

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~~ U~~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~~C~~ H~~R~~ W~~W~~  
VXFFHH~~[W~~ H~~S~~ V~~I~~ R~~I~~ 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~~A~~ 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~~ <sup>W</sup> K<sup>D</sup> Q<sup>G</sup> <sup>V</sup> W<sup>F</sup> H<sup>Q</sup> W<sup>Z</sup> H<sup>D</sup> 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~~ U~~H~~  
SURJ~~U~~ D~~D~~ P~~V~~ W~~M~~ W~~X~~ G~~E~~ H~~O~~ Y~~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~~ R~~X~~ 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  
F~~D~~ U~~L~~ Q~~J~~ 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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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 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 VHU YLFH JURXQG HG LQ PXOWLGLVFLSOLQDU\  
VWX G H G X V 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

\$FDGH P E H O O H Q F H  
&HQW R B H L V W W U F R P P L W P H Q D F W Y Q L Q G L Y Q L G X D O 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 Q O , O T X L Q R L W H B G X S O M B U P R W H J W  
F U L W K F L D B Q Q D O H G U Q L Q H D Q F K H D W O 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 B Q D I Y H D G O S P H F O R M Q Y  
O H D U Q H U W H V F F K R H U B M Q W D R Q G V

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

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\$ 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 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 DQGKDRFBNQGLEDFURD  
GLVFLSOLQHV

\* RDOSGYDQFXFDVLSRDNWXQLW\  
\$FWLRQFXVTXQQQWHYHU\ DVSHFWLRQIFQXGLLQQVWELNSWIXRQH QWTV  
H[SHULHQFH FODVVDUFRVGHSHULDHQDHLIH H[SHULHQFH  
\$FWLRQJDLGEXFDWXWQDQGHKFXLWPHQW DFWLYLWLHV  
\$FWLRQSGYDQFRUGDEIGEPWDXUDEOH YDOXH IRU RXU VWXGHQW  
\$FWLRQFUHDVHDUHQWDEADPRQRQ  
\$FWLRQFUHDVHMHJUBMHV

\* RDOSXSSRUW \*UHLZWRQDO  
\$FWLRQURPSWMLFDO DQHDQXW OQHWXGRXNDQGW DII  
\$FWLRQKDWXGGRVPPXGQW DJHPHQW  
\$FWLRQ &UHDWH D VDIH DFFHQVDEBFB DQD WQQLDQFWLYH F  
\$FWLRQ (GXFDWH VWXGHQWV RQ WKH SURFHVVHV SURFHGX  
\$FWLRQHDDBRIFW WR VXSSRUWLYH DQXQVKBUMGWARYHUQDQFH R

\* RDOSURPFRVFBOSRQVLELOLW\  
\$FWLRQYHORS DQ H[SHFWDWLYHQ SXEOLVFVWQYHFHLDVURVV WKH  
\$FWLRQVMWDWH ORSDO WQWRVWDFLYHFURPLMQGW\  
HFRQSPHYHORS PHQW  
\$FWLRQHOHEUDWDEW HUNOW FMDFWLYDWHVREMLDODQG  
HQYLURQMXVQWDE

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:HVWHUQ , OOLQRLV 8QLYHUVHW DZDOD QFR QVLSFR HW BMLDHW W  
IDFXDQG VWDII 7KH VWUHQ FOXWK YHQJ LGWNI DQDQ WRWD RD ZKB WHQJDJH  
LQVWULXW MLRQDFK VFKRODUQDQGHWHUDYWEVWXSDFRVLMWLPKQHVLRQ  
DQG YDOWKH LQDWBWQGLRDFK WKH VWXGHQWV ZKR OHDUQ GH  
WKHLU WLPH KHUH RQ RXU FDP SXVHV

:H DW WUDXFW

KL'Q XWL @ p Å ^ a " ë Å • \$ † 7 s R L W @ L • F • R

x

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

~~\$FWLRQFUXSFDQWLLJERWHQWHVWNGDQXVW  
WDIQGHOLYHUILQDQDEDOHYXSRRVHWKMDROKLWKG~~

D \$GYDORFKDQWBHFUXLWPHQW

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O H D U Q L

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H G H I J K L M N O P Q R S T U V W X Y Z [ \ ] ^ \_ ` a b c d e f g h i j k l m n o p q r s t u v w x y z  
TXD O I F W G S P I R E 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  
FRQWLQXH WR GHOLYHU H[FHOOHQW HGXFDWLRQDO RSSRUWXQ

