

806\$(3808:&5HSRUW
9LVLWLVRRXUL8QLYHUVLW\EXQ&ROXDEL

7R ifLp a"ëÂ • rv•806\$ UL DTÀ pÀ |!• P ð X ã ã (•) ; 1001EHV

/HFWXUHU LQ WKH ,QWHUSUR)BFXQRQDR0 &RFDXWLWQ 8QH DOWK 6FL
RI WKH :HVWHUQ &DSH

1RYHPEHU

08+RVURHD \$QQ /RZHU\
\$VVRFLDWDO 80URQHFVRU 'HSDUWPHQW RI 2FFXSDWLR&RDOX P E HD DS

2YHUYLHZ

, DP H[WUHPHO\ JUDWHIXO IWKHW806\$(SS/LQW DPHSKDFKDDPHQ PH V
WUDYHO DEURDG DQG VKDUH P\ H[SHQWLVLWFRZLWLQDWRQHRZULF&OGL
H[SHULHQFH WKDW , ZLOO QHHWKLQRWRH&RDOXBEKPSWRVGHWHUPLQH
PDGH LQD,3(HGE RQ LQLWLDWLYHVXWKDZREHNSWVGLQXSDSFHHLRG WKD
VSHQW ,ZKHWHFOPSDXVWRWUZLWK 'HDQ +DJJOXQG DQGS\$QGEFHDWH '
SUHVHQWDWLRQVWKH DQ 27 SFODWRWKQDQDQGVVURU\ DFPRESDQGHG WK
27 'HSDUWPHQW RWUDYHVGHGLWLRV.DQVDV &LWWRDQGVLDG/WLQ/VHWD
DQ ,3(SURJBWFRKLQKFDQ DGYLVDQGFBRQWRPHWHH WR HVW
JRDOPHW/ZLWK6DDIQQKHLQWHUQDWLRQHDSULPODWSRQVSRMLRHWK
WRUN ZLVRHD \$QQ /RVBOLWBQWALWLDWLYHV DQG DFWLYLWLHV
HVDDEODVKLRDO,3(HGXUUL\$GGXFLRQDQDVLW PRFOXGHG ZLWK IH
FROOHDXHV WKDW , KDYH ORQJ VWDQGLQJ UHOTKMLRQFRKOSWZLX
LQFOXGHG 3URI \$ULI \$KPUG:LOVRIQ :RRVHBBQ

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(LQ7KLW H[FKDQJH SURYLGHG DQ RSSRUWXQI
FROODERUDWLYH UHODWLRQVKLS LQWRZDIURDGEDQFLXUOXPEXPRWK
ZLDOORZ 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 IDFXOWSUHVDQWIDWLYHV RI VFKRROFKRGRHS DRUWPHID
3URIHVVLQRQV LQFOXGHV D QXPEHU RI GHSDUWPHQWV DQG SURJUDP
7KHVHFLXGH 5DGLRJUDSK\ UHSASLUSCHGJX DZKHH 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 D N H U G R E V Q J D Q , F H

7R LGHQWLI\ DQG FROODERUDWHY\FH Z S O B F H P H Q H V W U R Q W X L G G
D MRLQW S O D L F M H P H Q U V W X G H Q W V D F U R V V G L V F L S O L Q H V

, DFFRPSDQLHG W K H P H Q W G H S F D R Q H V L W H Y L V L W D W F D L F H Q W H U H D W
YRFDWLRQDO W \ S H W D V N V W R S H U V R Q V Z L W K G L V D E E O I R M O U G H V +
GLVFXVV K R Q K H Z P V Q D J H P H Q W D Q G V W D I I D U R X Q G W K H S R V L E L O L V
F H Q W U R S Z H Q W S R R W K L E W O L H W I R F X V Z D V R Q O \ R Q 27 V W X G H Q W V Z K L F H
R W K H U G H S D U W P H Q W V W R) E F X Q W Y R O W D I G I D Y G Z H G O O H Y H O D F W K R I G F R Q
L Q W H U S U R I H V V L R Q D O R S S R U W X Q L W L H V D Q G Z H U H V W L O O W K L Q N L
Q H H G I R U V W D I I G H Y H O R S P H Q Z D Z I R O N H W K R S M W K R F R U M I D W H G L V F L S O
FROODERUDWLYH DSSURDFK WR KHDOWKFDUH

7R LGHQWLI\ DQG H[SORUH VRFLDO PHGLD R S S R U W X Q L W L
FROODERUDWH VKDUH DQG GLVFXVV

7KLV REMHFWDYWHG D G W O L R H M R F X V Z D V U D W K H U R Q H V W D E O L V K L Q J I
V W X G H Q W V W R E H H Q J D J H G L Q , 3 (\$ Q R W K F X U W R F W R Z E D M D W R H H Q Z D U
D Q G W K U R X J K W K L V D Z D U H Q H V V L G H Q W L I \ R S S R U W X Q L W Z H V H W R Z
P D G H D Y D L O D E O H W R V W D I I D Q G V W X G H Q W V W R I R O O R Z R X U D F W L
L Q 08 : & K D V D) D F H E R R N W J U R X Z Z I D F H E R R N F R P J U R X S V

)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 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 WZRVSEIQGKHUH 2Q P\ DDUJLYDFOVURI
PHHWLQJ IRU PH ZKHUH , SUHVHQWHG WKZD&W,R(JBQRJUDPPH LQWK
VSDUN LGHDV IRU GHYHORSLQJ WKH ,3(SURJWDPPHLDW H&W7DK
WZDZHUH JHQHUDWHG E\ P\ SUHVHQWDWLRQ DQG HYHQ WDON DE
IRU WKH VWDII H[FKDQVSHQJUDPPHVPHDW 8:& WR 3(SDFW HYLFLRX
, DSSUHFLDWHG WKH ZDUP UHFHSWLRQ , UHFHLYHQD EHGURR \$QPHQ
SDWVXGWQDW , ZDV HQJDJHG ZLWK DW 8:& 0LNH :RRGRSMDNHVPK
WR EUHDNIDVW DQG D WRX,UGRIH.DQVDS&JHFLDZKLGK

0HHWLQJ ZLWK ,QWHUQDWLRQDO &HQWUH

, ZDV DEOH WR PHHW ZLWK :LOO ,~~QWU~~PHUPL'DI~~Q~~GF~~WUR~~ZBOY\$~~R~~X~~C~~RF~~E~~
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~~I~~E~~I~~O~~H~~D~~Q~~R~~W~~K~~HU 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 XQLYHUVLVW\ OHYHO \$QIB~~W~~U~~I~~X~~H~~U~~P~~H~~C~~H~~W~~ Z~~R~~V~~O~~D~~E~~R~~K~~E~~V~~L~~R~~Q RQ WKL

7RXU RI 7KRPVRQ &HQWUH

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

