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6RUURZY XQVGGGOHG

6WDWH DQG FRPPXQLW\ FROOHJHV LQ WKH DUHD KDYH D SUREOHP EXW VDLG &DUROH %HURWWH -RVHSK SUHVLGHQW RI ODVVDFK XWHWV %D\ &RPPXQLW\ &ROOHJH FDOO GLILFXOW HFRQRPLFRGSRUWPH WR KDYH

)UDPLQJKDP %DUQVWDEOH QR ORQJHU HQ ODZV

3XEOLF FROOHJHV LQ ODVVDFKXVHWVV DQG QDWLRQZLGH DUH ZDWFKLQ HQUROOPHQW WR UHFRUGHURRQBDOOYHOV WKLV IDOO DV PRUH KLJK VFKRRO JUDGXDWHV DYRLG WKH GLVPDO MRE PDUNHW WR FRQLWXH WKHLU HGFXDWLRQV ROGHU DGXOWV UHWXUQ WR XSJUDGHVWFLDQG WKH XQFHUWDLQ HFRQRPI KDV SHSOH ORRLQJ IRU PRUIIRUGDEOH DYHQXHV WR KLJKHU HGFXDWLRQ

4LSRRR HWFDQB ZGGR

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7KH UDSLQ ULVH LQ QXPEHUV KDV KDG FROOHJH DGPLQLVWUDWURV HISOULQ QHZ ZD\ PHHW WKH KHDY\ GHPDQG ZKLOWKHUSEQGJHWORZKLVH KDPH VHHQ FXWV LQ VWDWH IXQGLQJ

ADKRO FREDG 8RODQVNHZ

HYHQ XGPHQ 2ELWXDULHV

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3:H KDYH WR GR P

\$W ODVV %D\ ZKLFK KDV FDPSXVHV LQ :HOOHV(OH) )UDPLQJKDP DQG \$VKODQG DQG DW )UDPLQJKDP 6WDWH &ROOHJH QHZ SURIHVVURV KDYH EHQ EURXJKW LQ DQG VRPH RI WKH IDFXOW\ KDYH EHQ DVNHG WR WHDFK DGGLWLRQDO FRXUVHV

7KH VFKRROV DUH VFKHGXLQJ DGGLWLRQDO FRXUVHV LQ WLPV VORWV LQ WKH GD\ RU ZKHQ FODVVHV ZHUH QRW KHOG LQ SDVW HDUV OLGGOHVH[ &RPPXQLW\ &ROOHJH ZKLFK KDV FDPSXVHV LQ %HGIRUG DQSHRZGOMSRGQBB RXW LWV RIIHULQJ 6DWXUGD\ FODVVHV IRU WKH ILUVWHDULPH ODVW IDOO DQG 6XQGD\ FODVVHV WI

3:H WU\ WR PDQDJH RXU HQUROOPH%URZGDP/IRXFNURDP VSRNHVZRPDQ IRU OLGGOHVH[ ZKHUH HQUROOPHQW KDV LQFUHDVHG E\ QHDOO\ SHUFHQW D VFKRROYHBRQV RI RSWLRQV WR H[SDQG

\$GGLWLRQDOO\ RQOLQH FRXUVHV KDYH JDLQHG SRXODULW\ EHFDXVH WKH\ SURYLGH VWXGHQWV WKH FRQYHQLHQFH RI QRW KDYLQJ WR DWWHQG FODVV RQ D VHW VFKHGXF EULQJ DGGLWLRQDO UHYHQXH WR WKH VFKRROV ZLWKRXW WDNLQJ XS FODVVURRP VSD

ODVV %DARWDO HQUROOPHQW KDV VXUSDVVHG VWXGHQWV ZKLFK LV DURXQG PRUH WKDQ WKH KLJKHV OHYHO WKDW -RKQ 'ULVFROO LWV GLUHFWRU RI LQVWLW UHVHDFKHKQVQ KLV HDUV ZRUNLQJ DW WKH FRPPXQLW\ FROOHJH

\$W 4XLQVLJDPRQG &RPPXQLW\ &ROOHJH LQ :RUFHVWU HQUROOPHQW VXUSDVVHG VWXGHQWV D SHUFHQW MXPS IURP ODVW HDU

7KLV IDOO %XQNHU +LOO &RPPXQLW\ &ROOHJHEHQDPH SHUKDSV WKH ILUVW WKH 8QLWHG 6WDWHV WR RIIHU JHQHUDO HGFXDWLRQ FRXUVHV ZLWK D PLGQLJKW VWDL WLP SDUW RI DQ HIIRUW WR DFFRPPRGDWLWV UHFRUG HQUROOPHQW RI VWXGHQWV D SHUFHQW LQFUHDVH IURP ODVW HDU

6R IDU DW OHDVW ODVV %D\ OLGGOHVH[ DQG )UDPLQJKDP KDYH QRW IROORZHG LQ %XQNHU +RQVWHSV LQ VFKHGXLQJ FODVVHV GXULQJ WKH GHG RI QLJKW

+RZHYHU WKHUH ZDV DQDHEGRORXWHW\ YXUH ZH ZRXOG FRQVLGHU VDLG /RXFN

0HPEHUV RI WKH DGPLVVLRQV GHSDUWPHQWV IURP HDFK RI WKH WKUHH VFKRROV VDLG  
OLNHO\ IDFRU RI WKHLU H[SDQGLQJ VWXGHQW SRSXODWLRQ LV WKHLU DIIRUGDELOLW\

