

6DUDK *RRGUXP
8QLYHUVLW\ RI 1RUWKHUQ &RORUDGR
&ROOHJH RI +XPDQLWLHV DQG 6RFLDO 6FLHQFHV

(PDL6DUDK *RRGUXP#XQFR HGX

(GXFDWLRQ

3K' 8QLYHUVLW\ RI 7H[DV DW \$XVWLQ
\$UHD RI 6WXG\ 6RFLRORJ\

0\$ 8QLYHUVLW\ RI 7H[DV DW \$XVWLQ
\$UHD RI 6WXG\ 6RFLRORJ\

0\$ 7H[DV \$ 0 8QLYHUVLW\
\$UHD RI 6WXG\ 6RFLRORJ\

3URIHVVLRQDO \$FDGHPLF ([SHULHQFH

\$VVRFLDWH 3URIHVVURU DQG 'HSDUWPHQW &KDLU 8QLYHUVLW\ RI 1

5HVHDUFK \$VVRFLDWH 8QLYHUVLW\ RI &RORUDGR %RXOGHU &H
9LROHQFH 3UHVHQW

5HVHDUFK \$VVRFLDWH 8QLYHUVLW\ RI &RORUDGR %RXOGHU 'HS

\$VVRFLDWH 3URIHVVURU &HQWUH &ROOHJH

&KDLU 'HSDUWPHQW RI *HQGHU 6WXGLHV &HQWUH &ROOHJH

&KDLU 'HSDUWPHQW RI \$QWKURSRORJ\ DQG 6RFLRORJ\ &HQWUH &

\$VVLVWDQW 3URIHVVURU &HQWUH &ROOHJH

1DWLRQDO ,QVWLWXWH RI 0HQWDO +HDWK 3RVWGRFWRUDO 5HVH

7HDFKLQJ \$VVLVWDQW 5HVHDUFK \$VVLVWDQW 8QLYHUVLW\ RI 7H

/HJDQ \$VVLVWDQW %DNHU %RWWV / / 3

\$GPLQLVWUDWLYH 5ROHV

'HSDUWPHQW &KDLU 3UHVHQW

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

3XEOLFDWLRQV

-XULHG

-RXUQDO \$UWLFOH

*RRGUXP 6 :RRGZDUG : :DUG . \$SSO\LQJ WKH 3ULQFLSOH
/HVVRQV IURP D +LJK 6SFJKRRO VLKRRV DQG J9LROHQW %HKD
3URJUHVV

*RRGUXP 6 :RRGZDUG : 7KRPSVRQ \$ 6KDULQJ ,QIRUPDWL
6DIHW\$663 %XOOHWLQ D 6DJH 3XEOLFDWLRQ

*RRGUXP 6 3RJUHELQ 0 *UHLIH 0 : 5HSUHVHQWLQ
5LJKWHRXV 'HYHORSHPHQW RI 'HDWK 3KHQ & QWRLE & HQVHZ \$WW
%XOOHWLQ

*RRGUXP 6 %ULGJLQJ WKH *DS EHWZHHQ 3URVHFXWRU
%LRJUDSKLHV LQ WKH &ULPLQDO -XVWLFH DZ DQIS WKURXJK
6RFLDO ,QTXLU\

'DYLQ 0 & 1LFROH 5 (*RRGUXP 6 \$ *HQQGHUHG \$V
RI 9LFWLPL]DWLRQ¶ ([DPLQLQJ *HQQGHU 'LIIHUHQFHV LQ)H
\$YRLGDQFH DQG 'HIHQVLYH QHQDXVWUWH 5HYLHZ %XOOHWLQ

*RRGUXP 6 :KHQ WKH 0DQDJHPPHQW RI *ULHI %HFRPHV
\$IWHUPDWK 81PFRUGLFU,QWHUDFWLRQ

5DGHU 1 0D\ ' & *RRGUXP 6 \$Q (PSLULFDO \$VVHV
9LFWLPL]DWLRQ¶ &RQVLGHULQJ)H DU RI &ULPH 3HUFHLYH
%HKDY6RFRORJLFDO 6SHFWUXP

