

0LFKHOOH /RZ  
8QLYHUVLW\ RI 1RUWKHUQ &RORUDGR  
&ROOHJH RI +XPDQLWLHV DQG 6RFLDO 6FLHQFHV

(PDL [0LFKHOOH /RZ#XQFR HGX](#))

(GXFDWLRQ

3K' 8QLYHUVLW\ RI &RORUDGR %RXOGHU  
\$UHD RI 6WXG\ &RPSDUDWLYH /LWHUDWXUH  
'LVVHUWDWLRQ 7KHVLV 7LWOH \$FURVV WKH <DQJW]H &XOWXUD  
WKH 5HFUHDWLRQ RI D &KLQHVH 6WDWH

0\$ 8QLYHUVLW\ RI &RORUDGR %RXOGHU  
\$UHD RI 6WXG\ &KLQHVH /DQJXDJH DQG &LYLOL]DWLRQ

0\$ 8QLYHUVLW\ RI &DOLIRUQLD 6DQWD &UX]  
\$UHD RI 6WXG\ &KLQHVH 6WXGLHV

3URIHVVLRQDO \$FDGHPLF ([SHULHQFH

7HQXUH 7UDFN \$VVLVWDQW 3URIHVVUR RI &KLQHVH DQG \$VLDQ 6W  
&RORUDGR 3UHVHQW

'LUHFWRU \*OREDO 9LOODJH \$FDGHP\

\$VVLVWDQW 3URIHVVUR RI &KLQHVH DQG \$VLDQ 6WXGLHV 8QLYHU

%RDUG 0HPEHU &RORUDGR &KLQHVH /DQJXDJH 7HDFKHUV &RQVRU

9LFH 3UHVLGHQW &RORUDGR &KLQHVH /DQJXDJH 7HDFKHUV &RQVRU

&R )RXQGHU DQG 3UHVLGHQW (OHFW &RORUDGR &KLQHVH /DQJXD

,QVWUXFWRU RI &KLQHVH 8QLYHUVLW\ RI &RORUDGR %RXOGHU

+RQRUDULXP 8QLYHUVLW\ RI &RORUDGR 'HQYHU

\*UDGXDWH 3DUW 7LPH ,QVWUXFWRU 8QLYHUVLW\ RI &RORUDGR %

,QVWUXFWRU RI &KLQHVH 8QLYHUVLW\ RI &RORUDGR 'HQYHU

/HDG \*UDGXDWH 7HDFKHU 8QLYHUVLW\ RI &RORUDGR %RXOGHU

\*UDGXDWH 3DUW WLPH ,QVWUXFWRU 8QLYHUVLW\ RI &RORUDGR %

&KLQHVH /LDLVRQ \$QGHUVRQ /DQJXDJH 7HFKQRORJ\ &HQWHU 8QL

/LFHQVXUHV DQG &HUWLILFDWLRQV

&KDUWHU 6FKRRO %RDUG &HUWLILFDWLRQ &RORUDGR 'HSDUWPHQ

3UHVHQW

5(6(\$5&+ 6&+2/\$56+,3 \$1' &5(\$7,9( :25.6

3XEOLFDWLRQV

-XULHG

-RXUQDO \$UWLFOH

/RZ 0 0 +HDYHQ +HOS 8V %DRTHQ DQG %DRFKRX LQ &KLQHV  
)URQHWLHUV RI /LWHUDU\ 6WXGLHV LQ &KLQD

/RZ 0 %ULGJLQJ WKH \*DS IURP ,QWHUPHGLDWH WR \$GYDQFH  
7KLQNLQJ 5HMHOOFK DQG 7HDFKLQJ &KLQHVH DV D )RUHLJQ

/RZ 0 )RQJ \$ /HQUQLQJ 32Q 7KH \*R' LQ ;LTDQ &UHDW  
H[SHULHQWLD OHDUQLQJ SURJUDP DW WOHFDWLYRQU VLW\ R  
\$ERXW \$VLD

/RZ 0 &URVVLQJ WKH <DQJWJH 7KURXJK 6SDFH DQG 7L  
ODGH D 1HZ +RPH LGRFNH GRXOWKDLQ 5HYLHZ RI /DQJXDJH D  
/LWHUDU\WFLD ZVX HGX HUHYLHZ 6, GHIDXOW DVS

