*DOHQD 3DUN ,QGHSHQGHQW 6FI

1RUPDQG\ &URVVLQJ (OHPHQWD

&DPSXV ,PSURYHPHQW 3

$FFRXQWDELOLW\ 5DWLQJ %

'LVWLQFWLRQ 'HVLJQDWLRQV
$FDGHPLF $FKLHYHPHQW LQ (QJOLVK /DQJXDJH $UV
7RS 3HUFHQW &RPSDUDWLYH &ORVLQJ WKH *
3RVWVHFRQGDU\ 5HDGLQHVV

%RDUG $SSURYDO 'DWH
3XEOLF 3UHVHQWDWLRQ 'DWH

0LVVLRQ 6WDWHPHQW

1RUPDQG\ &URVVLQJ (OHPHQWDU\ 6FKRRO ZLOO SURYLGH HYHU\ VWXGHQW ZLWK W
WKHLU DELOLWLHV (DFK VWXGHQW ZLOO REWDLQ WKH QHFHVVDU\ VNL

9LVLRQ

(YHU\ 6WXGHQW (YHU\ 'D\

0RWWR %XLOGLQJ /LIH /RQJ /HDUQHUV

9DOXH 6WDWHPHQW

6WXGHQWV UHFLWH WKH IROORZLQJ YDOXH VWDWHPHQW G

, DP D SURXG 1&((DJOH , DP D OHDUQHU ZKR XQGHUVWDQGV P\ UHVSRQVLELOLW
KROGLQJ P\VHOI DFFRXQWDEOH IRU ZKDW , GR DQG VD\

7DEOH RI &RQWHQWV

&RPSUHKHQVLYH 1HHGV $VVHVVPHQW
'HPRJUDSKLFV
6WXGHQW $FDGHPLF $FKLHYHPHQW
6FKRRO 3URFHVVHV 3URJUDPV
3HUFHSWLRQV
3ULRULW\ 3UREOHP 6WDWHPHQWV
&RPSUHKHQVLYH 1HHGV $VVHVVPHQW 'DWD 'RFXPHQWDWLRQ
*RDOV
*RDO 1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH D VDIH SURGXFWLYH D
*RDO 1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH LQIRUPDWLRQ DQG RSS
*RDO 1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO HQVXUH VWXGHQW JURZWK LQ WK
*RDO 1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO HQVXUH VWXGHQWV DUH SURYLGI
SDUWLFLSDWLRQ
*RDO 1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO KDYH D RU KLJKHU VWDII DWW
*RDO 1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH RSSRUWXQLWLHV IRU S
*RDO 1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO HQVXUH KLJK TXDOLW\ VWDII LV I
*RDO 1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH VXSHULRU RSHUDWLRQI
*RDO 1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO DFKLHYH D RU KLJKHU VWXG
DOORWPHQW
7LWOH , 6FKRROZLGH (OHPHQWV
(/(0(17 6:3 &2035(+(16,9(1((' $66(660(17 &1$
&RPSUHKHQVLYH 1HHGV $VVHVVPHQW
(/(0(17 6:3 &$0386 ,03529(0(17 3/$1 &,3
&DPSXV ,PSURYHPHQW 3ODQ GHYHORSHG ZLWK DSSURSULDWH VWDNHKROGHU
FKLFKLUQ JPDLO FRP
5HJXODU PRQLWRULQJ DQG UHYLVLRQ
$YDLODEOH WR SDUHQWV DQG FRPPXQLW\ LQ DQ XQGHUVWDQGDEOH IRUPDW
2SSRUWXQLWLHV IRU DOO FKLOGUHQ WR PHHW 6WDWH VWDQGDUGV
,QFUHDVHG OHDUQLQJ WLPH DQG ZHOO URXQGHG HGXFDWLRQ
$GGUHVV QHHGV RI DOO VWXGHQWV SDUWLFXODU\ DW ULVN
(/(0(17 3$5(17 $1')$0,/< (1*$*(0(17 3)(
'HYHORS DQG GLVWULEXWH 3DUHQW DQG)DPLO\ (QJDJHPHQW 3ROLF\

2IIHU IOH[LEOH QXPEHU RI SDUHQW LQYROYHPHQW PHHWLQJV
'HPRJUDSKLFV
&DPSXV $FDGHPLF $GYLVRU\ &RPPLWWHH
3URFHVVHV 3URJUDPV
&3$& &RPPLWWHH
3HUFHSWLRQV

'HPRJUDSKLFV 6XPPDU\

1RUPDQG\ &URVVLQJ (OHPHQWDU\ LV RQH RI ILIWHHQ HOHPHQWDU\ FDPSXVHV LQ *
LWV GRRUV LQ DQG VHUYHV SUHGRPLQDQWO\ HFRQRPLFDOO\ GLVDGYDQWDJHG
NLQGHUJDUWHQ WR JUDGH ILYH 7HQ \HDUV DJR VWXGHQWV ZHUH VHUYHG E\ W
D FRPELQDWLRQ RI VHOI FRQWDLQHG DQG WHDP WHDFKLQJ FODVVURRPV 1RUPDQ(
*3,6'

2XU VWXGHQW SRSXODWLRQ LV DSSUR[LPDWHO\ +LVSDQLF DQG $IULFDQ $PH
SRSXODWLRQ LV $IULFDQ $PHULFDQ :KLWH $PHULFDQ ,QGLDQ +
RI H[SHULHQFH RI +LJK\ 4XDOLILHG WHDFKHUV DQG SDUDSURIHVVLRQDOV 7K
GDLO\ DWWHQGDQFH UDWH IRU VWXGHQWV LV DSSUR[LPDWHO\ DW IRU
GLVFLSOLQH

'HPRJUDSKLFV 6WUHQJWKV

-
-
-
-

3UREOHP 6WDWHPHQWV ,GHQWLI\LQJ 'HPRJUDSKLFV 1HHGV

3UREOHP 6WDWHPHQW 1HHGV PHW GLVWULFW DYHUDJH LQ DWWHQGDQFH SHUFHQWI
SHUFHQWDJH SRLQW &DSVWRQH GXH WR QHZ WR VFKRRO ODFN RI PRWLYDWLRQ DQG R
ORZHU JUDGHV

