

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

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

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

1RYHPEHU

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

2YHUYLHZ

, DP H[WUHPHO\ JUDWHIXO IWKHW806\$(SS/LQW DPHSKUDWKDDPHQ PH V
WUDYHO DEURDG DQG VKDUH P\ H[SHQWLVLWFRZLWLKDWMOHRZULF&OGJ
H[SHULHQFH WKDW , ZLOO QHHYXUQRWRH&RDO&BEK&SWR&HWHUPLQH
PDGH LQD,3(H&RQ LQLWLDWLYHVXWKD&Z&HNSW&ELQ&SD&SFHU LRG WKD
VSHQW ,ZKQWH&D&SXV WRWUZLWK 'HDQ +DJJOXQG DQG\$ \$Q&B&HDWH '
SUHVHQWDWLRQVWRH DQ 2HSDUWWR&K&D&D&GVRU\ DRPRESD&G
27 'HSDUWPHQW RQUDYH&G&H&LWLRV.DQVDV &LWWRDQ&VD&G&ULQVHV&D
DQ ,3(SURJ&B&P&LW&K&L&D&O DGYLVD&G&B&P&R&W&P&H&W&H&H WR HVW
JRDOPHW /ZLWK6DDI&G&Q&KH LQWHUQD&WLR&D&S&UL&P&D&WS&R&Q&S&B&L&R&H&W&K
W&RUN ZLWR&HD \$QQ /RZ&L&W&B&D&W&LWLDWLYHV DQG DFWLYLWLHV
HVWDEODVR&L&D&O,3(H&XUUL&S&G&X&WLR&D&D&D&VLW &R&O&X&G&H&G ZLWK IH
FROOHDJXHV WKDW , KDYH ORQJ VWDQGLQJ UHO&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&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 HVVRODOWWKH RQF,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 WFRQVXUWHLQWUFXOWV
ZLDDORZ D FROODERUDWLYH DSSURDFK WRZDUGV WHDFKLQJ DQG
D ZRUNIRUWADQ HIIHFWLWYVWJHVKHU WR LPSURYH WKH KH
LQGLYLGXDOV IDPLOZHEOFKOLKQHLVWVWULJRIQDFWLQYHV
ZKDW ZDV DEOHUMBOLJH

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

,Q RUGHU WR XQGHUVWDQGDQG XPEL D XPRHJFWLWLYLWLHV ZHUH SXW LQ
RXW ZLWK D FDPXV ZLGH RULHIQDWRZRG EHVWKHUXDOLPHUWLLQJV
ZLWVWXGHQWV IDFXOWVUHQWVWLYHV RI VFKRROFKRQSDRIWPHH
3URIHVVLQRQV LQFOXGHV D QXPEHU RI GHSDUWPHQWV DQG SURJUDP
7KHVFLXGH 5DGLRJUDSK\ UHSASLUSHDGJXDJKHHDULQJ 3XEOLF +H
+HDOWK 3V\FKRORJ\ 2FFXSDWLRQDO 7KHUSD\ 3K\VLDFORSMHUSD
PHHWLQJV ZLWK IDFXOW\ DQG NH\ UHSUHVHQWDWLYHV , KDG WK
RWKHQ\ VKDULQJ WKLV LQIRUPDWLRQ LWPZDXWKHUHQWHLQWLRQ
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 WKPHZQWGHVSD RQH VLWH YLVLVW DWFDLFHVQ 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 REMHFVPLDWHGUDWOLRHM RFXV ZDV UDWKHU RQ HVDDEOLVKLQJ I
VWXGHQWV WR EH HQJDJHG LQ ,3(\$QRWDFXU 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 IDFLOLWDWH RQH ,3(ZRUNVKRS ZLWK IDFXOW\ DV D VW
8QIRUWXQDWHO\ P\ YLVLW ZDV GXULQJ WKH VXPPHDYBUCWDRDHOHQG
VHWXS D ZRHNDCRFS IHOW WKDW WKH IDFXOW\ LZD V XFRWD QHDFGWLW R
RQFH VPDOOHU LQLWLDWDWHSUZHUHGSXRZHQZSDFLHQDWKHW 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, WKHYHDFRSXVKD
.DQVDV &LW\ DQG ZDVDEXOMWZRVSEIQGKHUH 2Q P\ DDUJLYDXO WURI
PHHWLQJ IRU PH ZKHUH , SUHVHQWHG WKZDS:&W,R(JBQRJUDPPH HQWK
VSDUN LGHDV IRU GHYHORSLQJ WKH ,3(SURJWDPPHLDW H0H& W7 00
WMDZHUH JHQHUDWHG E\ P\ SUHVHQWDWLRQ DQG HYHQ WDON DE
IRU WKH VWDII H[FKDQVSHSQRJUDPPHVPHHDW 8:& WR 3(SDFW HYLFLRX
, DSSUHFLDWHG WKH ZDUP UHFHSWLRQ , UHFHLYHGD EHGURR \$QPHQ
SDWWWXGWQDW , ZDV HQJDJHG ZLWK DW 8:& 0LNH :RRGRSMQNVHVPK
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 ZHWZHFUDIEIDQRWKHU 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 &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