/RZ 0 \$FURVV WKH <DQJWJH &XOWXUDO PHPRU\ DQG K  
UHFUHDWLRQ RI D'L&KLQHVH\DWLRQV\$EVWUDFWV ,QWHUQDWLR

&RQIHUHQFH )XOO 3DSHU 3URFHGGLQJ

/RZ 0 %ULGJLQJ WKH \*DS IURP ,QWHUPHGLDWH WR \$GY  
DQG 6KLMXDQURFH(HGGLQJV RI WK ,QWHUQDWLRQDO &RQIHU  
RQ 7HFKQRORJ\ &KLQHVH /DQJXDJH 7HDFKLQJ +DZDLL  
1DWLRQDO )RUHLJQ /DQJXDJH UHVRXUFH &HQWHU

3URIHVVLQRQDO 3UHVHQWDWLRQV

,QYLWHG

1RQ MXULHG

/RZ 0 )RQJ \$ 81& 0LQG SURJUDP 0DSSLQJ 6WXGHQW /HD  
6WXGLHV 8QLYHUVLW\ RI 1RUWKHUQ &RORUDGR \*UHHOH\

/RZ 0 )RQJ \$ 81& 0LQG SURJUDP 0LQG \*OREDO 3LORW 3  
1RUWKHUQ &RORUDGR \*UHHOH\ &RORUDGR )HEUXDU\

/RZ 0 'HQYHU \$UW 0XVHP \$VLDQ \$UW \$VVRFLDWLRQ 6WU  
6WRULHV 2FWREHU

1RW ,QYLWHG

-XULHG

/RZ 0 /HH , + 7HFKQRORJ\ DQG &KLQHVH /DQJXDJH 7HDFK  
SUHVHQWDWLRQ 1DWLRQDO 7DLZDQ 1RUPDO 8QLYHUVLW\

/RZ 0 0 \$XWKRU 5RFN\ 0RXQWDLQ 0RGHUQ /DQJXDJH \$VVR  
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5RFN\ 0RXQWDLQ 0RGHUQ /DQJXDJH \$VVRFLDWLRQ 6SRNDQ

/RZ 0 0 \$XWKRU WK \$QQXDO 0HHWLQJ RI WKH \$PHULFDQ  
+HOS 8V %DRFKRX DQG %DRHQ LQ &KLQHVH 1•[LD /LWHUDW  
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/RZ 0 5RFN\ 0RXQWDLQ 0RGHUQ /DQJXDJH \$VVRFLDWLRQ \$Q  
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/RZ 0 7HFKQRORJ\ DQG &KLQHVH /DQJXDJH 7HDFKLQJ WK ,G  
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/RZ 0 \$VVRFLDWLRQ IRU \$VLDQ 6WXGLHV DQG ,QWHUQDWLR  
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6WRULHV RI 1•[LD LQ &KLQHVH /LWHUDWXUH %RXOGHU &R

/RZ 0 &KDQJ . < (852&\$// ,QWHJUDWLQJ 7HFKQRORJ\ WR  
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/RZ 0 &KDQJ . < WK ,QWHUQDWLRQDO &RQIHUHQFH RQ 7  
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,W¶V 127 DOO &KLQHVH WR PH 5HGXFLLQJ \$Q[LHW\ WR ,PS  
&RORUDGR )HEUXDU\

/RZ 0 \$PHULFDQ 2ULHQWDO 6RFLHW\ \$QQXDO 0HHWLQJ ,QV  
KLV 6RXWKHUQ ([RGXV RI WKH (DUO\ )RXUWK &HQWXU\ 6H

/RZ 0 :HVWHUQ %UDQFK \$PHULFDQ 2ULHQWDO 6RFLHW\ \$QQ  
0RUQLQJ \*XR 3X¶V \*ULHYLQJ 3RHPV DQG +LV 6RXWKHUQ ([P  
2FWREHU

/RZ 0 :HVWHUQ &RQIHUHQFH \$VVRFLDWLRQ RI \$VLDQ 6WXGL  
DQG 'XW\ 0HHW 5HDGLQJ /LX .XQ¶V µ3HWWLWLRQ RQ %HKDO  
%LQJ]KRX 8SRQ \$UULYDO DW +XJXDQ¶ DQG KLV µ6RQJ RI )X  
6HSHPEHU