*RRGUXP 6 -HQQLIHU . / 5HIOHFWLRQV RQ 7ZR 6WXQ
7RSLFV %HUHDYHPHQW IURP,QWHUHQDWDQFQ \$ERURKILFDO RI
5HVHDFK 0HWKRGRORJ\ 7KH RU\ 3UDFWLFH

*RRGUXP 6 9LFWLPL]DWLRQ¶ 5LJKWV 9LFWLPL]DWLRQ¶ ([SHFDWLRQ
:RUNHUV¶ &RQVWUDLQWV DZ DQG 6RFRLOX UGTHLU\

*RRGUXP 6 7KH ,QWHUDFWLRQ EHWZHHQ 7KRXJKWV DQ
1HZV RI D /RYHG 2PHWU DZ DGHURXUQDO RI 'HDWK DQG '\LQJ

*RRGUXP 6 :LHVH - /HXNHIHOG & 8UEDQ DQG 5XUD
5HODWLRQVKLS EHWZHHQ 6XEV,QDWHFH BWH FDQDQ 9LFWLPL]DWLRQ
2IIHQGHU 7KH UDS\ DQG &RPSDUDWLYH &ULPLQRORJ\

*RRGUXP 6 6WDWRQ 0 /HXNHIHOG & :HEVWHU - 0 3XU
RI D 3ULVRQ %DVHG 6XEVWDQFH \$EXVH 7UHDWPHQW 3URJU
3DUWLFLE\$DQDQD RI 2IIHQGHU 5HKDELOLWDWLRQ

*RRGUXP 6 6WDIIRUG 0 & 7KH 0DQDJHPPHQW RI (PRW
-XVWLFH 6RFRORJLFDO)RFXV

*RRGUXP 6 8PEHUVRQ ' \$QGHUVRQ . / 7KH %DWWH
2WKHURFRORJLFDO ,QTXLU\

%RRN &KDSWHU

*RRGUXP 6 7KH 0DQDJHPPHQW RI 6DGGHVV LQ (YHU\GD\
.DUHO %DOFDU DQG 0HWVRQV WUXDFW(LQJ (PRWLRQDO 6SDF

([SHULHQFH WR 50G XHODWLSQ 6DDUEU•FNHQ /DPEHU
3XEOLVKLQJ

*RRGUXP 6 ([SHFWLQJ DQ \$OO\ DQG *HWWLQJ D 3URVH
0DUN 5 3RJUHFH\G IURP &ULPLQDO -XVWLFH 7KLQNLQJ
6\VWHSS 1< 1< 5RXWOHGJH 3UHV

*RRGUXP 6 7KH 0DQDJHPPHQW RI 6DGQHVV LQ (YHU\GD\
.DUHO %DOFDU DQG 0HWWRQ VVXFWLQJ (PRWLRQDO 6SDFH
([SHULHQFH WR 50G XHODWLRQDO 5RNX 3UDJXH &ROOHJH RI
6WXGLHV 3UHV

*RRGUXP 6 6WDWRQ 0 /HXNHIHOG & :HEVWHU - 0 3XU
RI D 3ULVRQ %DVHG 6XEVWDQFH \$EXVH 7UHDWPHQW 3URJU
3DUWLFLSDQWV ,Q 1DWKULHQWOLQJ 3DORVHQH \$EXVHUV LQ
&RUHFWRQDO &RQWH[WV 1HZ 8QGSSVWDQGLQJ <1HZ 0R
+DZRUWK 3UHV ,QF

6WDIIRUG 0 & *RRGUXP 6 &RQFHSW RI 'HWHUHQFH
(QF\FORSHGLD RI &ULPLQRORJ\ DQG 'HYLDQW %HKDYLRU 9
&RQFHSWXDO DQG 7KHROHWLSSO ,VVXHQGRQ (QJODQG
)UDQFLV