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

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

F ,PSOHHSEFLWLLFDWRDJSWUXUH DWHM KRUHQURORRMIKQWLYHUVLW\TV  
LPPHGLDFWXQW\ VHUYLFH UHJLRQ WR SUHYHQW FRQWLQXHG SR

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

H ,QFUHDVHXR XEQUHGXFDFWLRQDO RXWUHDFK DFWLRLWVWVHUVKDW E

'RFXPHQW SODQV DQKRXWFRPRXVU+PR ( VXSCHOPLOWDZQWKO D  
HGXFDFWLRQDFRQVDPDELQDQVIZRQK

([SDQGVWLWVWWRQIDWRKLSGDWQGRVQHRJQDDQLYKDWVSRUW  
HGXFDFWLRQDFK DQSUXXWBHQW

I H ð 4c 1BD&m

3DUWHLQVDFWQDGMIDRQREDDQVQVGHVILVREGUHVXGHQW  
HQUROOPHQW

,QFUHDVH WKH QXPEHU RI SDUWQHUVFRKHQDQG KLJK VFK

'HYHORS QHZ SDUWQHUVKLS DJUHHPHQWV ZLWK FRPPXQLW\

FRPSOSIMRJRUR UNLORIHVPLDRA DORV USH DEFRXQG  
J 3URYQIGXFDW\$SRQDQXQLWLHV  
&RQXVLEQYHORSPHCHW\$HRJUDQGRZDFFDOBXUW DMDUDRDHV  
KLJK GHPDQG F/KIRW MFDJH WNLKODW DUH FRQVLVWHQW ZLWK WK  
8QLYHUVLW\  
5HLQYHVW LQ KLJK GHPDQG DQG KDJKG SIRV D Q Z IHDVW DREU UVRZ  
XQLYHUVLW\ FSRPSPH/W HQ JIRHUDVLELOLW\ DQG QHHGV VWXGLHY  
RSWLRQV FHEURQLF HQDWUHDW LDRQG/

\$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 PRCGCSVDKDWLFLSORWZM  
H[SHULHQWLDQWVWWRW

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

E (QKDQWXGHQW SUHSDUDWLRQ

(QDFW VWUDWHJLHV GHVLJQHG WR KHOS XQFUHDVHSHUMQW  
VWXGHQW SRXQDWDVQRQIUVWVGHQWV DQFRWVGDQGVUXUB  
GLVWDQW VFKRRO GLVWULFWV

,QFUHDVGHQW

SURJUDPPREUDUQGDGPLVVLQR SURJUDPPLQJ

E 3XE OIGHLS DU SPROWR BDEZ DU B EQ JH R SW LOR LD UOQO H HS 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 O D F A H W K G I O L S Q R L L V F X Q D W L W B 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 Q G L F G H F U L H A B H U G H H F 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 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 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 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 VXSSRI  
VWDII :LWK WKH XQGHLWV DQG DOO ZKHU RWLPHV SRUWV RSWLPH  
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&WYHCFJDJHDPQGW6HHDLUHLQJ

:H ZLOO FRQWLEXYHL DGHQDDEHQJHQW 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 DQSULDDWQRQH V  
ORFDO GHD DQRSDQPHQW HIIRUWV

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

([SDQG WKH XVH RRUHGLWV WR RRGWR RQXUWHWV WR KDVLWLD DFRUV  
NQRZOHGJHR WWW DGLWLRQD DQVWPHR WUDLWUWHQWH QVH KR  
DUH DOUHDG\ ZRUNLQJ DQG QHGH WR XSGDWH WKHLU VNLO

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

\$FWLRQFKWKYH \*RIDKSWUD3ACHDQF

:H ZLOO DFKLHYH WKH JR DQVW DQJ (FH3DQW XSWQRW WKQXPQL ID  
PHPEHU UH SUXLSRWWV WOLQRLV 8QLYHUVLW\ 7RJHWKHU ZH DUH  
SULRULWV WUDRWHUKE SDDQ



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