/RZ 0 &8 (DVW \$VLDQ \*UDGXDWH \$VVRFLDWLRQ \$QQXDO &R  
(PSUHV 7KH &KDUDFWHUL]DWLRQ RI (PSUHV /• LQ 6KLML  
&RORUDGR 2FWREHU

/RZ 0 &8 (DVW \$VLDQ \*UDGXDWH \$VVRFLDWLRQ \$QQXDO &R  
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GLUHFHWG ,QWHUDFWLYH :HE ([HUFLVHV 7DLSHL 7DLZDQ

/RZ 0 :RQJ .UROO - &RORUDGR &RQJUHVV RI )RUHLJQ /DQ  
0HHWLQJ 0XOWL 0HGLD 5HVRXUFHV 0HHW \$XWKHQWLF /DQ  
6SULQJV &RORUDGR )HEUXDU\

1RQ MXULHG

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&RQIHUHQFH &&/7& \$ 5RXQGWEHOH 'LVFXVVLQ 'HQYHU

/RZ 0 &KDQJ . < &KLQHVH /DQJXDJH DQG &XOWXUH LQ &R  
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)RUHLJQ /DQJXDJH 7HDFKHUV 3URJUDP IRU 7HDFKLQJ (DVW  
&RORUDGR DQG WKH 8QLYHUVLW\ RI &RORUDGR &HQWHU IF  
&RORUDGR 2FWREHU

/RZ 0 1DWLRQDO &RQVRUWLXP IRU 7HDFKLQJ (DVW \$VLD &  
3HULRG \*UHHOH\ &RORUDGR 1RYHPEHU

5HVHDFK LQ 3URJUHVV

\*XR 3X V &( )OLJKW 6RXWK 3ODQQQLQJ  
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GRFXPHQWHG KLV IUDQWLF IOLJKW VRXWK OHDGLQJ RWKHU Y  
3\$OWHUQDWH &DYHV DQG )RUHVWV KH XVHG WKH <LMLQJ 3%  
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SODFH DW WKHVH VLWHV 0\ SURMHFW VWLOO QDVFHQW ZLOO  
UHDGLQJV RI WKH WH[W WR GHWHUPLQH H[DFWO\ ZKDW KLV UR  
QR ORQJHU H[WDQW +HGRQJ WR 'DQ\DQJ DOVR QR ORQJHU W  
PHGLXP VL]HG FLW\ 1DQMLQJ

5HZULWLQJ 6FLHQFH )LFWLRQ LQ /LX &L[LQ V 7KUHH %RG\ 3UREOH  
/LX &L[LQ V WULORJ\ B5HPHPEUDQFH RI (DUWK V 3DVWB FDKQJ  
LPDJLQDU\ DQG WKH DVVXPHG YLVLRQ RI WKH FROOHFWLYH IX  
E\ LQFOXGLQJ FDKUDFWHUV LQ WKH VWRULHV ZKRVH FXOWXUDO  
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6RFLDO 0HGLD DQG ([SHULHQWLDQ /HQUQLQJ 2Q \*RLQJ  
\*HWWLQJ VWXGHQWV WR HQJDJH LQ WKH ODQJXDJH RXWVLGH RI  
ZLWK WKH HYHU QHZ DQG LPSURYLQJ WHFKQRORJLHV LQFOXGL  
SKRQH V PDNLQJ ODQJXDJHV UHOHYDQW RXWVLGH WKH FODVVU  
VWXG\ DEURDG VWXGHQWV DUH VRPHWLPHV UHOXFWDQW RU DI  
GLVFXVV ZD\V ZH XVHG VRFLDO PHGLD DSSV WR HQJDJH VWXGH  
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:H WDON DERXW RXWFRPHV DQG HIIHFWLYHQHVV RI WKHVH  
LVVXH V ZH HQFRXQWHUHG ZKLOH DEURDG )LQDOO\ ZH GLVFXV  
IDFLOLWDWH VWXGHQWV LQWHUFXOWXUDO FRPPXQLFDWLYH FR  
OHDUQLQJ LQ ERWK VWXG\ DEURDG DQG WUDGLWLRQDO ODQJXD