1RQ MXULHG

%RRN

*RRGUXP 6 WR 0XUGHU 7KH /RQJ -RXUQH\WRH-XVWLRQH DQG
3UHV

%RRN &KDSWHU

*RRGUXP 6 ,Q +HLWK &RSHV DQG SHFWLQJ 3URVH DQ
*HWWLQJ D 3URVH &WRSS 1HZ <RUN 1HZ <RUN 5RX

0DJD]LQH 7UDGH 3XEOLFDWLRQ

*RRGUXP 6 %XLOGLQJ D &XOWXUH RI 6DIHW\ /HVVRQV /HDUQ
6KRRWBQLQFLSDO /HDGHUVKLS

5HVHDFK 5HSRUW

*RRGUXP 6 :RRGZDUHSRUW RQ WKH \$UDSDKRH +LJK 6FKRRQ
/HVVRQV /HDUQHGRQ ,QIRUPDWLRQ 6KDULQJ 7KUHDW \$VVH
SS SDJHV KWWS ZZZ FRORUDGR HGX FVSY SXEOLFDV

3URIHVVLQRQDO XUH VLRQDOOLF-Z 424.7 Tm RQD 10SRUW

1RQ MXULHG

*RRGUXP 6 \$XWKRU 3UHVHQWHU :RRGZDUG : \$XWKRU
/HJLVODWXUH 6% 5HSRUW RQ WKH \$UDSDKRH +LJK 6P
/HDUQHG RQ ,QIRUPDWLRQ 6KDULQJ 7KUHDW \$VVHVPHQW
&RPPLWWHH RQ 6FKRRO 6DIHW\ DQG <RXWK LQ &ULVLV 'HQ

1RW ,QYLWHG

-XULHG

*RRGUXP 6 \$XWKRU 3UHVHQWHU :RRGZUDG : \$XWKRU
&ULPLQDO -XVWLFH 6FLHQFHV /HVVRQV /HDUQHG IURP D &
6KRRWLQJ 'HQYHU &RORUDGR

*RRGUXP 6 .LQJVWRQ % \$XWKRU (OOLRWW ' 6 \$XWKRU
\$XWKRU 3UHVHQWHU \$PHULFDQ 6RFLHW\ RI &ULPLQROR
,QWHJUDWHG 7KHRU\ 1HZ 2UOHDQV /RXLVLDQD

*RRGUXP 6 \$XWKRU 3UHVHQWHU 3RJUHELQ 0 \$XWKRU
\$PHULFDQ 6RFLHW\ RI &ULPLQRORJ\ 'RLQJ *RRG :KLOH 5HS
(PRWLRQ 0DQDJHPHQW LQ 'HDWK 3HQDOW\ 'HIHQVH /LWLJDUV
&DOLIRUQLD

*RRGUXP 6 3RJUHELQ 0 *UHLIH 0 \$PHULFDQ 6RFLHW\ RI
WKH 8QGUGRJ 7KH 5LJKWHRXV 'HYHORSPHQW RI 'HDWK 3H
\$WODQWD *HRUJLD

*RRGUXP 6 &HQWHU IRU WKH 6WXG\ DQG 3UHYHQWLRQ RI 9L
EHWZHHQ 3URVHFXWRUV &DVHV DQG 9LFWLPLV %LRJUDSKL
3URJUDP RQ 3UREOHP %HKDYLRU ,QVWLWXWH RI %HKDYLRU
&RORUDGR %RXOGHU &2

