'LYLVLRQ RI Ià y.¼! óSqI•= 7KH FRPPLWPHQW WR

KDOVHG IDFXOW\ OLEUDULDQVHFDVQRQDFHDYGHPLFWHWDIQWRVUHHVV S
HTXLW\ OHQV 7KRVH QHZ XQGHUVWDQGLQJV LQ WXUQ KDYH LQ
‡ 7KH &ROOHJH RI *UDGXDWH6WXGLHVDQG&RL*G DGGUHVVLQJ HTXL
ZULWLQJ DVVLVWDQFH ZKLFK0DVWHUVRQWK*UDGRXDWH5HVHDUFKHQUW
RI GLVDJJUHJDWLQJ GDWD LQ NH\ SODFHV WLJRQLGDHQQVLFWLEDV
WR JUDGXDWH DSSOLFDWLRQV QRWDEO\ WKH *5(ZKLFK LV Q
‡ &KDQJHV WR DFDGHPLFPLSRGHLGLWXSRHW HTXLWLRQV WR WKH
HQVXUH WKDWVWXGWQWV FDQDRWFN\ GLVPLVVHG DQGHEWKHU
RQH PRUH VHPHVWHU ZLWK VWURQJ DFDGHPLF VXSSRUW EHIR
SROLF\ JLYHV VWXGHQWV WKH RSSRUWXQLW\ WR UHFRYHU IU
‡ 7KH [ZDHOO /LEUDU\ GHDQ DQGQGLLEQWDHUQWQRQHDOPLQHHPRYHG ED
DFFHVV H J WKURXJK KLJKO\ UHVSRQVLYH VHUYLFH DQG FO
KROGV DQG UHVWU¶LFWLYH UXOHV $QG WKH\

\HDU KRQRUVQWKXGHQW\
ZKRP LGHQWLI\ DV %,32& UHIOHFW WKH RYHUDOO UDFLDO DQ
‡

FROODERUDWRUH KLJKOLJKWHG EHORZ EHQHILW RXU VWXGHQWV
‡ &R*¶S DUWQHUVKLSV KDZLWKJWKRSWLRQV KDYH EROVWHUHG HQU
‡ 7KH &ROOHJH RI (GXFDWLRQ DQG +HDOWK 6FLHQFHV JU&Q6WKD
H J 1(&RPPXQLW\ 6HUYLFHV 1%$ *UDQW IRU FDUHHUV LQ V
GLYHUVLI\ WKH 67(0 WHDFKHU SLSHOLQH 7HDFKHU 'LYHUVLIL
‡ &(+6FFROODERUHD[WLRQWHGQSDWKZD\V KHOS WRJURZDXU\VWQHP
FROODERUDWLRQ ZLWK 7DXQWRQ @ FV 7-ÁUH %DUWOHWW &ROO

@€0@p•LY•FOFLuPO FW XW! • $q €†h@R9•HURF `W ILU
‡

‡ 5HSRUW WR 6HQLRU /HDGHUVKLS DQQXDOO\ RQ SURJUDP UHVXO

,Q ILVFDO \HDU DVVXPLQJ DYDLODEOH UHVRXUFHV ZH SODQ \
HVWDEOLVK GLYHUVH VSHQGLQJ JRDOV E\

íX &UHDWH D QHZ6XSSOLHU5HODWLRQVKLS 0DQDJHU ZKRVH SULPD
PDLQWDLQLQJ VXSSOLHU UHODWLRQVKLSV 7KLV SRVLWLRQ ZLO
SHUIRUPDQFH DQG SURYLGH UHFRPPHQGDWLRQV WR VHQLRU
RQERDUGLQJ SURFHVV DFW DV D FRQGXLW EHWZHHQ WKH XQLY
VRXUFLQJ LQLWLDWLYHV E\ LGHQWLI\LQJ GLYHUVH VXSSOLHUV
îX(VWDEOLVK DQQXDO6XSSOLHU(QJDJHPHQW6SHFLILF 0HDVXUDEOH $FKL
60$57
ïX&RQGXFW D SURJUDP UHYLHZ SURFHVV WR HYDOXDWH SURJUHVV DQG GUHWHUPLQH WKH
ðX&RQWLQXH UHSRUWLQJ WR 6HQLRU /HDGHUVKLS
ñX&UHDWH SDUWQHUVKLSV ZLWK DWWUDFWLRQ DQG UHWHQWLRQ SURJUDPV WR SURYLGH
SURJUDP
òX'HPRQVWUDWH SURJUDP YDOXH WR UHJLRQDO SDUWQHUV

