/,%5$5< ,16758&7,21 5281' 7$%/(1(:6

'HFHPEHU   YROXPH

H[LVWHG EHFDXVH NQHZ ZKHUH DOO

WKH DQLPDO ERRNV ZHUH VKHOYHG 2QFH KDG UHDG

DOO WKH ERRNV RQ WKRVH VKHOYHV VWRSSHG JRLQJ WR

WKH OLEUDU\ EHFDXVH GLGQ W UHDOL]H WKHUH ZHUH

RWKHU WUHDVXUHV RQ RWKHU

OLEUDU\ VKHOYHV

$V JRW ROGHU GLGQ W OHDUQ PXFK PRUH

DERXW OLEUDULHV 0\ KLJK VFKRRO SUREDEO\

KDG

IDLUO\ JRRG RQH EXW WKHUH ZDV OLWWOH HQFRXUDJHo

PHQW WR XVH LW :H GLGQ W KDYH VWXG\

KDOO SHULRG

IRU

UHJXODU

XVH RI WKH OLEUDU\

DQG FDQ UHPHPEHU

RQO\ RQFH JRLQJ LQWR WKH OLEUDU\ DV FODVV WR ORRN

DW WKH QHZV PDJD]LQHV WR ILQG LQIRUPDWLRQ IRU

WHUP SDSHUV

$V IUHVKPDQ LQ FROOHJH

WKH ILUVW

WLPH HQWHUHG WKH FDPSXV OLEUDU\

ZDV VR LQWLPLo

GDWHG ZDONHG ULJKW

EDFN RXW DJDLQ

DQG VXFFHVVo

IXOO\

DYRLGHG WKH OLEUDU\

IRU DOPRVW P\

HQWLUH ILUVW

\HDU (YHQWXDOO\

IRXQG P\ ZD\

DURXQG WKH

OLEUDU\

EXW LW ZDVQ W XQWLO ZHQW WR OLEUDU\ VFKRRO

WKDW OHDUQHG KRZ PXFK KDG PLVVHG

6R QRZ DP GRZQULJKW HYDQJHOLFDO

DERXW

WHDFKLQJ

IURP DOO

W\SHV

RI OLEUDULHV QHHG

WR ZRUN WRJHWKHU

/LEUDULDQV

FRPPXQLFDWH ZLWK FRUSRUDWH

OLEUDULo

DQV WR GHWHUPLQH ZKDW JUDGXDWLQJ VHQLRUV QHHG WR

NQRZ DV

WKH\

HQWHU WKH ZRUNIRUFH

'HYHORSLQJ SURJUHVVLYH OLEUDU\

LQVWUXFWLRQ

PRGHO ZLOO

LPSRUWDQW

UROH /,57 LV WKH RQO\

QDWLRQDO

OLEUDU\

LQVWUXFWLRQ

JURXS

ZKRVH PLVVLRQ LV WR LQYROYH

OLEUDULDQV IURP DOO

W\SHV

RI OLEUDULHV /,57 LV WKH

JURXS WKURXJK ZKLFK ZH FDQ ILQG ZD\V

WR

JURXS

RQ WKLV

WRSLF

7R EH HIIHFWLYH LQ WKLV UROH /,57 QHHGV WR

PDNH VXUH WKDW LWV PHPEHUVKLS

LV

UHSUHVHQWDWLYH

RI DOO

W\SH RI OLEUDULHV 7R WKLV HQG ZH DUH GHYHOo

RSLQJ VXUYH\

WKDW ZLOO EH VHQW WR DOO /,57

FRQWLQXHG RQ

SDJH

,QVLGH

0LGZLQWHU 0HHWLQJ 6FKHGXOH

&RPPLWWHHV

0H" 'R 5HVHDUFK"