*RRGUXP 6 \$PHULFDQ 6RFLRORJLFDQ \$VVRFLDWLRQ 0HHWLC
7ULDO)DPLO\ 0HPEHUV 6HDUFK IRU ,QIRUPDWLRQ -XVWL
1HYDGD

*RRGUXP 6 6RFLHW\ IRU WKH 6WXG\ RI 6RFLDO 3UREOHPV 0
8QLYHUVLWLHV DQG 6FKRROV 6DQ)UDQFLVFR &DOLIRUQL

*RRGUXP 6 \$PHULFDQ 6RFLRORJLFDQ \$VVRFLDWLRQ 9LFWL
DQG &ULPLQDO &RXUW 3URIHVVLQRQDOV &RQVWUDLQWV LQ
0DVVDFKXVHWWV

*RRGUXP 6 0D\ ' & 5DGHU 1 \$PHULFDQ 6RFLHW\ RI &UL
\$VVHVPHQW RI WKH 7KUHDW RI 9LFWLPLJDWLRQ &RQL
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*RRGUXP 6 *DUUHHW : \$QWKURSRORJLVWV DQG 6RFLRORJ
-XVWLFH LQ &DVHV RI 0XUGHU &HQWUH &ROOHJH 'DQYLO

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,QWHUSHUVRQDO 5HODWLRQV KLSV 3KLODGHOSKLD 3HQQV

*RRGUXP 6 6RFLHW\ IRU WKH 6WXG\ RI 6RFLDO 3UREOHPV
WKURXJK 6WXGHQWV 3DUWLFLSDQW 2EVHUYDWLRQ 6DQ)

*RRGUXP 6 .H\V - / \$PHULFDQ 6RFLRORJLFDQ \$VVRFLDWL
(PRWLRQDOO\ 6HQVLWLYH 7RSLFV *XLGHOLQHV DQG &RQVL

*RRGUXP 6 3ULQFLSDO +RPLFLGH %HUHDYHPHQW DQG WKH &
E\ +RJJ)RXQGDWLRQ IRU 0HQWDO +HDOWK 0RRUH 'LVVHUWDWL
\$XJXVW

*RRGUXP 6 1DWLRQDO ,QVWLWXWH RI -XVWLFH 'DWD 5HVRXUFHV
-XQH

*RRGUXP 6 8QLYHUVLW\ RI 7H[DV DW \$XVWLQ *UDGXDWH 6FKRR

*RRGUXP 6 8QLYHUVLW\ RI 7H[DV DW \$XVWLQ ([6WXGHQWV \$V

*RRGUXP 6 8QLYHUVLW\ RI 7H[DV DW \$XVWLQ ([6WXGHQWV \$V

*RRGUXP 6 8QLYHUVLW\ RI 7H[DV DW \$XVWLQ ([6WXGHQWV \$V

8QGHU 5HYLHZ

*RRGUXP 6 6RFLR /HJDO 5HVSQRVHV WR 9LROHQFH DJDLQVW ,Q
5LGJH 5HVHUYDWLRQ 6SRQVRUH E\ 1DWLRQDO ,QVWLWXWH RI
RI 6WDWH /RFDO DQG 7ULEDO 5HVSQRVHV WR 9LROHQFH &RPP
LQ 7ULEDO &RPPXQLWLHV

*RRGUXP 6 0DVV 6KRRWLQJ 9LFWLPL]DWLRQV &ULPLQDO -XVWL
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)HEUXDU\

*RRGUXP 6 &R 3ULQFLSDO <HK 7 &R 3ULQFLSDO *RRGUXP 3
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*RRGUXP 6 /RVV WR 0XUGHU \$ +XPDQLVWLF ([SORUDWLRQ RI %
6SRQVRUH E\ 1DWLRQDO (QGRZPHQW IRU WKH +XPDQLWLHV 6X
6HSWHPEHU

1RW)XQGHG

*RRGUXP 6 &R 3ULQFLSDO *RRGUXP 3 0 &R 3ULQFLSDO <HK
,QIUDVWUXFWXUH 0DQDJHPHQW DQG ([WUHPH (YHQWV 6SRQVR
)RXQGDWLRQ)HGHUO

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\$GYLVLQJ DQG 6XSSOHPHQWDO ,QVWUXFWLRQ WR ,PSURYH *UDQ
,QQRYDWLRQ # 81& 8QLYHUVLW\ RI 1RUWKHUQ &RORUDGR