WKH +LVWRULFDO 1DUUDWLYH 3RHWU\ RI \*XR 3X &( 2Q \*  
7KH ILUVW LV WR IRFXV RQ WKH KLVWRULFDO QDUUDWLYH SRHW  
DQG PHWKRGV , JDLQHG IURP WKH PHPRU\ DQG WUDXPD ZRUNVK  
P\ GLVVHUWDWLRQ , IRFXVHG RQ SRHWU\ DQG SURVH ZULWWHQ  
WKH FDSLWDO DW /XR\DQJ E\ WKH 'EDUEDULDQ' ;LRQJQX D N D  
VXEVTXHQQW IDOO RI WKH :HVWHUQ -LQ '\QD VW\ DV D PHDQV R  
JULHI DQG WUDXPD DQG DVVHUWLQJ KLVWRULFDO DQG FXOWXU  
WKH UHIXJHHV VHWWOHG LQ WKH VRXWK WKH\ RQFH DJDLQ XVH  
WKHLU DXWKRULW\ RYHU WKH QHZ ODQG LQ WKH VRXWK )RU WK  
KLVWRULFDO QDUUDWLYH SRHWU\ \*XR 3X ZURWH DV D PHDQV RI  
UHFUHDWLQJ D KLVWRU\ PRUH IDYRUDEOH WR WKH UHIXJHHV GX  
WKLW LQ ZLWK WKH ORQJ WUDGLWLRQ RI KLVWRULFDO SRHWU\ L

\*5\$176

)XQGHG

/RZ 0 0 3ULQFLSDO . &KLQHVH ,QLWLDO /LFHQVXUH \$Q ,QW  
L#81& 8QLYHUVLW\ RI 1RUWKHUQ &RORUDGR RP000rg()XQGHG

/RZ 0 3URYRVW V )XQG IRU )DFXOW\ 'HYHORS PHQW 2F  
/RZ 0 \$6\$76 6SRQVRUHG E\ 63\$5& 0DUFK -XQH  
/RZ 0 +66 7UDYHO \*UDQW 0DUFK  
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/RZ 0 +66 &RQWLQJHQF\ )XQG  
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7(\$&+,1\*

7HDFKLQJ ([SHULHQFH

8QLYHUVLW\ RI 1RUWKHUQ &RORUDGR

&RXUVHV 7DXJKW

\$6,\$ ,QWHUQVKLS LQ \$VLDQ 6WXGLHV FRXUVHV FUHGLW  
\$6,\$ 5HVHDUFK LQ \$VLDQ 6WXGLHV FRXUVH FUHGLW K  
\$6,\$ \$VLDQ 6WXGLHV 7KHVLV FRXUVHV FUHGLW KRXUV  
&+,1 (OPHQWDU\ &KLQHVH , FRXUVHV FUHGLW KRXUV  
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&+,1 'LUHFHWG 6WXGLHV FRXUVHV FUHGLW KRXUV  
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&+,1 'LUHFWHG 6WXGLHV FRXUVH FUHGLW KRXUV

&RPPLWWHH 0HPEHU /XQDU 1HZ <HDU &RPPLWWHH <HDU RI W  
5DP )HEUXDU\

6HDUFK &RPPLWWHH IRU :RPHQTV 6WXGLHV \$QWKURSORJ\ 177 LQ

&RPPLWWHH 0HPEHU /LEHUDO \$UWV &RUH /DQJXDJH DQG 0DWKHPD

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&RPPLWWHH &KDLU 81& /XQDU 1HZ <HDU &HOHEUDWLRQ &RPPLWW  
WKH 7LJHU <HDU RI WKH 5DEELW <HDU RI WKH 'UDJRQ

