

PHHW WKLV QHHG DQG WKH LQVWLWXWLRQ VRRQ EHF
URXQGHG GHHSO\ FRPPLWWHG JUDG~~WKO~~WHV D WUDGLW
GD\

\$ WKHDS~~SDV~~ D~~Q~~ G~~Q~~ HD~~ZH~~ F~~K~~ D~~Q~~ W~~H~~ G~~V~~ W~~H~~ H~~U~~ Q~~Q~~ G~~Q~~ R~~D~~ W~~H~~
7HDFKHUV~~↑~~ &ROOHJH LQ DQG WKHQ WR :HVWHUQ ,
RXU PLVVLRQ FRQWLQXDOO\ EURDGHQHG WR LQFOX
WK~~S~~ WH~~S~~ DK~~L~~ H~~G~~ F~~K~~ R~~R~~ H~~D~~ F~~K~~ H~~K~~ W~~D~~ W~~H~~ Q~~D~~ L~~Q~~ H~~R~~ W~~W~~
VXFFHH~~[W~~ H~~S~~ V~~I~~ R~~R~~ O~~D~~ F~~R~~ O~~W~~ L~~J~~ D~~F~~ H~~G~~ W~~H~~ G~~V~~ R~~D~~ E~~H~~ U~~D~~ O
D~~U~~ S~~U~~ R~~J~~ U~~D~~ O~~F~~ S~~Y~~ H~~Q~~ V~~G~~ L~~D~~ O~~Q~~ L~~Q~~ F~~R~~ O~~C~~ H~~U~~ S~~P~~ W~~R~~ H~~S~~ G~~I~~ W~~V~~
D~~Q~~ G~~F~~ L~~H~~ Q~~%~~ H~~V~~ L~~O~~ H~~G~~ H~~F~~ K~~Q~~ R~~O~~ R~~X~~ J~~A~~ D~~W~~ D~~R~~ G~~X~~ P~~D~~ Q
6HUY~~L~~ E~~G~~ H~~\$~~ U~~&~~ R~~P~~ B~~Q~~ G~~L~~ F~~D~~ W~~E~~ R~~R~~ U~~V~~

7KURX~~W~~ K~~H~~ ^W K^D Q^G ^V W^F H^Q W^Z H^D UQHG DQG PDLQWDLQH D
UHSXWD~~W~~ L~~S~~ R~~Q~~ G~~F~~ G~~H~~ W~~B~~ I~~R~~ U~~G~~ I~~E~~ J~~K~~ D~~G~~ L~~H~~ W~~U~~ H~~H~~
SURJ~~U~~ D~~D~~ P~~V~~ W~~M~~ W~~L~~ X~~G~~ G~~I~~ Q~~R~~ O~~Y~~ H~~S~~ R~~H~~ Q~~W~~ U~~L~~ Q~~W~~ \ DFWLYLWLHV

:H DUH QRZ D OHDGLQJ 8QLY~~D~~ I~~E~~ R~~P~~ E~~V~~ \ W~~K~~ W~~K~~ X~~D~~ S~~X~~ V~~H~~ V~~L~~ Q
&LW~~L~~ H~~Q~~ R~~Q~~ O~~L~~ Q~~H~~ L~~U~~ W~~R~~ X~~R~~ X~~U~~ X~~D~~ O~~R~~ S~~S~~ R~~U~~ W~~X~~ Q~~G~~ W~~\~~
DIIRUGDELOLW\ ZH VHUYH VWXGHQWV IURP ,OOLQRLV
DUR~~X~~ Q~~G~~ ZRUOG

7RJHWKHU ZH SURYLGH D WUDQVIRUPDWLYH HGXFDWL
FDULQJ~~H~~ P~~R~~ X~~F~~ D~~O~~ V~~R~~ :~~U~~ HPSRZHU VWX~~G~~ H~~R~~ P~~H~~ D~~Q~~ G~~J~~ U~~D~~ G~~X~~ D~~W~~
HQJDJHG DQG SURGXFWLYH JOREDO FLWL]HQV FRPPL
GLIIHUHQFH LQ WKH GLYHUVH FRPPXQLWLHV DQG SURIH
2XDOXBQH

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2X9LVLRQ

:HVWHUQ ,OOLQRLV 8QLYHUVLWU D LPRQWB EQLWKHVVDW DGLQQ \$ USRY
TXDORLSR UW XQLW\ DQG DIIRUGDELOLW\

2X0LVVLRQ

:HVW, HUUQR LYHUP S RZHVXGIB E XDCVWV B HG G D B QGL Y H R P P XQLWLHV
:H SURYLG H F H QWXI B UHQV XQ GHUJG XDCXIB S H R D Q G P V F K D U D F W H U L J H G
UHVHDFK DQG VHUYLFH JURXQG HG LQ PXOWLGLVFLSOLQDU\
VWXGLHQV F D W S R R D W X Q G E N S H U R I H V D Q B L Q D I O F X D C V W I D E R
ZLW D K X B Q R P P X Q D W W Q H U V