3, GHILQLWHO\ WKLQN WKH SULYDWH VFKRROV KDYH SULFHG WKHPVHOYHV RXW RI WKH  
PDUNV VDLG 'ULVFROO DW 0DVV %D\ ZKHUH HQUROOPHQW LV XS SHUFHQW DQG LV  
H[SHFWHG WR UHDFK SHUFHQW ZKHQ ODWH HQUROOPHQW HGGV WKLW PRQW

+H VDLG WKH HFRQRP\ KDV PDGH LW KDUGHU IRU PDQ\ VWXGHQWV WR UHFHLYH ORDQV  
FRYHU WKH WXLWLRQ DW SULYDWH FROOHJHV ZKLFK LQFUHDVHV GHPDQG IRU DGPLVVL  
OHV VWDWH VFKRROV \$V D UHVXOW JDLQLQJ DFFHSWDQFH WR VWDWH VFKRROV  
EHFRPH VLJQLILFDQWO\ PRUH FRPSHWLWLYH

7KH 8QLYHUVLW\ RI 0DVVDFKXVHWWV DW \$PKHUVW KDQGHG RXW D UHFRUG  
EDFK\ VORUJUHHV ODVW VSULQJ DQG UHFHLYHG D UHFRUG DSSOLFDWLRQV IRU  
DURXQG DYDLODEOH IVSHW PDQ\ FROOHJHV DW  
80DVV ERDVW WKH EHVW DFDGHPLF RHHG HQWLDRO\ LQ WKH VFKRRO  
DGPLQLVWUDWRUV VDI

37KLV LV WKH NLQG RI HFRQRP\ WKDW JHWV SHRSOH IORFNLQJ WR VWDWH FROOHJHV DQ  
XQLYHUVLWLV XVDQQH + &RQO\ YLFH SUHVLGHQW RI VWXGHQW HQUROOPHQW DW  
)UDPLQJ KDP 6WDWH ZKHUH IUHVKPDQ FODVV HQUROOPHQW LV XS SHUFHQW

\$OVR VFKRROV SHRSOH DUH VEHDFDQV HLQ IVFKRROV LVH LQ  
XQHPSOR\PHQW

6VWXGHQWV QRW DFFHSWHG WR RU XQDEORF RPPXQLWAG VWDWH FROOHJH FDQ JR  
FROOHJHV 'ULVFROO VDLG %XW WKHUH DUH DOVR SHRSOH ZKR PDNH FRPPXQLW\ FROO  
WKHLU ILUVW FKRLFH KH VDLG

3&RPPXQLW\ FROOHJHV UHFDQ\ - BUHIS CEDUJLQ HDOL]LQJ  
WKH\ FDQ JHW DV JRRG DV DQG LQ VRRPH FDVHV D EHWWHU HGXFDWLRQ WKDQ DW IRX  
)H DU VFKRROV

%H\RQG FRVW DGGHG -RVHSK FRPPXQLW\ FROOHJHV RIIHU PRUH VKRUW  
RFFXSDWLRQ ILF SURJUDPV ZKLFK ZKHNDISRDV LQKHUW WKRVH  
MREV DQG ZDQW WR UHWRO TXLFNO\

:DLWLQJ OLWVW KDYH JURZQ ORQJHU IRU KLVWRULFDQO\ SRSXODU SURJUDPV DW 0DVV  
LQ WKH PHGLFDO ILHOG IRU H[DPSOH DV ZHOO DV FRPSXWHU WHFKQRORJ\ DQG  
DXWRPRWLYH WHFKQRORJ\ VKH VDLG

\$W 0LGGOHV\ WKLQJ LV QHDOO\ LQ RFRV FRPSLGHWHO\ ILOOHG

7KH VFKRROV PDMRU GHYKNDROK FDUHHUV KXPDLWLHV PDWKHPDWLFV  
DQG VFLHQFH VRFLDO VFLHQFH DQG KXPDQ VHUFLHV DQG EXVLQHV HQJLQHULQJ D  
WHFKQRORJ\

%HFDXVH RI H[SDQGLQJ HQUROOPHQW VWXGHQWV GR QRW DOZD\ JHW WR WDNH WKH  
FRXUVH RI WKHLU FKRLFH ZKHQ VEHDFR HQGROOHQW VEHDFR JRVH  
3ZH PDNH LW ZRUNV DUGV RRENCV VWXUQ VWXGHQWV DZD\

%XW FODVVURRPV DQG OHFWXUH KDOOV DUH QRW WKH RQO\ SODFHV DW RU QHDULQJ F

3:H HQG XS UXQQLQJ RXW RI UHVLGHQFH KDOO VSDFH EHIRUH UXQQLQJ RXW RI FODVVHV  
VDLG &RQO\ DW )UDPLQ SDUW LQVWURUV DUH IDLUO\ IXOO DQG VWXGHQWV  
FDQ H[SHFW WR DUULYH PLQXWHV EHIRUH FODVV DQG PDNH LW WKHUH RQ WLP  
WKH FDVH ZLWK DQ\ FROOHJH ZLWK D UREXVW HQUROOPHQW

3:H JH MXVW VWULYLQJ KDUG WR RHHG SHW DGGV LQHQWV ZH KDYH  
HFRQRP\ SHRSOH XQGHUVWDQG WKH EHQHILW RI VWD\ LQJ LQ VFKRROV DQG JUDGXDWL

+RPH7RGD\ V \*ORIEHV% XVLQ.6SRUWLMHVW\$QH7KLQJV W7UDRY&@UVREV5HDO (VWDFVDH 6HDUFK

&217\$&7 %26721 &2@HO\$GYHUWRLVNI KHBWHL YDF\ 3RHZLF0HLW R/HL06 IHHG6VWHPDSDNH %RVWRQ FRP \RXU KRPHSD

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