

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 DPHSKUDPHQ PH V
WUDYHO DEURDG DQG VKDUH P\ H[SHQWLVLWFRZLWLKUMQORZULF&OGJ
H[SHULHQFH WKDW , ZLOO QHHYXUQRWRH&RDO&BEKPSWRVGHWHUPLQH
PDGH LQD,3(H&RQ LQLWLDWLYHVXWKDWRZRHNSWVGLQXSDSFHULRG WKD
VSHQW ,ZKQWHFQPSXVWRWUZLWK 'HDQ +DJJOXQG DQGS\$Q&BFHDWH '
SUHVHQWDWLRQVWRH DQ 27SDUDWRWK&MDQDQGVRU\ DRPRESDQGHHG WK
27 'HSDUWPHQW RQUDYHVGHYGLWRV.DQVDV &LWWRDQ&VDQ&VULQVHV&D
DQ ,3(SURJ&B&P&LW&K&L&DO DGYLVDQ&G&B&P&R&W&P&H&W&H&H&WR&HVW
JRDOPHW /ZLWK6DDIQ&Q&KH LQWHUQDWLWK&DSULP&D&WS&R&Q&S&B&M&L&R&H&W&K
W&RUN ZLWR&HD \$QQ /RZ&Q&L&W&B&D&W&L&WLDWLYHV DQG DFWLYLWLHV
HVWDEODVR&L&D&O,3(H&XUUL&S&G&X&P&L&R&D&D&D&V&L&W&P&R&O&X&Q&H&G&ZLWK IH
FROOHDJXHV WKDW , KDYH ORQJ VWDQGLQJ UHOT&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&H&B&Q&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 HVVRODWWKHEDRF,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 RSSRUWXQI
FROODERUDWLYH UHODWLRQVKLS LQ WFRZDIURDGEDQFLXUHQPEXPRWK
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D ZRUNIRUWADQ 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 XQGHUVWDQGDQXPELDXERHDFWLYLWLHV ZHUH SXW LQ
RXW ZLWK D FDPSXV ZLGH RULHIQDWRZRG EBRVWKHUXDOLPHUWLLQJV
ZLWVWXGHQWV IDFXOWSUHDVHQWIDWLYHV RI VFKRROFKRGRHS DRUWPHID
3URIHVVLQRQV LQFOXGHV D QXPEHU RI GHSDUWPHQWV DQG SURJUDP
7KHVHFLXGH 5DGLRJUDSK\ UHSASLUSHDGEXDZJKHH 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 N HUGRFLQ J DQ ,FH

7R LGHQWLI\ DQG FROODERUDWHY\FHZISVQ FHP HQW V WURQW XLCG
D MRLQW SODLFMHPHQU VWXGHQWV DFURVV GLVFLSOLQHV

, DFFRPSDQLHG WKPHZQWGHNSD RQH VLWH YLVLVW DWFDLFHVQWHUH DW
YRFDWLRQDO W\SH WDVNV WR SHUVRQV ZLWK GLVDEEDIRMOGHV +
GLVFXVVKRQKHZPVQDJHPHQW DQG VWDII DURXQG WKH SRVVLELOLV
FHQWURSHDQ WSRWKLHFWOLHWIRFXV ZDV RQO\ RQ 27 VWXGHQWV ZKLFH
RWKHU GHSDUWPHQWV WR)EFXQWYRQWYDIG IDYGHZHGGOH YHODFKRI GF RQ
LQWHUSURIHVVLQRQDO RSSRUWXQLWLHV DQG ZHUH VWLOO WKLQNL
QHHG IRU VWDII GHYHORSPHQZDZRIQHWKRS M WKH FRUMIDWH GLVFLSOL
FROODERUDWLYH DSSURDFK WR KHDOWKFDUH

7R LGHQWLI\ DQG H[SORUH VRFLDO PHGLD RSSRUWXQLWL
FROODERUDWH VKDUH DQG GLVFXVV

7KLV REMHFWDWHGUDWOLHWIRFXV ZDV UDWKHU RQ HVD EOLVKLQJ 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 ZRHNDCVRS IHOW WKDW WKH IDFXOW\ LZD V XFRWD QHDFGW LW R
RQFH VPDOOHU LQLWLDWDWHSUZHUHGSXRZHQZSDFNLDWKLWD 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 WZRVSBIQGHUH 2Q P\ DDUJLYDFO WURI
PHHWLQJ IRU PH ZKHUH , SUHVHQWHG WKZDSV &W,R (JSDRJDUPPHLQWK
VSDUN LGHDV IRU GHYHORSLQJ WKH ,3(SURJWDPPHLDW H8H& W7 DQ
WMDZHUH JHQHUDWHG E\ P\ SUHVHQWDWLRQ DQG HYHQ WDON DE
IRU WKH VWDII H[FKDQVSHSQRJUDLPPHWVPHDW 8:& WR 3(SDFW HYLFLRX
, DSSUHFLDWHG WKH ZDUP UHFHSWLRQ , UHFHLYHGD EHG URB \$QPHQ
SDWWWXGWQDW , ZDV HQJDJHG ZLWK DW 8:& 0LNH :RRGR SMDNMHVPK
WR EUHDNIDVW DQG D WRX,UGRIH.SQVDS&JHFLDZKLGK