2X9DOXHV

\$FDGHPEHOOHQFH
&HQWWRKHOLVW WUFR PPLWPHQDFWVQLJ G LYQIGX D Q W B F W L Q Y H R O Y H P H Q W L
WKH W H D F K L Q L Q J S U R F H V V : H V K H U I Q O , O T X L Q R L W H B G X S O M B U P R W H J V
FULWIKFLDQ Q D Q H G U Q L Q H D Q F K H D W Q F K D V O M X S S Q W W L Y H O H D U Q L Q J F
:H DUH FRPPLWWHG WR VWXGHQW V K B M V M Q L F R E Q D I Y H D G O S P H T O R M Q Y
OHDUQUHU W H D F K R H U B Q W D R Q G V

(GXFDWISRDW XQLW\
:HVWHUQ ,OOLQRLV 8QLYHUVLW\ YDOXHV HGXFDWLRQ D Q G R S S R U W
ZLOOLQJQHVV WR ZRUN WRZDUG DFKLHYLQJ DFDGHPLF H[WHD ~övp#

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\$ V X S G L W H + L J K H U 9 D O X H V L Q + L J K H G H (G X Q F D W : L R V W H U Q , O O L Q R L V
Y L V L R Q K H Q H [W , W E B V R H G H W U O R P P S L U H I Q F D L O R Q P B Q Q A D S C E H W K H G
6 R F 5 B 0 S R Q 7 D E N O) L W E F K F Z P V S U L V H G R I V W X G H Q W V I D F X O W \ V W D
P H P E H U V G X U L Q J D F D G H P L V Z H D O D V O I R K Q L D Y H Z L G H W G L V F X V V L R C
H Y D O X D W L R Q J X D G G G J E Y L W K H R G D J Q G R W K W H J 6 V 2 U I D W F H W L F H 8 8 R D P O L W M Y H L V L F
L Q

7 K L V ~~is a~~ call to action IRU WKH VWXGHQWV IDFXOW\ VWDI7RD6WRQIU DQ

\$FWLRQKDQFH DQG GHOLYHU LQQRWDWLYH DQGKDRFBQGLEDFURD
GLVFLSOLQHV

*RDQ\$GYDQFXFDVLSRQDQXQLW\

\$FWLRQFXVTXQDQWHYHU\ DVSHFWLRQIFQXGLLQQVWELNSWIXRQH QWTV
H[SHULHQFH FODVVDUFRVGHSHULDQDHLIH H[SHULHQFH
\$FWLRQJDJGIXFDWXWQDQFKUXLWPHQW DFWLYLWLHV
\$FWLRQ\$GYDQFIRUGDEIQPVDVXUDEOH YDOXH IRU RXU VWXGHQW
\$FWLRQFUHDVHDUHQWHDQDWRQRQ
\$FWLRQFUHDVHGHJUBMHV

*RDQGXSSRUW *JRLZWRQDO

\$FWLRQURP\$WMLFDO DQHDQXWQVHWXGRXQDQW DII
\$FWLRQKDDWXDGRVPPXQWDJHPHQW
\$FWLRQ &UHDWH D VDIH DFFHQVDEDFR DQD QWLDQFWLYH F
\$FWLRQ (GXFDWH VWXGHQWV RQ WKH SURFHVVHV SURFHGX
\$FWLRQHDDBRIFW WR VXSSRUWLYH DQXQVKBUMGWARYHUQDQFH R

*RDQURP\$WFBQSRQVLELOLW\

\$FWLRQYHORS DQ H[SHFWDQWLYHQ SXEOLVFVWQWYHFWLDFURVV WKH
\$FWLRQVMWDWH ORSDQWQDQBRQDQSFHYHFURPLM QGW\
HFRQ\$PHLYHORS PHQW
\$FWLRQHOHEUDWHDQFHWYHNDWFNDQWLYDWHV\$EMDLODQCG
HQYLURQ\$XHQWEDQ

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:HVWHUQ , OOLQRLV 8QLYHUVHW DZDOD QFR QVLSFR HW BMLDHW W
IDFXDQG VWDII 7KH VWUHQ FOXWK YHQJ LGWNI DQDQ WRWD RD ZK B WHQJDJH
LQVWULXQ WLRQ UFK VFKRODU DQGLF WHUD YLEW X SDSR WLV WPKHV
DQG YDOWKH LQDWBW XQGLR QDFK WKH VWXGHQWV ZKR OHDUQ GH
WKHLU WLPK KHUH RQ RXU FDP SXVHV

