

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

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H[SHULHQWLD OHDUQLQJ SURJUDP DW WOHBO\LYRQU VLW\ R
\$ERXW \$VLD

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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
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&RQIHUHQFH)XOO 3DSHU 3URFHGGLQJ

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RQ 7HFKQRORJ\ &KLQHVH /DSJXDJH 7HDFKLQJ +DZDLL
1DWLRQDO)RUHLJQ /DQJXDJH UHVRXUFH &HQWHU

3URIHVVLQRQDO 3UHVHQWDWLRQV

,QYLWHG

1RQ MXULHG

/RZ 0)RQJ \$ 81& 0LQG SURJUDP 0DSSLQJ 6WXGHQW /HD
6WXGLHV 8QLYHUVLV\ 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

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6RFLHW\ 1HZ 2UOHDQV /\$ 0DUFK

/RZ 0 5RFN\ 0RXQWDLQ 0RGHUQ /DQJXDJH \$VVRFLDWLRQ \$Q
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,W¶V 127 DOO &KLQHVH WR PH 5HGXFLLQJ \$Q[LHW\ WR ,PSU
&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

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(PSUHV 7KH &KDUDFWHUL]DWLRQ RI (PSUHV /• LQ 6KLML
&RORUDGR 2FWREHU

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/RZ 0 :RQJ .UROO - &RORUDGR &RQJUHVV RI)RUHLJQ /DQ
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1RQ MXULHG

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/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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3\$OWHUQDWH &DYHV DQG)RUHVWV KH XVHG WKH <LMLQJ 3%
URXWHV WKDW ZRXOG DYRLG ERWK WKH EDUEDULDQ ;LRQJX DC
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SODFH DW WKHVH VLWHV 0\ SURMHFW VWLOO QDVFHQW ZLOO
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QR ORQJHU H[WDQW +HGRQJ WR 'DQ\DQJ DOVR QR ORQJHU W
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/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
(DVWHUQ DQG QRW :HVWHUQ

6RFLDO 0HGLD DQG ([SHULHQWLDQ /HQUQLQJ 2Q *RLQJ
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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&KDW)DFHERRN DQG <RX7XEH IURP D VWXG\ DEURDG SURJU
:H WDON DERXW RXWFRPHV DQG HIIHFWLYHQHVV RI WKHVH
LVVXH ZH HQFRXQWHUHG ZKLOH DEURDG)LQDOO\ ZH GLVFXVY
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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
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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
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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
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7(\$&+,1*

7HDFKLQJ ([SHULHQFH

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&RXUVHV 7DXJKW

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\$6,\$ \$VLDQ 6WXGLHV 7KHVLV FRXUVHV FUHGLW KRXUV
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&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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,QWHUQDWLRQDO)LOP 6HULHV 6HOHFWLRQ 0HHWLQJ

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

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,QWHULP OLDLVRQ WR /LEUDULHV \$FTXLVLWLRQV

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

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,QWHUQDWLRQDO)LOP 6HULHV 6HOHFWLRQ 0HHWLQJ

&RPPLWWHH 0HPEHU ,QWHUQDWLRQDO :HHN &RPPLWWHH 2UJDQLJ
,QWHUQDWLRQDO :HHN

&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(\$
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&ROOHJH 6HUYLEFH

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5HSRUW *HQHUDWHG RQ -XO\

3DJH RI

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'HSDUWPHQW 6HUFLFH

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-XO\

‡0DUFK ³&KLQHVH *DPHV 8QOHDVKHG´ SDUW RI &KLQHVH &
/LEUDU\ 'LVWULFW WR FRRUGLQDWH DQG SUHVHQW ³&KLQHVH *D
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&&)/7)DOO &RQIHUHQFH /LQJXDIIHVW LQYLWHG WR OHDG DIWHUQR
FXOWXUH DQG OLWHUDF\ 2FWREHU
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&RQVXOWLQJ

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8WDK -XQH
\$3 &KLQHVH 5HDGHU (GXFDWLRQDO 7HVWLQJ 6HUFLH DQG &ROOH
(YDOXDWLRQ RI 'HQYHU /DQJXDIIH 6FKRRO OHDGHUVKLS VWUXFWXU
<DOH 8QLYHUVLW\ 3UHVV 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

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6RFLDO 6FLHQFHV)HEUXDU\

7HDFKLQJ

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

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

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\$VLD 6RFLHW\ 3UHVHQW

&KLQHVH /DQJXDJH 7HDFKHUV \$VVRFLDWLRQ 3UHVHQW

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\$VVRFLDWLRQ RI \$VLDQ 6WXGLHV 3UHVHQW

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

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

&RORUDGR &KLQHVH /DQJXDJH 7HDFKHUV &RQVRUWLXP