+XPDQ 5HVRXUFHV DQG 7DOHQW 0DQDJHPHQW

5DFLDO -XVWLFH 7DVN)RUFH 8SGDWH

'LUHFWRU RI (TXLW\

7KH LYLVRLR+XPDQ 5HVRXUFHV DQG 7DOHQW 0DQDJHPHQW +570 KLU
7KLV OHDGHUVKLS SRVLWLRQ LQGHSHQGHQWO\ KROGV X JHQHUDO UHVSRQVLELOLW\ D V
'LUHFWRU RI (TXLW\ SDUWQHUV ZLWK RWKHU DJHQFLHV DQG RUJDQL]DWLRQV WR GHYHORS SURFHVV
VWUDWHJ\ DQG HQVXUH DOO +570 SROLFLHV SURFHGXUHV SHU
IUDPHZRUN DQG IRFXV RQ 7KLV SRVLWLRQ ZLOO DOVR ZRUN FORVHO\ ZLWK WKH RQ
VXFK DV WKH 5DFLDO -XVWLFH (TXLW\ &RXQFLO DQG WKH 5DFLDO

7KH 'LUHFWRU RI (TXLW\ KDV GHYHORSHG D SURSRVDO WR LPSOHP
%ULGJHZDWHU 6WDWH 8QLYHUVLW\ JURXSV ZKRVH DLP LV WR IRV
LQFOXVLYH 7RXUQDPHQW DQG SDUWLFLSDWHG LQ JHQGHU HTXLW\
HWKQLFLW\ LQLWLDWLYHV DQG KHOSHG GHYHORS DQG GHFUHDVH
VSDFH IRU HPSOR\HHV ZLWK FUHDWLQJ D VHQVH RI EHOR
SK\VLFDO ZRUN HQYLURQPHQW DQG,QWURGXFWLRQ RI GHYHORSLQ
LPSOHPHQWHG DQ (5* SURJUDP

‡ 1DWLRQDO $VVRFLDWLRQ RI $VLDQ $PHULFDQ 3URIHVVLRQDO 1$
‡

KDV DOVR LQFRUSRUDWHG WKH IROORZLQJ VWXGHQW VHUYLFHV WR PHHW LQ
2IILFH LV FRPPLWWHG WR D SURMHFW SURFHVV WKDW IRVWHUV HT
VWXGHQWV IDFXOW\ DQG VWDII RI DOO EDFNJURXQGV IHHO VDIH

,7 'HSDUWPHQWDO *RDOV
(DFK GHSDUWPHQW LQ WKH ,7 GLYLVLRQ KDV LGHQWLILHG DW OHD
MXVWLFH DQG HTXLW\ ZRUN RI WKH GHSDUWPHQW DQG GLYLVLRQ
WUDLQLQJ SDUWLFLSDWLRQ

'LYLVLRQ RI 2SHUD

5DFLDO -XVWLFH (TXLW\ 8SGDWHV

,QWURGXFWLRQ 2YHUYLHZ 2SHQLQJ GLOLJHQWO\ VLQFH 0LOH WR D
WKURXJK WKH GHVWUXFWLRQ RI QXPEHUHGQHVV 7KH KLJKOLJKWV
EHORZ DQG GHPRQVWUDWH FOHDU PHDVXUDEOH UDFLDO HTXLW\ S

‡ 7KH VWUDWHJLF SODQQLQJ FRQYHUVDWLRQV EHWZHHQ RXU 623V ZHUH XVLQJ ODQJXDJH
‡ :H UHFRJQL]HG WKDW VRPH RI RXU 623V ZHUH XVLQJ ODQJXDJH

2WKHU 3UR7JKUHDR&DUHHU 6HUYLFHV 2IILFH DFWLYHO\ VXSSRUWV DQG
/LQH 6HPHVWHU LQ WKH &LW\ 7KH :DVKLQJWRQ &HQWHU RUGDQL]HV
::/

7KH 0DUWLQ 5LFKDUG ,QVWLWXWH IRU 6RFLDO -XVWLFH

‡ +RVWHG PXOWLSOH HGXFDWLRQDO HYHQWV UHODWLQJ WR UDFL
VWXGHQWV IDFXOW\ VWDII DQG FRPPXQLW\ PHPEHUV'U05,6- &L
7HUUL *LYHQVLQLVWD -RQHV U RQY1HS6DUHDWHV QHW DQG 'ZD\
7UXWK 7HOOHU H[KLELW DQG HYHQWV 6HSW , DP <RX 'RF
‡ 6LQFH KDYHDFKLHG\ GLYHUVWHXGHQWSRSXODFK \HDU WR ZRUN R
DV -XVWLFH)HOORZV 3URYLGHG SDLG VWXGHQW HPSOR\PHQW F
EXLOW WKHLU NQRZOHGJH DQG VNLOOV LQ VRFLDO MXVWLFH DQ
IXWXUH ,Q DGGLWLRQ WR SUDFWLQJWKH/RIWZHUDGHHVDFU UHLPEXUVL
WKH\ GULYH WKHLU RZQ FDUV WR FRPPXQLW\ SODFHPHQWV WR
‡ 3DUWQHUHG ZLWK PXOWLP0 D FPXQLW\ RU™0 HQLÓDWLP V £RUÎ