:H DW WUJF WHQW bRèS€ •g ³E , WWUEP ñ%

&RPPXQLW\ RXWUHDFK DQG VHUYLFH DFWLYLWLHV
(GXFDWLRQ DEURDG RSSRUWXQLWLHV
&RFXUULFXODU DQG OHDGHUVKLS H[SHULHQFHV

~~\$FWLRQFUXSFDQWLLJERWHQWHVWNGDIXDVG
WDIQGHOLYHUILQDQDEDOHYXSRRVHDKMDROKLWKGH~~

D \$GYDORFKDQWBHIFUXLWPHQW

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T X D O I F W G S P I R F J U D P V H D U G L Q J F R : P P K D Y W L H V W U R Q J D E D G Z H P I Z E C S R U
F R Q W L Q X H W R G H O L Y H U H [F H O O H Q W H G X F D W L R Q D O R S S R U W X Q

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:H ZLOO LQFUHDVH UHFUXLWPHQW HIIRUWV E\ LQFUHDVLQJ PDUN
SDUWQHUIQKIDLSFLQJ XQLYHUVLW\ FRPPLWPHQWV WR GLYHUVLW\ V
HQJDJLQQERQWEPQXR XMPQSDWV LQGLZQHIGXFRDSVBRJQVXQLWLHV

D ,QFUHDVHXR XEQUHGXFDFWLRQDO RXWUHDFK DFWLR L WLVWVHUVKDW E
,OOLQRLV 8QLYHUVLW\ DQG HQJDJH IDFXOW\ DQG VWDII ZKR ZH
E %JLQJ PRUH DSSOLFDQWV DQG VWXGHQWV ZKR KDYH EHHQ DFF
HQUROOPHQW

F ,PSOHH S EFLWLLFDWRDJSWDXUH D V H M K DRUHQUROORFQWLYHUVLW\TV
LPPHGLDFWXQW\ VHUYLFH UHJLRQ WR SUHYHQW FRQWLQXHG SR

G (QDFW QHZ UHFUXLWPHQW VWUDWHJLHV LQVLGH DQG RXWVLGH
DWWUDFW PRUH X S D Q H W E P R Q D M G G Q V D H G X D W H V W X G H Q W V I U R P
EH\RQG

H ,QFUHDVH X S V D P W Q W U V K L S V

'RFXPHQW SODQV D Q K R X W P R P R X V U + P P (V K S S C H O F S L O W D Z O W S K O D
HGXFDFWLVWQHDFRQMPDELQDQJMRIZRQK

([SDQGVWLWVXWWRQIDWRKLSG D W H G R V Q H R U J D D Q L Y D K W K V S R U W
HGXFDFWLVWQHDFK D R E U X W W B H Q W

I H ð 4c 1BD&m

3 D U W H L F Q W D W H Q G E M I D R V R E L D Q W R V Q G H W L V W R E G U V H D X G H Q W
HQUROOPHQW

,QFUHDVH WKH QXPEHU RI SDUWQHUV F W R K S H Q W Q G K L J K V F K

'HYHORS QHZ SDUWQHUVKLS DJUHHPHQWV ZLWK FRPPXQLW\

FRPSOSIMRJRUR UNLQRIHVPLDRAZKRVBUSHO DEFRXQG
J 3URYQIGXFDW\$SRQDQXQLWLHV
&RQXVLEQYHORSPHCHW\$HRJUDQGRZDFFDOBXUWDMDFURDHW
KLJK GHPDQG F/KIRWMFDJHWNLIODOW DUH FRQVLVWHQW ZLWK WK
8QLYHUVLW\
5HLQYHVW LQ KLJK GHPDQG DQG KDJKG SIRV D Q Z IHDVW DREU UVRZ
XQLYHUVLW\FSRPSPH/WHQJIRHJVDLELOLW\ DQG QHHGV VWXGLHY
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\$FWLRQGYDQF HGD ELOLW\



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\$ F W L R, Q F U H D V H Q D Q J G F D Q G X D D W L H R Q

:H ZLOO LPSURYH UHWHQWLRQ D Q G F D G Z I D D G X D W L R Q D D W L H R Q P R D
UHVDUFK FRPSOMZFRGRDYUMKHWWRXSDFWW SHUVLVWHQFH DQG FR
WKH 8QLYHUVLW\TV UHWHQWLRQ DQG JUDGXDWLRQ UDWHV