7(\$&+,1*

7HDFKLQJ ([SHULHQFH

8QLYHUVLW\ RI 1RUWKHUQ &RORUDGR

&RXUVHV 7DXJKW

&5- 7KHRULHV RI &ULPH FRXUVH FUHGLW KRXUV

&5- -XVWLFH 5HVHDUFK 6WDWLWVWLFV , FRXUVHV FUF

&5- 5DFH (WKQLFLW\ *HQQHU DQG 6RFLDO &ODVV LQ &ULPL
FUHGLW KRXUV

&5- -XVWLFH 5HVHDUFK DQG 6WDWLWVWLFV ,, FRXUVH F

&5- 5HVHDUFK 0HWKRGV LQ &ULPLQDO -XVWLFH FRXUVHV

1HZ 3URJUDPV 'HYHORSHG 0DMRU 3URJUDP 5HYLVLRQ FRXUVHV
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ODVWHU RI \$UWV LQ &ULPLQDO -XVWLFH

\$FDGHPLF \$GYLVVQJ

)DOO XQGHUJUDGXDWV VWXGHQWV DGYLVHG JUDGXDWV V
KRXUV VSHQW SHU \HDU

6SULQJ XQGHUJUDGXDWV VWXGHQWV DGYLVHG JUDGXDWV
KRXUV VSHQW SHU \HDU

)DOO XQGHUJUDGXDWV VWXGHQWV DGYLVHG JUDGXDWV V
KRXUV VSHQW SHU \HDU

6SULQJ XQGHUJUDGXDWV VWXGHQWV DGYLVHG JUDGXDWV
KRXUV VSHQW SHU \HDU

'LUHFVHG 6WXGHQW /HDUQLQJ

8QGHUJUDGXDWV +RQRUV 7KHVLV
\$GYLVHG 7D\ORU 0F*LQQ

6(59,&(

8QLYHUVLVW\ 6HUFLFH

3URJUDP &RRUGLQDWRU :,&+(3DVVSRUW 0DSSLQJ 6SHFLDOLVW

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&RORUDGR %RXOGHU

6RFLRORJ\ 5HSUHVHQWDWLYH %RXOGHU)DFXOW\ \$VVHPEO\ 8QLY

)DFXOW\)LUVW <HDU 6WXGHQW 0HQWRU %RXOGHU)DFXOW\ \$VVH

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&ROOHJH
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)DFXOW\ 0HQWRU -RKQ & <RXQJ 6FKRODU &HQWUH &ROOHJH
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&RPPLWWHH 0HPEHU 6HDUFK &RPPLWWHH IRU 7ZR)DFXOW\ LQ 3V
&HQWUH &ROOHJH