3UREOHP 6WD'WHPHQW KLJK PRELOLW\ UDWH DV FRPSDUHG WR RWKHU *3,6' HOHPH
LQWHUYHQWLRQV WKDW IDPLOLDUL]H WKH

3UREOHP 6WD1&(PHQW GHQWV ZKR DUH 3ODFHG LQ WKH QH[W JUDGH OHYHO DQG P
VXPPHU VFKRRO 5RRP6 &DXVH

1RUPDQG\ &URVVLQJ (OHPHQWDU\ 6FKRRO

6FKRRO 3URFHVVHV 3URJUDPV 6XPPDU\

$OO WHDFKHUV DQG SDUDSURIHVVLRQDOV DW 1RUPDQG\ &URVVLQJ (OHPHQWDU\ D

3UREOHP 6WDWHPHQWV GR QRW FRQVLVWHQWO\ IROORZ VFKRRO UXOHV SUR
5RRW &DXVH RI VWXGHQW NQRZOHGJH RU DZDUHQHVV QRW FRQVLVWHQWO\ PRGH

3UREOHP 6WDWHPHQWV QHHG WR EH LQ SODFH WR HQVXUH WKDW WKH GDLO\ GHF
DQG VWXGHQW 5RRW &DXVH [QWHUFHSW VLWXDWLRQV HPHUJHQFLHV RU EHKDYLRU FR
RUJDQL]DWLRQ SODQQLQJ

3UREOHP 6WDWHPHQWV D QHHG IRU KHDGSKRQHV IRU UHJXODU FODVV 5RRW &DXVH
VWXGHQWV ELWLQJ FKHZLQJ KHDGSKRQH FRUGV EURNHQ KHDGSKRQHV

3UREOHP 6WDWHPHQWV LV FRQVWDQWO\ HYROYLQJ ZKLFK FDXVHV GHYLFHV &DX
2XWGDWHG WHFKQRORJ\ GHYLFHV EXGJHW WR XSGDWH GHYLFHV OLFHQVHV

3HUFHSWLRQV 6XPPDU\

%DVHG RQ VXUYH\V VWXGHQWV GHVFULEH 1&(DV D VDIH DQG IULHQGO\ VFKRRO
(OHPHQWDU\ ZH YH KDG DQ LQFUHDVH LQ SDUHQWDO SDUWLFLSDWLRQ LQ HYHQW
37$ PHHWLQJV WKDW KLJKOLJKW YDULRXV VWXGHQW JURXSV +RZHYHU ZH KDYH D
WKH ZHEVLWH VFKRRO OHWWHUV FDOHQGDU RI HYHQWV WKH PDUTXHH DQG WKH
FRPPLWWHH DQG DUH ZHOFRPHG WR YRLFH FRQFHUQV RSLQLRQV DQG LQSXW LQ\
DW 1RUPDQG\ &URVVLQJ (OHPHQWDU\ DUH KLJKO\ TXDOLILHG 6WDII DWWHQGDQFH
WHDP LV LQ SODFH WR VXSSRUW DQG FRDFK WHDFKHUV DV ZHOO DV SURYLGH OH
FDPSXV VWDII GHYHORSPHQW OHVVRQ SODQQLQJ ZLWK WHDPV DQG PRGHOLQJ OH
6WXGHQW DWWHQGDQFH LQ ZDV ZKLFK GLG QRW PHHW WKH GLVWULF

3HUFHSWLRQV 6WUHQJWKV

- .LG IULHQGO\ VFKRRO DWPRVSKHUH
- +LJK ([SHFWDWLRQV DQG D &OHDU 9LVLRQ
-)DPLO\ DQG $FDGHPLF 1LJKWV 67($0 /LWHUDF\ *7
- 37$ 3URJUDPV KLJKOLJKWLQJ YDULRXV JUDGH OHYHOV
- 6HPHVWHU $ZDUG &HUHPRQLHV
- &RPPXQLW\ LQ 6FKRROV $&(SDUHQW SURJUDPV
- 8WLOL]LQJ 3DUHQW)ULHQGO\ &RPPXQLFDWLRQ $SSV 5HPLQG &ODVV 'RMR 6FI

3UREOHP 6WDWHPHQWV ,GHQWLI\LQJ 3HUFHSWLRQV 1HHGV

3UREOHP 6WDWHPHQW 1R 3DUHQW FRPPXQLW\ LQYROYHPHQW WR SURYLGH UHVRXUFHV DQG RU &DQ
/DFN RI WLPH WR VHDUFK RU DSSO\ IRU JUDQWV SURIHVVLRQDO GHYHORSPHQW R

3UREOHP 6WDWHPHQW 1R WKHUH ZDV DQ LQFUHDVH RI GLVFLSOLQH YLROD
GLVFLSOLQH RFFXUUHQFHV RI DSSURSULDWH VRFLDO VNLOOV DGGLWLRQDO VWDII WUD
SURDFWLYH UDWKHU WKDQ UHDFWLYH WRZDUGV VWXGHQW EHKDYLRUV

3UREOHP 6WDWHPHQWV LQ JUDGHV QHHG DGGLWLRQDO H[WUDFXUULFXODU VFKRRO FXOWXUH UHFRJQLWLRQ &RQVLGHU SURYLGLQJ RXWVWDQGLQJ RSSRUWXQLWLHV ODFN RI VWXGHQW FDPDUDGHULH

3UREOHP 6WDWHPHQWV PHW GLVWULFW DYHUDJH LQ DWWHQGDQFH SHUFHQWI SHUFHQWDJHV

5RRW &DXVH QHVVHV GXH WR QHZ WR VFKRRO ODFN RI PRWLYDWLRQ DQG RU ODF

3UREOHP 6WDWHPHQW

3UREOHP 6WDWHPHQW

5RRW &DXVH RI PRWLYDWLRQ UHDGLQJ GLIILFXOWLHV GHFUHDVH LQWHUHVW DE SURJUDP LQFUHDVH XVH RI GHFRGDEOH UHDGHUV LQ NLQGHU DQG VW JUDGHV