&RPPLWWHH 0HPEHU 6HDUFK &RPPLWWHH IRU 0RGHUQ /DQJXDJHV

6HDUFK &RPPLWWHH IRU \$ 3\$66 'LUHFWRU 0D\ -XQH

)DFXOW\ 2XWUHDFK 2ULHQWDWLRQ WR ,QFRPLQJ 81& 6WXGHQWV 3

,QWHUQDWLRQDO )LOP 6HULHV 6HOHFWLRQ 0HHWLQJ

&RPPLWWHH 0HPEHU 16(3 %RUHQ 6FKRODUVKLS 6HOHFWLRQ &RPP

,QWHULP OLDLVRQ WR +RQRUV SURJUDP

,QWHULP OLDLVRQ WR /LEUDULHV \$FTXLVLWLRQV

:RUOG /DQJXDJH 'D\ /HVV FRPPRQO\ WDXJKW ODQJXDJHV 0DQGDU

&RPPLWWHH 0HPEHU 16(3 %RUHQ 6FKRODUVKLS 6HOHFWLRQ &RPP

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&RPPLWWHH 0HPEHU &HOHEUDWLRQ RI 6WXGHQW 6FKRODUVKLS &

,QWHUQDWLRQDO )LOP 6HULHV 6HOHFWLRQ 0HHWLQJ

&RPPLWWHH 0HPEHU ,QWHUQDWLRQDO :HHN &RPPLWWHH 2UJDQLJ  
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&RPPLWWHH 0HPEHU &KLQHVH 1HZ <HDU &RPPLWWHH 2UJDQLJHG  
&KLQHVH 1HZ <HDU &HOHEUDWLRQ

\*UDGXDWH 6WXGHQW 5HSUHVHQWDWLYH (DVW \$VLDQ /DQJXDJHV D  
8QLYHUVLW\ RI &RORUDGR %RXOGHU

&8(\$\*\$ &RQIHUHQFH &RPPLWWHH (DVW \$VLDQ /DQJXDJHV DQG &LY  
&RORUDGR %RXOGHU

&RPPLWWHH &KDLU &8 (DVW \$VLDQ \*UDGXDWH \$VVRFLDWLRQ &8(\$  
(DVW \$VLDQ /DQJXDJHV DQG &LYLOLJDWLRQV 8QLYHUVLW\ RI &R

&ROOHJH 6HUFLH

\$GYLVRU IRU \$VLDQ 6WXGLHV 0DMRU \$ / 3UHVHQW

5HSRUW \*HQHUDWHG RQ -XO\

3DJH RI



\$GYLVRU IRU &KLQHVH PLQRU 3UHVHQW  
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\$GYLVRU IRU \$VLDQ 6WXGLHV PLQRU  
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6HDUFK &RPPLWWHH IRU ,QWHULP &KDLU 'HSDUWPHQW RI ORGHUQ  
0HPEHU ,QWHUQDWLRQDO 6WXGLHV %RDUG  
0HPEHU ,QWHUQDWLRQDO 6SHDNHU 6HULHV 2UJDQLJHG DQG LQYL  
ORGHUQ /DQJXDJHV 3,QWHUQDWLRQDO 6SHDNHU 6HULHV 81&

### 'HSDUWPHQW 6HUFLH

)DFXOW\ \$GYLVRU &KLQHVH &XOWXUH &OXE 3UHVHQW  
&RPPLWWHH 0HPEHU 'HSDUWPHQWDO (YDOXDWLRQ &RPPLWWHH  
&RPPLWWHH 0HPEHU ORGHUQ /DQJXDJHV &XUULFXOXP &RPPLWWHH  
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VWXGHQWV RQ IDFXOW\ OHG VWXG\ DEURDG SURJUDP LQ &KLQD  
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,QWHULP 3URJUDP &RRUGLQDWRU 'HSDUWPHQW RI ORGHUQ /DQJXD  
&RPPLWWHH &KDLU \*HUPDQ 7HQXUH WUDFN \$VVLVWDQW 3URIHVVR

### 3XEOLF &RPPXQLW\ 6HUFLH

7UDQVODWRU LQWHUSUHWURU 7KRPSVRQ 9DOOH\ 6FKRRO 'LVWULFV  
7UDQVODWLRQ IRU 0DULQH &RUSV 5HFUXLWHU \$XJXVW  
2QH 'D\ 8QLYHUVLW\ 3&KLQHVH IRU 7UDYHOHUV 2QH KR XU FODVV  
PHPEHUV D WDVWH RI WKH DFDGHPLFV RIIHUG DW 81& -XO\  
3\*UHHOH\ \$ &XOWXUDO \$IIDLU 6HW XS D &DOOLJUDSK\ 7DEOH ZLW  
&OXE DQG SURYLGHG IUHH FDOOLJUDSK\ IRU \*UHHOH\ FRPPXQL  
2QH 'D\ 8QLYHUVLW\ 31L +DR &KLQHVH IRU WKH &XULRXV 2QH KR  
FRPPXQLW\ PHPEHUV D WDVWH RI WKH DFDGHPLFV RIIHUG DW  
-XO\