&R &KDLU 6XEFRPPLWWHH RQ)DFXOW\ 5HFUXLWPHQW DQG 5HWHQ

&RPPLWWHH 0HPEHU &RPPLWWHH RQ 'LYHUVLW\ DQG &RPPXQLW\

)DFXOW\ \$GYLVRU 1\$\$&3 &HQWUH &ROOHJH

)DFXOW\ 0HQWRU 8S μWLO 'DZQ 6W -XGH &KLOGUHQ¶V +RVSLWDC

)DFXOW\ \$GYLVRU &DWKROLF 6WXGHQWV¶ \$VVRFLDWLRQ &HQWUH

&RPPLWWHH 0HPEHU 4XDOLW\ (QKQFHPHQW 3ODQ &RPPLWWHH &

6WRGJKLOO ³7DUJHW RI 2SSRUWXQLW\ ' 5HFUXLWPHQW RI \$IULFDQ

&ROOHJH 6HUFLFH

&RPPLWWHH &KDLU +66 \$ZDUGV &RPPLWWHH

&RPPLWWHH 0HPEHU +66 3ODQQLQJ DQG 3ULRULWLHV &RPPLWWHH

&RPPLWWHH 0HPEHU +66 /HDGHUVKLS &RPPLWWHH

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'HSDUWPHQW 6HUFLFH

&RPPLWWHH &KDLU &5- DG KRF &RPPLWWHH RQ 5HWHQWLRQ DQG

&RPPLWWHH 0HPEHU &5- (PSOR\PHQW ([SR

&RPPLWWHH 0HPEHU &5- &XUULFXOXP &RPPLWWH

&RPPLWWHH 0HPEHU &5- *UDGXDWH 3URJUDP &RPPLWWHH

&RPPLWWHH &KDLU &5- 6HDUFK &RPPLWWHHV

3URIHVVLQRQDO 6HUFLFH

5HYLHZHU -XVWLFH 4XDUWHUO\ 3XEOLVKHU \$FDGHP\ RI &ULPLQD

5HYLHZHU 6RFLDO)RUFHV 3XEOLVKHU 8QLYHUVLW\ RI 1RUWK &D

5HYLHZHU 6RFLRORJLFDQ)RFXV 3XEOLVKHU 1RUWK &HQWUDO 6R

5HYLHZHU 6RFLRORJLFDQ)RUXP 3XEOLVKHU :LOH\

&RPPLWWHH 0HPEHU 3XEOLFDWLWRQV \$ZDUG &RPPLWWHH 6RFLROF
6RFLRORJLFDQ \$VVRFLDWLRQ

&RPPLWWHH 0HPEHU *UDGXDWH 6WXGHQW 3DSHU \$ZDUG &RPPLWW
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3UHVVLGHQW DQG \$QQXDO &RQIHUHQFH 2UJDQLJHU \$QWKURSRORJL

&RPPLWWHH 0HPEHU 3XEOLFDWLRQV &RPPLWWHH 0HGLFDQ 6RFLR
\$VVRFLDWLRQ

&RQVXOWDQW 6WDWH -XVWLFH &RPPXQLW\ (YDOXDWLRQ 3URMHFW
\$VVLVWDQW (GLWRU &ULPH /DZ DQG 'HYLDQFH 1HZVOHWWHU \$P

9ROXQWHHU &ULVLV &RXQVHORU \$XVWLQ 3ROLFH 'HSDUWPHQW 9L

&RPPLWWHH 0HPEHU 0HPEHUVKLS &RPPLWWHH 6RFLRORJ\ RI /DZ
\$VVRFLDWLRQ

*UDGXDWH 6WXGHQW 5HSUHVHQWDWLYH 'HSDUWPHQW RI 6RFLROR

%DWWHUHG :RPHQ V 9ROXQWHHU ,QWDNH &RXQVHORU +RXVWRQ \$

3XEOLF &RPPXQLW\ 6HUWLFH

*XHVW 6SHDNHU &RORUDGR /HJLVODWXUH 'HQYHU &RORUDGR

&RQVXOWLQJ

\$FDGHPLF 1DWLRQDO ,QVWLWXWH RI -XVWLFH %RXOGHU &RORUD

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\$VVHVPHQW :RUNVKRS \$VVHVPHQW /HDGHUVKLS ,QVWLWXWH
3UHVHQW

3DVVSRUW 0DSSLQJ 6SHFLDOLVW 7UDLQLQJ :,&+(%RXOGHU &R

&5- \$VVHVPHQW :RUNVKRS 'HSDUWPHQW RI &ULPLQRORJ\ DQG &
&RORUDGR -XQH

&5- \$VVHVPHQW :RUNVKRS 'HSDUWPHQW RI &ULPLQRORJ\ DQG &
&RORUDGR -DQXDU\

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2WKHU

+RQRUDU\ &RDFK :RPHQ V %DVNHWEDOO 7HDP 8QLYHUVLW\ RI &R

&HQWUH &ROOHJH +RQRU :DON

&HQWUH &ROOHJH 6WRGJKLOO 5HVHDFK 3URIHVVURUVKLS

&HQWUH &ROOHJH +RQRU :DON

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\$FDGHP\ RI &ULPLQDO -XVWLFH 6FLHQFHV

\$PHULFDQ 6RFLHW\ RI &ULPLQRORJ\

\$PHULFDQ 6RFLRORJLFDQ \$VVRFLDWLRQ