3UREOHP 6WDWHPHQW

3UREOHP 6WDWHPHQW

3UREOHP 6WDWHPHQW

5RRW &DXVH RI VWXGHQW NQRZOHGJH RU DZDUHQHVV QRW FRQVLVWHQWO\ PRGH
3UREOHP 6WDWHPHQW $QDO\VHV 3URFHVVHV 3URJUDPV

3UREOHP 6WDWHPHQWV QHHG WR EH LQ SODFH WR HQVXUH WKDW WKH GDLO\ GHF

3UREOHP 6WDWHPHQW\ LV FRQVWDQWO\ HYROYLQJ ZKLFK FDXVHV GHYLFHV WR
5RRW &DXVH WHFKQRORJ\ GHYLFHV EXGJHW WR XSGDWH GHYLFHV OLFHQ\
3UREOHP 6WDWHPHQW $UHDV 3URJUDPV

3UREOHP 6WDWHPHQW LQYROYHPHQW WR SURYLGH UHVRXUFHV DQG RU LC
5RRW &DXVH RI WLPH WR VHDUFK RU DSSO\ IRU JUDQWV SURIHVVLRQDO GHYHOF
3UREOHP 6WDWHPHQW 3HUFHQWDJH RI 3URJUDPV

3UREOHP 6WDWHPHQW &(2V DQG GHQ JUDGHV QHHG DGGLWLRQDO H[WUDFXUULFXODI
VFKRRO FXOWXUH UHFRJQL]H DQG FHOHEUDWH VXFFHVV
5RRW &DXVH RI SRVLWLYH UHODWLRQVKLS EXLOGLQJ RXWVLGH RI WKH FODVVUR
3UREOHP 6WDWHPHQW 3HUFHQWDJH RI 3URJUDPV

7KH IROORZLQJ GDWD ZHUH XVHG WR YHULI\ WKH FRPSUHKHQVLYH QHHGV DVVHVV ,PSURYHPHQW 3ODQQLQJ 'DWD

- 6WDII VXUYH\V DQG RU RWKHU IHHGEDFN

3 H U I R U P D Q F H 2 E W H F W L Y H H J X O D U F R P P X Q L F D W L R Q U H F R J Q L W L R Q I R U V W X G H Q W V

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH D VDIH SURGXFWLYH DQG K

3HUIRUPDQFH 2EMHFWLYHV\ SUDFWLFHV DQG SURWRFROV WR VWXGHQWV DQG VW

(YDOXDWLRQ 'DWD 6RXUFHV\ ZLWK DOO VDIHW\ GULOOV

6XPPDWLYH (YDOXDWLRQ 2EMHFWLYH

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRU6WUDWHJ\ V5HVSRQVLEOH3DUW\	5HYLHZV			
		2FW 'HF	)HE	0D\	
6FKRRO 9LVLWRU 3ROLF\ DQG FRQVLVWHQW V\VWHP IRU PDQDJLQJ FDPSXV	3URYLGH[illegible]	[redacted]	[redacted]	85%	[redacted]
	/RFDO				
(PHUJHQF\ 3URFHGXUH 'ULOOV SUDFWLFH UHYLHZ RI HPHUJHQF\ UHVSRQVH SURFHGXUHV	3URYLGH[illegible]	[redacted]	[redacted]	[redacted]	[redacted]
6WXGHQWV ZLOO SDUWLFLSDWH LQ DGPLQLVWUDWRUV FRXQVHORU	7HDFKHU\ 6WXGHQW\ DQG	[redacted]	[redacted]	[redacted]	[redacted]
	/RFDO				
(GXFDWH VWXGHQWV DQG SDUHQWV&RQ PRWLYDWLRQ LQWHUSHUVRQDO VNLOOV FURVV FXOWXUHV	&RQEHKDORUL[illegible]	[redacted]	[redacted]	[redacted]	[redacted]
	/RFDO				
[redacted]		0%			

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH D VDIH SURGXFWLYH DQG K

3HUIRUPDQFH 2EMHFWLYH KHDOWK\ HQYLURQPHQW VR VWDII DQG VWXGHQWV WKUL

(YDOXDWLRQ 'DWD6RXUFH VRIILFH UHIHUUDOV DQG LQFUHDVHG VXF

6XPPDWLYH (YDOXDWLRQ

6FKRRO 3URFHVVHV 3URJUDPV

1&(VWXGHQWV GR QRW FRQVLVWHQWO\ IROORZ VFKRO UXOHV SURFHGXUHV DQG SROLF
NQRZOHGJH RU DZDUHQHVV QRW FRQVLVWHQWO\ PRGHOHG PDNH SRRU GHFLVLRQV RU UHDFW LPS

3HUFHSWLRQV

,Q WKH)DOO RI WKHUH ZDV DQ LQFUHDVH RI GLVFLSOLQH YLRODWLRQV WR WKH

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH D VDIH SURGXFWLYH DQG K

3HUIRUPDQFH 2EMHFWLYH VWXGHQWV DQG VWDII KDYH VW &HQWXU\ WHFKQRORJ

(YDOXDWLRQ 'DWD DQG 5HVHDUFK XWLOL]DWLRQ RI WHFKQRORJ\

6XPPDWLYH (YDOXDWLRQ

6FKRRO 3URFHVVHV 3URJUDPV
7KHUH LV D QHHG IRU KHDGSKRQHV IRU UHJXODU FODVVURRP FRP1SXWHU GHEXJ WXWRULDO KHDGSKRQH FRUGV EURNHQ KHDGSKRQHV
7HFKQRORJ\ LV FRQVWDQWO\ HYROYLQJ ZKLFK FDXVHV GHYLFHV WR H2VROGHU WRXGHFK EXGJHW WR XSGDWH GHYLFHV OLFHQVHV

3HUIRUPDQFH 2EMHFWLYHV VWXGHQWV ZLWK PXOWLSOH FROOHJH DQG FDUHHU DZ

(YDOXDWLRQ 'DWD RQ 6WXGHQW NQRZOHGJH DERXW FROOHJH DQG FDUHHU RSSRUW

6XPPDWLYH (YDOXDWLRQ RI 3HUIRUPDQFH 2EMHFWLYH

*RDO

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH LQIRUPDWLRQ DQG RSSRUW

3HUIRUPDQFH 2EMHFWLYH FRPSUHKHQVLYH FRXQVHOLQJ WR VWXGHQWV

(YDOXDWLRQ 'DWD DQG FRXQVHOLQJ VHVVRQV DQG FRXQVHOLQJ VHUYLFHV ZLOO FRQWL
GRFXPHQWHG

6XPPDWLYH (YDOXDWLRQ RUPDQFH 2EMHFWLYH

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRULQJ 6WUDWHJ\ V5HVSRQVLEOH3DUW\	5HYLHZV			
		2FW	'HF	)HE	0D\
(GXFDWH VWXGHQWV RQ LQWHUSHUVRQDO VNLOOV DQG FDUHHU DZDUHQHVV	EXOO\LQJ&HPRQLWRULQJ RQ H DVHG VWXGHQW DZDU	[redacted]	60%	85%	[redacted]
	JRDO VHWWLQJ FURVV FXOWXUHV				

