRQKHZPVQDJHPHQW DQG VWDII DURXQG WKH SRVVLELOLV
FHQWURSHDQ WSRWKLHWOHLWIRFXV ZDV RQO\ RQ 27 VWXGHQWV ZKLFH
RWKHU GHSDUWPHQWV WR)EFXQWYRQWYDIG IDYGHZHGGOH YHODFWKHGF 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 REMHFWDWHGUDWOLPH 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)DFHERRRWWWJURZZ IDFHERRN 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 B
RQFH VPDOOHU LQLWLDWDWHSUZHUHGSXRVZHQZSDFNLDWKLWD EHWWHU
GR VXFK D ZRUNVKRS DW D ODWHU VWDJH

\$GGLWLRQDO 1RWHZRUK\ \$FWLYLWLHV

80.& 9LVLW

, KDYH D ORQJVWDQGLQJ UHQDWLROLDWZLWKH8VW&XGHQW H[FKD
8:& DV SDUW RI WKH *OREDO +HDOWK SURJUDPPHW, WKHYH DFRSXVKD
.DQVDV &LW\ DQG ZDV DEXOM WZRVSEHQGKHUH 2Q P\ DDUJLYDFOVURI
PHHWLQJ IRU PH ZKHUH , SUHVHQWHG WKZDSV &W,B (JSDRJDUPPHLQWK
VSDUN LGHDV IRU GHYHORSLQJ WKH ,3(SURJWDPPHLDW H8H& W7 DQ
WMDZHUH JHQHUDWHG E\ P\ SUHVHQWDWLRQ DQG HYHQ WDON DE
IRU WKH VWDII H[FKDQVSHQJUDUPPHVPHDW 8:& WR 3(SDFW HYLFLRX
, DSSUHFLDWHG WKH ZDUP UHFHSWLRQ , UHFHLYHQD EHGURR \$QPHQ
SDWVXGWQDW , ZDV HQJDJHG ZLWK DW 8:& 0LNH :RRGRSMDQNHVPK
WR EUHDNIDVW DQG D WRX,UGRIH.DQVDS&JHFLDZKLEK

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 ZHWZHFUDIEIDQRWKHU SDUWQHUVKLV
GLVFRYHU WKDW WKH SHUVRQ , KDYH EHHQ OQDLVQQQLFZLWKGKDK
ZDQWHG WR UHYLYH WKLV SURJUDPPH EXW ZDV XQVXUH ZDKR WKH
ZLWK WKH (QJLQHHULQJ)DFXOW\ DW 08 DQG LQ &LSHWFRZQKZRHWH
FRXOG GR EFLHGWBYLWLHV ZLWK OHDUQHUV WR FUHDWH DQJLQWH
DW XQLYHUVLW\ OHYHO \$QIBWUHXUWHQW ZDROODERKBEWLRQ RQ WKLV

7RXU RI 7KRPVRQ &HQWUH

,KDG D WRXU RI WKLV &HQWUH ZKHUH /HD \$QDLWRZ &RQQRHH,%URRPH
ZDV DPDJHG DW KRZ WKLV FHQWUH LV JHDUHG WRZDUGV ZD €p&HI