D \$GGUFRWVQGHQHOHYDQFH

,QFUHDVH VWXGRCWSRHPSCORLBO GRQRU DFFHVV WR LQWHUC
RWKHU IRUPV RI H[SHULHQWLD O HGXFDWLRQ DUH RIWHQ SD
DQFRPSOHWLRQ

/DXQFK D FRRSHUDWLYH HGXFDWLRQ PRCGCSVDKDWLFLSOMZM
H[SHULHQWLD FHPWQWWDPMH

([SORUH WKH HVWDEOLVKPHQW RI OHJDF\ DQG RWKHU WXLW
UHFUXLMDQGGHROVO VRFLRFRQRXG V

E (QKDQWXGHQW SUHSDUDWLRQ

(QDFW VWUDWHJLHV GHVLJQHG WR KHOS XQFUHDVHSHUMQW
VWXGHQW SRXQDWDROQRQVWVGHQWV DQFRWXGDQGVXUB
GLVWDQW VFKRRO GLVWULFWV

,QFUHDVXGHQW

SURJUDPPREUDUQGDGPLVVLQR SURJUDPPLQJ

E 3XEOIGHLS DU S P H R O W R E D Z D U B E Q H I R S W L O R L D U D O O C H I S H U L H Q F H V
Z K H D S S U R S U R I G H W H F L S O L Q H

F 3 D U W L L F Q S D F A H W K G I O L S Q R L L V F X Q D W L W S O R Y P R X F H H W W X C O H Q V I H U

G , Q F U H B V S R Q W L W H X Q G H V Q E W H C S H D Q G H Q U P R H G U D O L K S D U M R V L R Q F H H D V H G
J U D G X D O G L F G H F U L H A B H U G H H K U L D W I H Q F O X G H V

2 Q O G Q H U H H V

/ L Y W U H D F E Q J R Q V

6 X P P M E K R R I G U D Q C Q U R O O P H Q W

8 Q G H U J U D Q G D G K D E W S H U R J U D P V

\$ O W H U Q E W H L Y D G L V Z I R H O H P O H V W H U

\$ F F H O H G H D W R I G H U W I R S W Z W E D S I S U R S U R I G H W H F L S O L Q H

H 3 D U W L F V S D W H Z L G H D Q G Q D W L R Q D O L Q W R H D W H M H V G H V L J Q H

* R D O 6 X S S 3 H U W R Q D O * U R Z W K

:H ZLOO FRQWLQXH WR WDNH D KROLVWLF DSSURDFK LQ VXSSR
VWDII :LWK WKH XQGHHKVDVQIGDOGZHDVRSWLFXSSRUWV RSWL
JURZWK ZH SURYLGH FRPSUHKHQVLYH SURJUDPV VHUYLFHV DO

* R D O B U R P O R W H E I O S R Q V L E L O L W \

\$FWLBRP&WYHCFJDJHDPQW6HHDLUHLQJ

:H ZLOO FRQWLEXYHL DGHQDDEHQW DV PHDQV IRU SUHSDULQJ VW
FRPPXQLWLHV 7KURXJK :HVWHUQTV WUDQVIRUPDWLYH DFWLYH
KDYH WKH NQRZOHGJH DQDO\WLFDO VNLOOV DQREDFLY LF GLVSRV
FKDOOHQJHV

2XU DOXPQL DUH SUHSDUHG WR OHDG DQG KDYH DQ LPPHGLDWH
:HVWHUQ ,OOLQRLV 8QLYHUVLWà= JHV

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,PSURMFXDGIOWIRUXUDO UENSDLGWQWVKE DQSULDDWQRQHV
ORFDO GHD DQRDSQPHQW HIIRUWV

6HUYH DV D FOHDULQJKRXVH IRU LQIRUPDWLRQ RQ UXUDO L
VWDWH DJHQFLHV RQ LVVXHV RI LPSRUWDQFH WR UXUDO FR

([SDQG WKH XVH RRUHGLWLV WR RRGWR RQXUWHWV WR KDVLWLD DDFRUV
NQRZOHGJHR WWW DGLWLRQD D QVWPHRWDUHQW HIGV H KR
DUH DOUHDG\ ZRUNLQJ DQG QHGH WR XSGDWH WKHLU VNLOO

&RQWLQXH WR SUXLSRWHV SSKUEV QFUVKLSV WR DGYDQFH QHZ D
VWXGHQWV IDFXOW\ DQG VWDII LQ RXU KRUV FRPPXQLWLH

\$FWLRQFKWKYH *RIDKSWUD3ACHDQ F

:H ZLOO DFKLHYH WKH JR DQV DQJ (FH3DQW XSVQRW WKQXPQL ID
PHPEHU UH SVEFHUW, VOLQRLV 8QLYHUVLV\ 7RJHWKHU ZH DUH
SULRULWLVW DRWHVLE, SDDQ

([S D Q B P S U H K H C E W L W D Q F H X Q V B O B Z J S K R J U D Q M U Y G L H W I V J Q H G
W S R U H Y H K E W W D Q F H D E X ` S O E p