6FKRRO 3URFHVVHV 3URJUDPV

1&(VWXGHQWV GR QRW FRQVLVWHQWO\ IROORZ VFKRRO UXOHV SURFHGXUHV SROLF
NQRZOHGJH RU DZDUHQHVV QRW FRQVLVWHQWO\ PRGHOHG PDNH SRRU GHFLVLRQV RU UHDFW LPS

3HUFHSWLRQV

,Q WKH)DOO RI WKHUH ZDV DQ LQFUHDVH RI GLVFLSOLQH YLRODWLRQV WR WKH
/DFN RI DSSURSULDWH VRFLDO VNLOOV DGGLWLRQDO VWDII WUDLQLQJ QHHGHG IRU PHQWDO KHDO

3HUIRUPDQFH 2EMHFWLYHV [FHHG WKH VWDWH DYHUDJH LQ DOO WHVWHG DUHDV

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRUHG 6WUDWHJ\ V5HVSRQVH 7LPH	5HYLHZV			
		3SDF)RUPDWLYH 6XPPDU\			
		2FW	'HF	)HE	0D\
67$$5 EXGGLHV ZLOO EH SURYLGHG LQ UG WK JUDGHV	3.IRU7HVWXHQWV[FHHG 67$$5 VWDQG	10%	60%	[redacted]	✗
	6WXGHQW $FDGHPLF $FKLHYHPHQW &DPSXV $FWLYLW\ )XQGV				
67$$5 3HS 5DOO\ ZLOO EH SURYLGHG VWXGHQW PRWLYDWLRQ	8QGHU[FHHG 67$$5 VWDQG 7HDFKHUV	[redacted]	40%	[redacted]	[redacted]
3URYLGH SURIHVVLRQDO GHYHORSPHQW DQG RU					

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO HQVXUH VWXGHQW JURZWK LQ WKH W

3HUIRUPDQFH 2EMHFWLYHV LQVWUXFWLRQDO VXSSRUW DQG KLJK TXDOLW\ FXUULFXO

(YDOXDWLRQ 'DWD DQG 5HVXOWV VFRUHV RQ GLVWULFW DQG VWDWH DVVHVVPHQWV

6XPPDWLYH (YDOXDWLRQ

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRULQJ 6WUDWHJ\ V5HVSRQVLEOH3DUW\	5HYLHZV			
		2FW 'HF	)HE	0D\	
5HDGLQJ WHDFKHUV ZLOO SURYLGH7HDFKHUV,QG6HDVHG VWXGHQW SHUI LQVWUXFWLRQ XWLOL]LQJ WKH UHDG&L&V PRGHO[HDGDQFH VWDWH SHUI /LWHUDF\ WR KHOS VWXGHQWV FRPSUHKHQG ERWK ILFWLRQ DQG QRQ ILFWLRQ WH[WV		20%			
6WXGHQW $FDGHPLF $FKLHYHPHQW /RFDO					
0DWK VFLHQFH WHDFKHUV ZLOO SUHSDUH6WXGHQWV,QG6HDVHG VWXGHQW SHUI LQVWUXFWLRQ DQG PRGHO D YDULHW&\&RP SUREOHP VROYLQJ VNLOOV WR KHOS $// VWXGHQWV PDVWHU UHDGLQHVV VWDQGDUGV		20%		82%	
6WXGHQW $FDGHPLF $FKLHYHPHQW					
7HDFKHUV ZLOO XVH ,VWDWLRQ WR7HDFKHUV,QG6HDVHG VWXGHQW SHUI DQG 7LHU 5W, ,QWHUYHQWLRQV IRU DW ULVN VWXGHQWV WR7KH VWDWH SHUI		20%		85%	
6WXGHQW $FDGHPLF $FKLHYHPHQW					
3URYLGH UHVRXUFHV IRU 'DO /DQJXDJH3URILFLHQF\,QG6HDVHG VWXGHQW SHUI &ODVVURRPV WR VXSSOHPHQW LQVWUXFWLRQ		20%	65%	85%	
%LOLQJXDO					
(// VWXGHQWV ZLOO EH VXSSRUWHG7HDFKHUV,QG6HDVHG VWXGHQW SHUI RUPDQFH FHUWLILHG WHDFKHUV XWLOL]LQJ EHVW SUDFWLFHV 6KHOWHUHG LQVWUXFWLRQ VWUDWHJLHV					

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRULQJ 6WUDWHJ\ 5HTXLUHPHQWV	5HYLHZV			
		2FW 'HF	)HE	0D\	
6FLHQFH WHDFKHUV ZLOO XWLOL]H 7HDFKHU 6FLHQFH 'HSDUWPHQW SHUIRUPDQFH GDVKERDUGV WR SURYLGH FRQQHFWLRQV &,&(WR WKH 7(.6 DQG WKH ULJRU RI 67$5	7HDFKHU 6FLHQFH 'HSDUWPHQW VHG VWXGHQW SHUI	20%	60%	85%	
6WXGHQW $FDGHPLF $FKLHYHPHQW					
QG WK JUDGH WHDFKHUV ZLOO 7HDFKHU 'HSDUWPHQW VHG VWXGHQW SHUI ZULWLQJ SURJUDP WR VXSSOHPHQW -QVWHDG WR GHVLQ LQVWUXFWLRQ			60%	85%	
6WXGHQW $FDGHPLF $FKLHYHPHQW 6FKRRO 3URFHVVHV 6&(					
3URYLGH LQFUHDVHG DFDGHPLF DQG &(6WXGHQW DWWHQGDQFH DQG RSSRUWXQLWLHV IRU QG WK JUDGH 6WXGHQW DWWHQGDQFH UHVXOWV LQ WKH $&(DIWHU VFKRRO SURJUDP $GPLQLVWUDWRUV	20%			
3HUFHSWLRQV					
3URYLGH DFFHOHUDWHG LQVWUXFWLRQ &RQGXFW 7HDFKHU 'HSDUWPHQW VHG VWXGHQW SHUI RQ 7LHU 5HDGLQJ 57, XVLQJ //, DQG $GPLQLVWUDWRUV			85%		
6WXGHQW $FDGHPLF $FKLHYHPHQW 7LWOH ,9					
	0%				