‡0DUFK            ³&KLQHVH \*DPHV 8QOHDVKHG´    SDUW RI &KLQHVH &  
/LEUDU\ 'LVWULFW WR FRRUGLQDWH DQG SUHVHQW ³&KLQHVH \*D  
JDPHV \*R &KLQHVH &KVV 0DKMRQJ WR OLEUDU\ SDWURQV (  
&&)/7 )DOO &RQIHUHQFH /LQJXDIIHVW LQYLWHG WR OHDG DIWHUQR  
FXOWXUH DQG OLWHUDF\ 2FWREHU  
,QYLWHG OHFWXUH (DWRQ 5RWDU\ &OXE ³&KLQD´ RQ WKH FRQWHP  
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&RQVXOWLQJ

\$FDGHPLF \$3 &KLQHVH 5HDGHU 6DOW /DNH &LW\ 8WDK -XQH  
\$FDGHPLF \$3 &KLQHVH 5HDGHU (GXFDWLRQDO 7HVWLQJ 6HUFLFH  
8WDK -XQH  
\$3 &KLQHVH 5HDGHU (GXFDWLRQDO 7HVWLQJ 6HUFLFH DQG &ROOH  
(YDOXDWLRQ RI 'HQYHU /DQJXDJH 6FKRRO OHDGHUVKLS VWUXFWXU  
<DOH 8QLYHUVLW\ 3UHV 2QOLQH 5HYLHZ  
                  '(9(/230(17 \$&7,9,7,(6 \$77(1>('

1RYHPEHU

:RUNVKRS \*HWWLQJ <RXU 6WXGHQWV IURP \$GYDQFHG WR 6XSHUL

:RUNVKRS \*HWWLQJ <RXU 6WXGHQWV IURP ,QWHUPHGLDWH WR \$C

:RUNVKRS \$&7)/ 23, 7UDLQLQJ 0LGGOHEXU\ 9HUPRQW -XO\

&RQIHUHQFH \$WWHQGDQFH (852&\$// &RQIHUHQFH \*DQGLD 6SDL

&RQIHUHQFH \$WWHQGDQFH \$&6 )LUVW &RQIHUHQFH RQ &KLQHVH  
2FWREHU

&RQIHUHQFH \$WWHQGDQFH WK ,QWHUQDWLRQDO &RQIHUHQFH R  
7HDFKLQJ -XQH

&RQIHUHQFH \$WWHQGDQFH \$26 \$QQXDO 0HHWLQJ 0DUFK

\$:\$5'6 \$1' +21256

6HUYLEFH

1RPLQDWHG IRU +66 \$ZDUG IRU ([FHOHQFH LQ \$GYLVLQJ DQG 6H  
6RFLDO 6FLHQFHV )HEUXDU\

7HDFKLQJ

8QGHUJUDGXDWH 7HDFKHU RI WKH <HDU 8QLYHUVLW\ RI 1RUWKHU

352)(66,21\$/ 0(0%(56+,36

7DQJ 6WXGLHV 6RFLHW\ 3UHVHQW

\$VLD 6RFLHW\ 3UHVHQW

&KLQHVH /DQJXDJH 7HDFKHUV \$VVRFLDWLRQ 3UHVHQW

\$PHULFDQ 2ULHQWDO 6RFLHW\ 3UHVHQW

\$VVRFLDWLRQ RI \$VLDQ 6WXGLHV 3UHVHQW

(DUO\ 0HGLHYDO &KLQD 6RFLHW\ 3UHVHQW

5RFN\ 0RXQWDLQ 0RGHUQ /DQJXDJH \$VVRFLDWLRQ

\$PHULFDQ &RXQFLO RQ WKH 7HDFKLQJ RI )RUHLJQ /DQJXDJHV

6WDWH :RUOG /DQJXDJHV \$GYLVRU\ &RXQFLO

&RORUDGR &KLQHVH /DQJXDJH 7HDFKHUV &RQVRUWLXP