‡ µP W º `s‰• HGHXWV R"@• `RüRUÉ W² 0pHUF 3ALG –RU0pºHÀU WRUê

VLW\p , E`•p€HÀUR@ðWDK GPFFRXPQLXWQLçWLHRZHUPHQW µW, &HÀp PFLVL9• P 0XO
c L C`p `R`L F ù ÓPVY–WL`† `RF÷LY–WLRQÅ "H °D'H ' `HUHG WK@P ×

‡ &RPPXQLW\ 6WDQGDUGV UHDHQUDUYDORVOLDRWLRQQVQDQEGVTXDHWWMKXRXUV
7KH 6WXGHQW &RGH RI &RQGXFW IURP $< ZHUH H[WUDFWHG
FRPSDUH UHVXOWV LQ)HE
R 7KH 2IILFH RI &RPPXQLW\ 6WDQGDUGV 2&&6 PRQLWRUV SDUWLFLSDWLRQ XVLQJ
IUHTXHQF\ FKDUWV IRU HDFK FDWHJRU\ RI FKDUJHV DQG DQ RYHUY
WKH GHPRJUDSKLFV RI WKH JHQHUDO VWXGHQW ERG\ GXULQJ
VLJQLILFDQW GLIIHUHQFHV VHHQ UHSHDW RIIHQGHUV DQG FDWHJ
WR EH UHYLHZHG IRU WUHQGV DQG HYDOXDWLRQ
‡ 0LOLWDU\ 9HWHUDQ 6WXGHQW 6HUYLFHV VWXGHQW ZRUNHUV K
SKRWRJUDSKV WR UHYLHZ PRUHILQHG OLSYHDQVWRUHESUHVHQWDWLY
DV D FXOWXUDO IRUFH 5HFUXLWPHQW DQG RXWUHDFK WR DUHD
69$ 6WXGHQW 9HWHUDQV RI $PHULFD KDV FUHDWHG PRUH
EDFNJURXQGV
‡ (YDOXDWH FXUUHQW 5$ OHDUQLQJ RXWFRPHV DV VXPPDU
WUDLQLQJ IHDWXUHG FROODERUDWLRQV ZLWK WKH &HQWHU IRU
HPSOR\HHV DQG RUFKHVWUDWLQJ 7KLV SUDFWLFH ZRUNVKRS
$OO 5$V WKDW SDUWLFLSDWHG ZHUH DEOH WR SURYLGH IHHG

6FDOLQJ (IIHFWLYH 5DFLDOO\ (TXLWDEOH 6WXGHQW 6XFFHVV 6WU
'XH WR WKH OHDGHUVKLS RI WKH GLYLVLRQ RQ QPE DF L'R QR UHDTXLUHD
3UHVLGHQW *WR WQHZDHUULQ ERQYHUVDWL7RQV XJKDW HURWHVQRMLDQW
PHHWLQJV ZLWK WKH GRQRU %68 ZDV VXFFHVVIXO LQ VHFXULQJ
1DYLJDWRUV 3URJUDP ODXQFK ($%F1RYLGQDWLRQVXGHQWRUPXFLFH
$FDGHPLF $IIDLUV DQG ,QIRUPDWLRQ 7HFKQRORJ\ DQG VFDOH WK
WR VWXGHQWV WKURXJKRXW WKH SURJUDP

$OO IXQGHG SURMHFWV VWXGHQW VXSHUYLVRUV WKURXJKRXW WKH GXUDWLRQ RI WKH SURJUDP
ZD\V WKH\ DUH LQYROYHG LQ WKH SUDFWLFH DSSURDFK LV
DQG RWKHU IRUPV RI RSSUHVVLRQ DQG WKHLU HIIHFWV RQ WKH

%68 QRW RQO\ OHDGV EXW SDUWLFLSDWHV LQ WKH 5(-, 7KH UREX
GHSDUWPHQWDO JRDOV HDFK \HDU DQG LQWHQWLRQDO 5(-, JRDOV FH
LQ DOLJQPHQW ZLWK WKH 5DFLDO -XVWLFH 7DVN)RUFH UHFRPPHQ