3HUIRUPDQFH 2EMHFWLYH 3UREOHP 6WDWHPHQWV

6WXGHQW $FDGHPLF $FKLHYHPHQW
1&(V UHDGLQJ VFRUHV DUH FXUUHQWO\ ORZHU WKDQ GLVWULFW DQG VWDWH DYHUDJHV LQWHUHVW DEVHQFHV ERRNV UHVRXUFHV LPSOHPHQWDWLRQ DQ HIIHFWLYH HDUO\ LQWHUYHQWLRQ
1&(V WK JUDGH VFLHQFH VFRUHV KDYH GHFUHDVHG LQ WK 7(.6 DVVHVVPHQW
1&(VWXGHQWV DUH VFRULQJ EHORZ WKH GLVWULFW DQG VWDWH LQ

6FKRRO 3URFHVVHV 3URJUDPV

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO HQVXUH VWXGHQW JURZWK LQ WKH W

3HUIRUPDQFH 2EMHFWLYHV WUXFWLRQDO FDSDFLW\ WKURXJK FRDFKLQJ SURIHVVLR

(YDOXDWLRQ 'DWD SRVHG WHDFKLQJ PHWKRGV DQG LQFUHDVHG VXI

6XPPDWLYH (YDOXDWLRQ 2EMHFWLYH

6WUDWHJ\ 'HVFUL	0RQLWR	5HYLHZV		
		2FW	'HF	)HE

6FKRRO 3URFHVVHV 3URJUDPV

3URFHVVHV QHHG WR EH LQ SODFH WR HQVXUH WKDW WKH GDLO\ GHPDQGV RI WKH FD
8QH[SHFWHG VLWXDWLRQV HPHUJHQFLHV RU EHKDYLRU FRQFHUQV SURFUDVWLQDWLRQ

3HUIRUPDQFH 2EMHFWLYH TXDOLW\ RI ILQH DUWV SURJUDPPLQJ

(YDOXDWLRQ 'DWD6RXUFHV VWXGHQW SDUWLFLSDWLRQ

6XPPDWLYH (YDOXDWLRQ2EMHFWLYH

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRULQJ 6WUDWHJ\	5HYLHZV		
		2FW 'HF	)HE	0D\
6WXGHQWV ZLOO DWWHQG FXOWXUDO LQVWLWXWLRQV VXFK DV WKH V\PSKRQ\ DUW PXVHXP PXOWL 7HDFKHU UHVHDUFK IHVWLYDO HWF				

*RDO

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO HQVXUH VWXGHQWV DUH SURYLGHG T

3HUIRUPDQFH 2EMHFWLYH YDULHW\ RI H[WUDFXUULFXODU VWXGHQW FOXEV

(YDOXDWLRQ 'DWD &RQVLGHUHG VWXGHQW SDUWLFLSDWLRQ

6XPPDWLYH (YDOXDWLRQ

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRULQJ 6WUDWHJ\ V5HVSRQVLEOH 3DUW\	5HYLHZV			
		3S DF W	)UHTXHQF\	6XPPDU\	
		2FW 'HF	)HE	0D\	
0DLQWDLQ D VWXGHQW FRXQFLO ZLWK UHSUHVHQWDWLYHV IURP HDFK JUDGH VWXGHQWV	[redacted]				
	3HUFHSWLRQV				

6FKRRO 3URFHVVHV 3URJUDPV

1&(VWXGHQWV GR QRW FRQVLVWHQWO\ IROORZ VFKRO UXOHV SURFHGXUHV SROLF\ NQRZOHGJH RU DZDUHQHVV QRW FRQVLVWHQWO\ PRGHOHG PDNH SRRU GHFLVLRQV RU UHDFW LPS

3HUFHSWLRQV

1&(VWXGHQWV LQ JUDGHV QHHG DGGLWLRQDO H[WUDFXUULFXODU DFWLYLWLHV WI FHOHEUDWH VXFFHVV DFN RI SRVLWLYH UHODWLRQVKLS EXLOGLQJ RXWVLGH RI WKH FODVVURRP ODF

*RDO

3HUIRUPDQFH 2EMHFWLYHV VWUDWHJLHV WR PRQLWRU DQG LQFUHDVH VWDII DWWH

(YDOXDWLRQ 'DWD6RXUFHV V JRDO RI RU KLJKHU IRU VWDII DWWHQGDQFH

6XPPDWLYH (YDOXDWLRQ RUPDQFH 2EMHFWLYH

6WUDWHJ\ 'HVFUL	0RQLWRU6WUDWHJ\ V5HVSRQVLEOH3	5HYLHZV
		6XPPDU\

0RQLWRU

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH RSSRUWXQLWLHV IRU SDUHQ

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH RSSRUWXQLWLHV IRU SDUHQ

3HUIRUPDQFH 2EMHFWLYHV

(YDOXDWLRQ 'DWD &ROOHFWLRQ ZLWK DOO VWDNH KROGHUV ZLOO LQFUHDVH

6XPPDWLYH (YDOXDWLRQ 2EMHFWLYHV

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRULQJ 6WUDWHJ\ V5HVSRQVLEOH 3DUW\	5HYLHZV
		2FW 'HF)HE 0D\
6FKRRO ZLGH SDUHQW FRPPXQLFDWLRQ SURMHFWV LQFOXGHG SDUHQWDO LQY SURYLGHG LQ (QJOLVK DQG 6SDQLVK DQG 2IILFH VWDII		75% 85%
	%LOLQJXDO	
6HQG KRPH PRQWKO\ FDOHQGDU QHZVOHWWHU KLJKOLJKWV LPSRUWDQW HYHQWV KDSSHQLQJV FDPSXV	6HFUHWDU\	30% 85%
3RVW 3DUHQWDO LQYROYHPHQW RSSRUWXQLWLHV RQ WKH FDPSXV ZHEVLWH PDUTXHH DQG 3URPRWLRQDO FDPSXV QHZVOHWWHU	6HFUHWDU\ DQG &RXQVHORU	20% 65%
0DLQWDLQ UHODWLRQVKLSV ZLWK EXVLQHVV SDUWQHUV LQ WKH FRPPXQLW\ LQ RUGHU WR FRQWLQXH PHHWLQJ VWXGHQW QHHGV		