E\ ( %HUJPDQ

(YDOXDWLQJ /LEUDU\ 5HVHDUFK %LEOLRJ

E\ 01 *RXNH

0HPEHU $/,57

E\ ..LH

/O57 4XHVWLRQQDLUH 

1RWHV)URP WKH (GLWRU

:H UH VWLOO H[SHULPHQWLQJ ZLWK

VRIWZDUH  DQG LQ WKH ODVW LVVXH WKH ODVW OLQH RI

7KHOPD 7DWH V DUWLFOH ZDV UHIRUPDWWHG RXW

7KHOPD JUDFLRXVO\ DFFHSWHG WKH HGLWRU V DSRORo

JLHV

7KH HQG RI KHU DUWLFOH VKRXOG KDYH UHDG

6SHFLDO

7KDQNV JR

WR DOO RI WKH RIILFHUV FRPPLWo

WHH DQG WDVN IRUFH FKDLUV DQG PHPEHUV 7KHLU

FRQWULEXWLRQV UHVXOWHG LQ YHU\

VXFFHVVIXO \HDU

7KHUH DUH VHYHUDO IRUPV LQ WKLV LVVXH WKH

/,57 FRPPLWWHH YROXQWHHU IRUP
WKH &RQWLQXLQJ

(GXFDWLRQ &RPPLWWHH V %,

VXUYH\ IRUP DQG WKH

%LWHV :LWK /,57 VLJQ XS

IRUP 7HDU WKHVH RXW RU

SKRWRFRS\ WKHP ILOO WKHP RXW DQG VHQG WKHP LQ

JHW

LQYROYHG ZLWK /,57 DFWLYLWLHV

/,57 1HZVO'HFHPEHU  

3UHVLGHQW FRQWLQXHG

PHPEHUV 7KLV VXUYH\

ZLOO DOORZ XV WR GHWHUPLQH

SHUFHQWDJHV

RI PHPEHUV HPSOR\HG LQ DFDGHPLF

VFKRRO SXEOLF

DQG VSHFLDO

OLEUDULHV DQG WKHQ

EHJLQ

WR GHYHORS DSSURSULDWH ZD\V

WR UHFUXLW

PHPEHUV IURP XQGHUUHSUHVHQWHG W\SHV

RI OLEUDUo

LHV :H PD\

EH DEOH WR SLQSRLQW

UHDVRQV IRU

XQGHUUHSUHVHQWDWLRQ 'R SXEOLF OLEUDULDQV QRW

MRLQ /,57 EHFDXVH WKH\ GRQ W UHDOL]H WKDW

WKH\

DUH

LQYROYHG

送䂄蘥Ꙧ蕨斐䀄傆䁴伙茐ı儦䘒㑂愒者瀄뀄耈老儦

&RPPLWWHH 'HVFULSWLRQV

RU :KR 'RHV :KDW

:KLFK 2QH 6KRXOG -RLQ"

&RPSXWHU $SSOLFDWLRQV

,GHQWLILHV DQG SURPRWHV

WKH XVH RI FRPSXWHU

DSSOLFDWLRQV WKDW DVVLVW LQ OLEUDU\

LQVWUXFWLRQ

PDLQWDLQV &$O VRIWZDUH OLVWLQJV

(VWDEOLVK DQG

PDLQWDLQ FOHDULQJKRXVH

IRU VRIWZDUH 0DLQWDLQV

OLDLVRQ ZLWK $/$ FRPPLWWHHV DQG JURXSV

/,%5$5< ,16758&7,21 5281' 7$%/(&200,77((92/817((5)250

,I

\RX

DUH LQWHUHVWHG LQVHUYLQJRQD 857&RPPLWWHH SOHDVH FRPSOHWH WKLV IRUP᪽O ᪽2O᪽

O᪽᪽DQG PDLO

LW WR WKH 9LFH 3UHVLGHQW 3UHVLGHQW(OHFW RI 857

)D\ *ROGHQ

/LYHUSRRO

3XEOLF

(YDOXDWLQJ /LEUDU\

5HVHDUFK %LEOLRJUDSK\

%\ 0DU\ 1RHO *RXNH

2KLR 6WDWH 8QLYHUVLW\

7KH LWHPV LQ WKLV ELEOLRJUDSK\ KDYH EHHQ

VRXUFHV LQ WKH OLEUDU\

7KLV VHVVLRQ ODLG WKH

IRXQGDWLRQ IRU WKH VHFRQG VHPHVWHU FODVV ZKLFK

LQWURGXFHG UHVHDUFK VWUDWHJLHV

WR VWXGHQWV LQ

FRPELQDWLRQ OHFWXUHZRUNVKRS IRUPDW

7KH VHFRQG FODVV EHJDQ ZLWK

&DOOLQJ DOO

YROXQWHHUV

$WWHQWLRQ DOO &KLFDJR DQG $WODQWD