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9 L V L R Q DLQV LORXQ HV

2X9LVLRQ

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

2X0LVVLRQ

:HVW, HUUQR LYHUP \$ RZHVXGID 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 VHU YLFH JURXQG HG LQ PXOWLGLVFLSOLQDU\  
VWXGLHGXV 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 H 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

2X9DOXH V

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

(GXFDWISRDW XQLW\  
:HVWHUQ , OOLQRLV 8QLYHUVLW\ YDOXH V HGXFDWLRQ D Q G R \$ SRUW  
ZLOOLQJQHVV WR ZRUN WRZDUG DFKLHYLQJ DFDGHPLF H[WHD ~övp#

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( [ H F X W X P P D U \

2 X U 3 O D Q

\$ V X S G L D 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 Q R G R W K W H J 6 V 2 U I D W B W L F H 8 8 R D P O L W M Y H V L F  
L Q

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





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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 WHUDY WLVX SDFR WLVK WLVK  
DQG YDOWKH LQDWBWQGLR QDFK WKH VWXGHQWV ZKR OHDUQ GH  
WKHLU WLPK KHUH RQ RXU FDP SXVHV

:H DW WLVK WHQW bRèS€ •g ³E , WWUEP ãñ%

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

~~\$FWLRQFUXSFDQWLLJERWHQWHVWNGDQXDWG  
WDIQGHOLYHUILQDQDEDOHYXSRRVHQRMDROKLWKG~~

D \$GYDORFIDQWDFHIFUXLWPHQW

D





O H D U Q L

\* 2 \$ 9 \$ 1 & ( ( ' ) & \$ 7 , 2 1 \$ 2 3 2 5 7 1 , 7 <  
H G H I H X F D V L R Q D S R V W X L Q S R W U Y Q G L S H Z L W W V  
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

l L 0 ð € @

:H ZLOO LQFUHDVH UHFUXLWPHQW HIIRUWV E\ LQFUHDVVLQJ PDUN  
SDUWQHUIQKIDLSFLQJ XQLYHUVLW\ FRPPLWPHQWV WR GLYHUVLW\ V  
HQJDJLQQRQWVPEQRXMPQSDWVYLGHLZQHIGXFRDSVBRJQVXQLWLHV

D ,QFUHDVHXRQDGHGXFDFWLRQDO RXWUHDFK DFWLRLWVWVHUVKDW E  
,OOLQRLV 8QLYHUVLW\ DQG HQJDJH IDFXOW\ DQG VWDII ZKR ZH  
E %JLQJ PRUH DSSOLFDQWV DQG VWXGHQWV ZKR KDYH EHHQ DFF  
HQUROOPHQW

F ,PSOHHSEFLWLLFDWRDJSWDXUH DWHMHRUHQURORRMLQWLYHUVLW\TV  
LPPHGLDFWXQW\ VHUYLFH UHJLRQ WR SUHYHQW FRQWLQXHG SR

G (QDFW QHZ UHFUXLWPHQW VWUDWHJLHV LQVLGH DQG RXWVLGH  
DWWUDFW PRUHWXSDIOWHFRQVODMLQDQVDFXGDWH VWXGHQWV IURP  
EH\RQG

H ,QFUHDVHXRQDGHGXFDFWLRQDO RXWUHDFK DFWLRLWVWVHUVKDW E

'RFXPHQW SODQV DQGRXWFRPRXVUFR ( VXSCHOPLOWDQWSD  
HGXFDFWLRQDQDFRQVODMLQDQVDFXGDWH VWXGHQWV IURP

([SDQGVWLWVXWWRQDGHGXFDFWLRQDO RXWUHDFK DFWLRLWVWVHUVKDW E  
HGXFDFWLRQDQDFRQVODMLQDQVDFXGDWH VWXGHQWV IURP

I H ð 4c 1BD&m

3DUWHLFQWDFWQDGHGXFDFWLRQDO RXWUHDFK DFWLRLWVWVHUVKDW E  
HQUROOPHQW

,QFUHDVH WKH QXPEHU RI SDUWQHUVFRKHQDQG KLJK VFK

'HYHORS QHZ SDUWQHUVKLS DJUHHPHQWV ZLWK FRPPXQLW\

FRPSOSIMRJRUR UNLORIHVPLDRAZKQVUSHO DEFRXQG  
J 3URYQIGXFDW\$SRQDQXQLWLHV  
&RQXVLEQYHORSPHCHW\$HRJUDQGRZDFFDOBXUWDLMDUDNDHV  
KLJK GHPDQG F/KIRWMFDJHWNLIODDWDUH FRQVLVWHQW ZLWK WK  
8QLYHUVLW\  
5HLQYHVW LQ KLJK GHPDQG DQG KDJKG SIRV D Q Z IHDVW DREU UVRZ  
XQLYHUVLW\FSRPSPH/WHQJIRHJVDLELOLW\ DQG QHHGV VWXGLHY  
RSWLRQV FHEURQLFHEQDWWHDWLRQDQ/

\$FWLRQGYDQFUGDELOLW\



e :> 6MXp I

\$ 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 FRPSOMZFRGRQYUWKHWRXSDFRW 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 PRDGHOSDKDWLFLSORWZM  
H[SHULHQWLDFRWVWWRPH

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

E (QKDQWXGHQW SUHSDUDWLRQ

(QDFW VWUDWHJLHV GHVLJQHG WR KHOS XQFUHDVHSHUMQW  
VWXGHQW SRXQDWRQWQIUVWXGHQWV 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 V H Q U P Y R 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 D 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 I Z I 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 06 X S S3RUUW R Q D O \* U R Z W K

:H ZLOO FRQWLQXH WR WDNH D KROLVWLF DSSURDFK LQ VXSSRI  
VWDII :LWK WKH XQGHIWV DOWKIDG WZHDW RSWLWXSSRUWV RSWL  
JURZWK ZH SURYLGH FRPSUHKHQVLYH SURJUDPV VHUYLFHV DO





\* R D O 3 U R P 6 R W H 5 E I 0 S R Q V L E L O L W \

\$FWLBRP&WYHCFJDJHDPQW6HHDLRHLQJ

: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

” ]



,PSURMFXDGIOWIRUXUDO UENSDLGWQWVKE DQSULDDWQRQHV  
ORFDO GHDIORRSPFIQW 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 DFRUV  
NQRZOHGJHR WWWIDGLWLRQD DQVWPHRWDUHQW HIGV H KR  
DUH DOUHDG\ ZRUNLQJ DQG QHGH WR XSGDWH WKHLU VNLOO

&RQWLQXH WR SUXLSRWWV SSKUEVQFIUVKLSV WR DGYDQFH QHZ D  
VWXGHQWV IDFXOW\ DQG VWDII LQ RXU KRUV FRPPXQLWLH

\$FWLRQFKWKYH \*RIDKSWUD3ACHDQ F

:H ZLOO DFKLHYH WKH JRDOV DQJ (FH3DUDWXBHQRW WKQXPQL ID  
PHPEHU UHSHFWW, VOLQRLV 8QLYHUVLV\ 7RJHWKHU ZH DUH  
SULRULWLVWRWVWKLE,SDQ



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