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH RSSRUWXQLWLHV IRU SDUH(

3HUIRUPDQFH 2EMHFWLYH FRPSOLDQFH ZLWK DOO 7LWOH , 3DUHQW ,QYROYHPHQW

(YDOXDWLRQ 'DW1D&6RZXLUFHVRQWLQXH WR PDLQWDLQ FRPSOLDQFH

6XPPDWLYH (YD00HXD3WLRQRUPDQFH 2EMHFWLYH

6WUDWHJ\ 'HVFULSWLRQ	

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH RSSRUWXQLWLHV IRU SDUHQ

3î € EP&DVQBG@HF WEDGIB FWUCFYWGEV ~ € € QLWRU EXPG EXVLQHVV SDUWQHUS

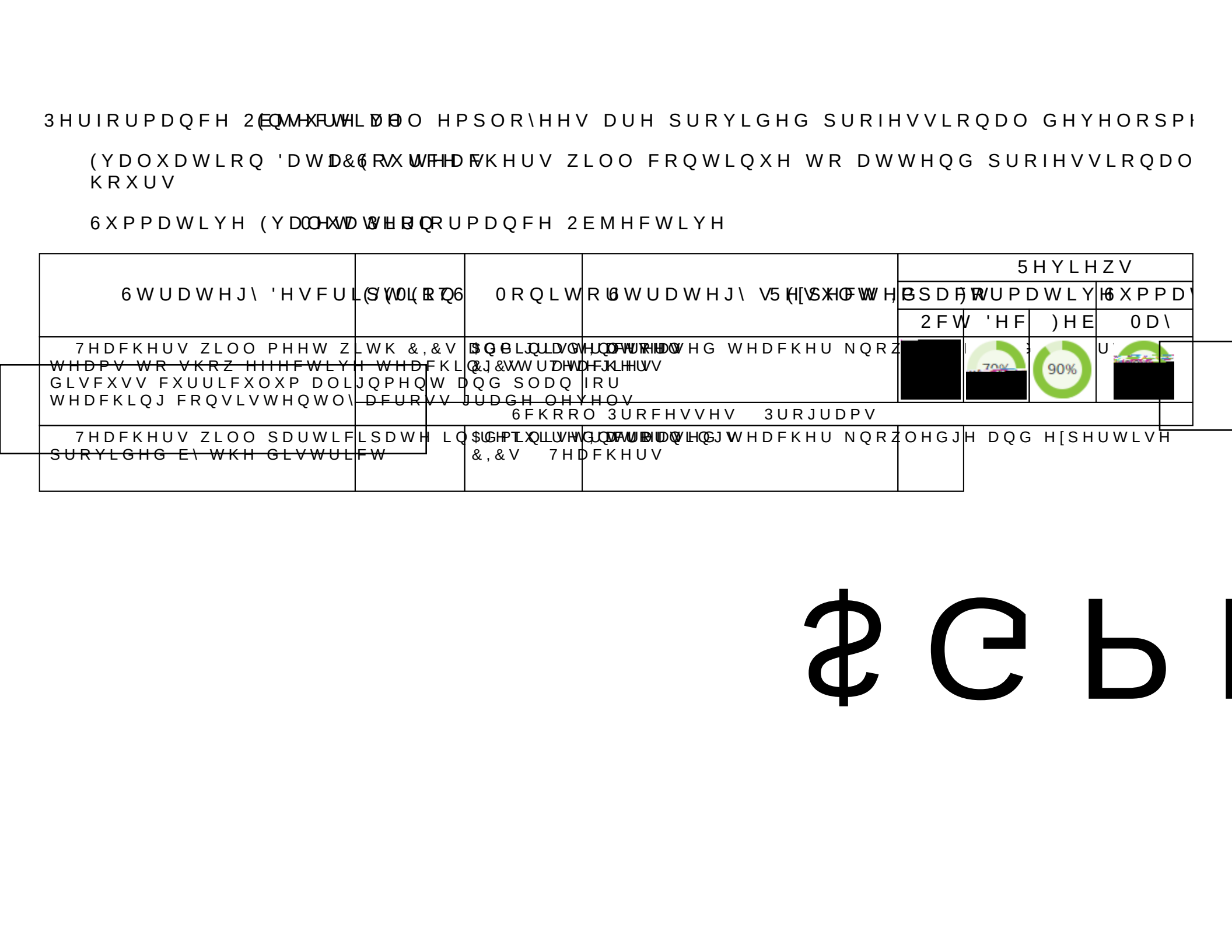
3ϵϬ b Ⱥ ´ |ϵ3ϵϬ b Ⱥ ´ ´ |ϵ Ь ´ ´

3HUIRUPDQFH 2EMHFWLYHV DUH SURYLGHG SURIHVVLRQDO GHYHORSPH

(YDOXDWLRQ 'DWD&RXUWHVFKHUV ZLOO FRQWLQXH WR DWWHQG SURIHVVLRQDO KRXUV

6XPPDWLYH (YDOXDWLRQ 2EMHFWLYHV

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRU6WUDWHJ\ V5HVXOWV	5HYLHZV
		2FW 'HF)HE 0D\
7HDFKHUV ZLOO PHHW ZLWK &,&V WR GLVFXVV GDWD WHDFKHU NQRZOHGJH DQG H[SHUWLVH SURYLGHG E\ WKH GLVWULFW	&,&V 7HDFKHUV	
7HDFKHUV ZLOO SDUWLFLSDWH LQ SURIHVVLRQDO GHYHORSPHQW 6FKRRO 3URFHVVHV 3URJUDPV		



6WXGHQW $FDGHPLF $FKLHYHPHQW

1&(VWXGHQWV DUH VFRULQJ EHORZ WKH GLVWULFW DQG VWDWH LQ ,QFUHDVH DQG LQGLFDWH VWXGHQW ODFN RI VWXGHQW PRWLYDWLRQ LQFUHDVH UHDGLQJ LQWHUHVW E\ SURYLGLQJ LQFHQWLYHV

6FKRRO 3URFHVVHV 3URJUDPV

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO HQVXUH KLJK TXDOLW\ VWDII LV HPSO

3HUIRUPDQFH 2EMHFWLYHV GHYHORSPHQW IRU HPSOR\HHV

(YDOXDWLRQ 'DWD DQG UHFRUGV ZLOO DVVXPH OHDGHUVKLS URO HV

6XPPDWLYH (YDOXDWLRQ 2EMHFWLYHV

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRULQJ 6WUDWHJ\	5HVSRQVLEOH 3DUW\	5HYLHZV
3URYLGH RSSRUWXQLWLHV IRU WHDFKHUV WR GHYHORS OHDGHUVKLS UHVSRQVLELOLWLHV			

*RDO

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO HQVXUH KLJK TXDOLW\ VWDII LV HPSC

3HUIRUPDQFH 25 EHQHILWV DQG UHWDLQ KLJKO\ TXDOLILHG VWDII

(YDOXDWLRQ 'DWD 6RXUFH V

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO SURYLGH VXSHULRU RSHUDWLRQDO V

3HUIRUPDQFH 2EMHFWLYH KLJK FXVWRPHU VDWLVIDFWLRQ E\ SURYLGLQJ H[FHOOHQW

(YDOXDWLRQ 'DWD6RXUFHV FXVWRPHU VDWLVIDFWLRQ

6XPPDWLYH (YDOXDWLRQ 2EMHFWLYH

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRU6WUDWHJ\ V5HVXOWV	5HYLHZV			
		2FW 'HF	)HE	0D\	
7UDLQ RIILFH VWDII RQ H[FHSWLRQDO FXVWRPHU VHUYLFHV	RIILFH				
7UDLQ RQ KRZ WR GHDO ZLWK GLIILFXOW DJJUHVVLYH SDUHQWV	DJJUHVVLYH SDUHQWV	65%	85%	90%	
7UDLQ WHDFKHUV DQG VWDII RQ KRZ WR FRPPXQLFDWH HIIHFWLYHO\ ZLWK SDUHQWV	DQG FRPPXQLW\ PHPEHUV		75%	85%	
	0%				

*RDO

3HUIRUPDQFH 2EMHFWLYHV VWXGHQW DWWHQGDQFH SHUFHQWDJH WR RU KLJKH

(YDOXDWLRQ 'DWD 6RXUFHV VWXGHQW DWWHQGDQFH RQ 3(,06 5HSRUW

6XPPDWLYH (YDOXDWLRQ 2EMHFWLYH

7DUJHWHG RU (6) +LJK 3ULRULW\

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRUHG 6WUDWHJ\ V5HVXOWV	5HYLHZV			
		3S DF W	)RUP DW LY H	6XPPDU\	
		2FW	'HF	)HE	0D\
$IWHU WKH VW ZHHNV RQ DQ $WWHQGDQFH 7,(5 V\VWHP DIWHU DQQRXQFHPHQW UDOO\ 7LHU RU $ERYH 7LHU 7LHU %HORZ)RU 7LHU &UHDWH D :DOO RI)DPH)XQ *DPH $FWLYLWLHV LQ 2FWREHU 1RYHPEHU)RU 7LHU &RQWDFW SDUHQWV YLD SKRQH FDOO DQG RU OHWWHU 8VH 5DD:HH IRU XQH[FXVHG OLVW RI SDUHQWV WR FRQWDFW	VWXGHQWV ZLOO EH DZDUGHG VWXGHQW DWWH 7HDFKHUV ZLOO EH QRWLIHG RI				G
3DUHQW $GPLQLVWUDWRU &RQIHUHQFH WR GHWHUPLQH URRW FDXVH IRU DEVHQFHV 5DD:HH $WWHQGDQFH &RQWUDFW DQG $WWHQGDQFH 3ODQ RI $FWLRQ ZLOO EH FUHDWHG ZLWK 3DUHQW DQG VWXGHQW DV QHHGHG $GPLQLVWUDWRUV ZLOO PHHW ZLWK VWXGHQWV DW QHDVW RQFH D PRQWK WR FKHFN LQ SURYLGH LQGLYLGXDO LQFHQWLYHV DV VWXGHQW PHHWV LQGLYLGXDO DWWHQGDQFH JRDO $6$3 RIILFHU ZLOO EH VHQW RXW IRU &KURQLF DEVHQFHV RU ZKHQ XQDEOH WR UHDFK D SDUHQW DIWHU PXOWLSOH DWWHPSWV	'HPRJUDSKLFV $WWHQGDQFH ,QFHQWLYH $OORFDWLRQ				

				5 H Y L H Z V
6 W U D W H J \ ' H V F U L S W L R Q 6		0 R Q L W R U 6 W U D W H J \ V 5 H [S X H F W H G S D F W U P D W L Y H		

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO DFKLHYH D RU KLJKHU VWXGHQW 3HUIRUPDQFH 2EMHFWLYH

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRULQJ 6WUDWHJ\ V5 H[SXHFWHG	5HYLHZV
		2FW 'HF)HE 0D\
6WXGHQWV LQ 7LHU ZLOO EH LQYLWHG WR DSSO\ 7HDFKHUV WR UG ZHHNV VWX Q P VSRQVRUHG 6QRZ 'D\ LQ -DQXDU\ 7HDFKHUV WR UG ZHHNV DW H	
6WXGHQWV LQ 7LHU RU WDUJHWHG JURXS ZLOO 6SLQ WKH :KHHO WR ZLQ D SUL]H WUHDWV GRORUH VWRUH LWHPV OXQFK SL]]D ZLWK SULQFLSDOV HWF	'HPRJUDSKLFV $WWHQGDQFH ,QFHQWLYH $OORFDWLRQ
)RFXV RQ 3. .LQGHU DQG VW JUDGHUV DWWHQGDQFH PDNLQ GDLO\ FDOOV 7R DVVHVV DWWHQGDQFH JRDO VW QG RU DERYH LQ HDFK RI WKHVH JUDGH OHYHOV	
3. .LQGHU DQG VW ZLOO EH SURYLGHG ZLWK DGGLWLRQDO LQFHQWLYHV WR LQFUHDVH WKHLU DWWHQGDQFH KLJKHVW FODVV SHUFHQW IRU WKH ZHHN ZLOO KDYH OXQFK ZLWK SULQFLSDOV H[WUD UHFHVV IODVKOLJKW UHDGLQJ H[WUD WUHDWV	$WWHQGDQFH ,QFHQWLYH $OORFDWLRQ
&UHDWH D ZHHNO\ VSUHDGVKHHW IRU WHDFKHUV WR VHH JURZWK IURP ZHHN WR ZHHN	

3HUIRUPDQFH 2EMHFWLYH 3UREOHP 6WDWHPHQWV

'HPRJUDSKLFV
1&(VWXGHQWV PHW GLVWULFW DYHUDJH LQ DWWHQGDQFH SHUFHQWDJHV DW EX ,OOQHVVHV GXH WR QHZ WR VFKRRO ODFN RI PRWLYDWLRQ DQG RU ODFN RI SDUHQWV NQRZOHGJ

*RDO

6WUDWHJ\ 'HVFULSWLRQ	

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO DFKLHYH D RU KLJKHU VWXGHQW

3HUIRUPDQFH 2EMHFWLYH VWXGHQW DWWHQGDQFH SHUFHQWDJH WR RU KLJKH

(YDOXDWLRQ 'DWD6RXUFHV VWXGHQW DWWHQGDQFH RQ 3(,06 5HSRUW

6XPPDWLYH (YDOXDWLRQ1RWHV RQ HVV PDGH WRZDUG PHHWLQJ 3HUIRUPDQFH 2EMHFWLYH

7DUJHWHG RU (6) +LJK 3ULRULW\

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRU6WUDWHJ\ V5HVSRQVH	5HYLHZV			
		2FW	'HF	)HE	0D\
7LHU &RQWLQXH WR FRPPXQLFDWH ZLWK SDUHQWV UHJDUGLQJ DWWHQGDQFH YLD QHZVOHWWHUV FRQIHUHQFHV SKRQH FDOOV HWF					

0DNH GDLO\ DWWHQGDQFH DQQRXQFHPHQWV DERXW

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRULQJ 6WUDWHJ\ V5HVSRQVH	5HYLHZV
		2FW 'HF)HE 0D\
)RU DOO VWXGHQWV ZKR PHHW WKH *RDO 7LHU RU XVLQJ 6FKRRO 7HDFKHU WK ZHHNV VW WK ZHHNV DW 3. QG LQFHQWLYHV 3LFWXUHV ZLWK (DVWHU %XQQ\ DQG VSHFLDO WUHDW		0% 10% 40%
UG WK LQFHQWLYH 2EVWDFOH FRXUVH RU 6NDWLQJ 3URJUDP	'HPRJUDSKLFV $WWHQGDQFH ,QFHQWLYH $OORFDWLRQ	
		0%

3HUIRUPDQFH 2EMHFWLYH 3UREOHP 6WDWHPHQWV

'HPRJUDSKLFV
1&(VWXGHQWV PHW GLVWULFW DYHUDJH LQ DWWHQGDQFH SHUFHQWDJHV DW EX

*RDO1RUPDQG\ &URVVLQJ (OHPHQWDU\ ZLOO DFKLHYH D RU KLJKHU VWXGHQW

3HUIRUPDQFH 2EMHFWLYH VWXGHQW DWWHQGDQFH SHUFHQWDJH WR RU KLJKH

(YDOXDWLRQ 'DWD6RXUFHV VWXGHQW DWWHQGDQFH RQ 3(,06 5HSRUW

6XPPDWLYH (YDOXDWLRQ1RWHV RQ HVV PDGH WRZDUG PHHWLQJ 3HUIRUPDQFH 2EMHFWLYH

7DUJHWHG RU (6) +LJK 3ULRULW\

6WUDWHJ\ 'HVFULSWLRQ	0RQLWRU6WUDWHJ\ V5HVSRQVLEOH3	5HYLHZV			
		2FW	'HF	)HE	0D\

7EHU

&RQWLQXH WR FRPPXQLFDWH ZLWK SDUHQWV YLD

-
-
-

&RPPLWWHH 5ROH	1DPH	3RVLWLRQ
&ODVVURRP 7HDFKHU	(ERQL DQWRV	&,&
&ODVVURRP 7HDFKHU	&\QWKLDHUWVRQ	WK 7HDFKHU
&ODVVURRP 7HDFKHU	7HHV7KRPSVRQ	UG WHDFKHU
&ODVVURRP 7HDFKHU	&KDQ*HRUJHH\	. 7HDFKHU
&ODVVURRP 7HDFKHU	3DXOHDQD	3. 7HDFKHU
&ODVVURRP 7HDFKHU	1HO6LPPV	6S (G 7HDFKHU
&ODVVURRP 7HDFKHU	-HQQR\G	VW 7HDFKHU

&RPPLWWHH 5ROH	1DPH	3RVLWLRQ
3DUHQW	&KHU5LDVPHLUH]	3DUHQW

&RPPLWWHH 5ROH	1DPH	3RVLWLRQ
&ODVVURRP 7HDFKHU	'LDQH	&,&
&ODVVURRP 7HDFKHU	7KRPDV	3(7HDFKHU
&ODVVURRP 7HDFKHU	/RUHQ	VW 7HDFKHU
&ODVVURRP 7HDFKHU	%UHWW	6SFO (G 7HDFKHU
&ODVVURRP 7HDFKHU	$VKOH\	$8 7HDFKHU
&ODVVURRP 7HDFKHU	-DFTXHOLQH	QG 7HDFKHU
&ODVVURRP 7HDFKHU	5XE\	WK 7HDFKHU
&ODVVURRP 7HDFKHU	6KDQH	. 7HDFKHU
&ODVVURRP 7HDFKHU	-RDQQ	UG 7HDFKHU
&ODVVURRP 7HDFKHU	$OLFLD	WK 7HDFKHU

&RPPLWWHH 5ROH	1DPH	3RVLWLRQ
3DUHQW	&KLHUQW	

&RPPLWWHH 5ROH