&KDLU .LPEDURZ UHPLQGHG 6HQDWRRUV WKDW WKH
DQG KH XUJHG 6HQDWRUV WR IRFXV RQ WKH
7KH HOHFWLRQ ZRXOG EH RQ 7XHVGD\ WR IUSRP GXPL
ILUVW PHHWLQJ RI WKH $FDGHPLF 6HQDWH

%)URP WKH 3UHVLGHQW²
3UHVLGHQW 3DSD]LDQ VSHQW ODVW HYHNND ZLWK RX
:DVKLQJWRQ ' & 7KSUHVHQWWUHVWRUDWLRQDU\HDUV
WKDW NLQG RI 6SDUWDQ DFFRPPRGDWH FRXQWU\

3UHVLGHQW 3DSD]LDQ LV DZDUH WKDEVRXWHVHDPHR\S
7KH 3UHVLGHQW PKDGHDOOSWKHGWHVEKQGWRXWGZLWKRUWH
FDPSXV DQG KDV NHSW WKDW SOHGJHV 7KHQFDPSXV
FRQWLQXHV WR ZRUN WKRE LPSOWPSQWDQ +RZHYHU
RXU VXUURXQGLQJ DWRG ZRHUNOJHWKHU

7KH 3UHVLGHQW HQFRXDJHG 6HQDWRUV DWURVDWLDWLSE
HYHQWV WKDW VOEDJGHKSWWRHOWEWLVRQKWKYDWOXHY
VKDUH

7KH 3UHVLGHQWRXZEHGGHQWHQLWRUHVJHDQWD DW FRPPH
&RPPHQFHPHQW LV VUWXGHQWDE RX7WKEHRXWGKHQWDFXO
LPSDFWHG WKHLWURVLHWHVWBZDQ3WKHVLFHUQWRDQ\NF
&RPPHQFHPHQW L'D\RZHOHNPRUGLDQG QRKHQ3HUNHZHZ
DVNHG LI DQ\RQHEZRQLWDOG'DWZRHOHNGQGWQRQW
ZHNHQG 7KH 3UHZRXGHQEVHVDRKNLQHKHQGWRFHKDIQW
HYHQW 7KH 3UHVLGHQW ZLQJQLQJLQWRWFRYQWHEVLVQXUW
&RPPHQFHPHQW 5LJKWRQRWKLWRWDLNHZHNV DQG W
RXW 7KH 3UHVLGHQW ZLOO RRNR DERQXW KWKZHZHQE
EXW DOVR DOORZDFWRXGVHQWKWVWRDZEBOQG EH UHFR

3UHVLGHQWL3DSEHZLOOHQDZWLQH DHDUOWRPGHDWLZLRVKGW
7KH\ ZLOO EH JR RYHU VRPH WKLQJV VXFK DV WKH
6WDWH FRXOG EW LQYROYHG RLQSWRGLQJSWOLX
7KH\ ZLOO DOVR EH WDONLQJ DERXWKHLEUDUF\
UHRUK•0p @À# Ã`Àp `•\R0 0` ÀE@ÐÄ@Ð P0Sµ;Sµ;

VHDWLQJ LV SHUVLVWHQWO\ RQ WKDW

% 9LFH 3UHVLGHQW IRU 6WXGHQW $IIDLUV ± 1RW S

& $VVRFLDWHG 6WXGHQWV 3UHVLGHQW ±
2Q 0DUFK VWXGHQWV WRRN WR WKH 2XW
0DUFK D VPDOO FRQYRJDWLRQ RI GZHOOLQJV W
WXLWLRQ LQFUHDVHV /RQJ%HDFK &LW\ &ROOHJH
PHHWLQJ 6WXGHQWV DUH UHDORU OHRN LSXJ OLF
HGXFDWLRQ VLPLODU RVRHZKDW WHLZWHDV QRW X
WR GHFUHDVH WKLHQ XD6WXGHQW GHQWHUXVWIZEH
HGXFDWLRQ 6RPHWRPHPVL VXQHGUHUDWHDQGLQJV
IDFXOW\ DERXW WKHEVLHJLHVWXSVSKXEOLFRHGKWDWH
DOO

)URP S P WR SLP WRGD\ $6SLUV KDYH RQJWGKHE W
LQFRPLQJ VWXGHQW JRYHUQPHQW HQFLHJKDQG IWOHU
RQ $SULO DW EDDE G ZKLHOO HEZQ RQQ RXQ\FSHUGL

7KH 6SDUWDQ 6KRZFDVH ZLOO EH KHOG RQ $SULO
HYHQW ZLOO VKRZFDVH DOO WKH ZRUKDWGURQHEY H
IXQGLQJ WKURXJK VWXGHQW IHHV

$6 KDV LQ VFKRODUVKLSV WRRDZDRG DQG D

$6 ZLOO EH KRVWLQJ D 'LYHUVLW\'DWRQS$PULO
WKH WK 6WUHHW 3OD]D

2Q 0D\ $6 ZLOO VHQG D IHZ WEW\XGHQWV WR
VWXGHQW WXLWLRQ RLEE\UHDUVHQFDUHGVIXQGLQ

2WKHU WKDQ WKHVH WKLQJV WKH $6 %RDUG LV I
%RDUG RI 'LUHFWRUV

4XHVWLRQV
$ PHPEHU UHTXHVWHGUWRKDWU&KDLGURHPDWRRQ RQ
WKH $6 6FKRODUVKLSV ZKHQ KH VHQGQDWKHPHHWL
RXW WR DOO IDFXOWDQ7KDDWUZDHQWWKHXWKLU VWXG

' &KLHI 'LYHUVLW\ 21RLFHUSR&'W ±

(&68 6WDWHZLGH 6HQDWRUV ±
7KH $FDGHPLF 6HQDWH&QQLYHUVLW\DUF6&68 PHV
6HYHUDO UHVROXWLRQV ZHUHSDVVHGXLQQJ

HTXLYDOHQFLHV IRU ,QWHUPHGLDWHF$DDJHPELQDV
&DOLIRUQLD V 0DKWHUQG3XFDDQWLRQ XDXSHRGXFDRWL
WKH &68 DQG VXSSRUW IRU &68 'HYDOWHG'$$FWLR
VWXGHQWV 7KH $6&68 DOVR DGRSWHYHSDFWWRQ
7KH $6&68 DOVR SVDLVRQHGSDSHUXQHFXWHQW 7U
2UGHUV RQ WUDYHO

7KH ILQDO WKLQJ GLVFXVVHG ZDV ,QWHG&KEFWHDG
3URSHUW\ 7KHUH ZDV D OW RI FRQFXHWQRQLW
$6&68 7KH $6&68 DQGUHDPSXHVDZ GDUHGSRQVL
WR WKH SURSRVHG ZRUOLFE7KHR$SWHQWLZRQ ZHH
VR UHVSRQVHV DUHFRUHGLQJ WGDWZKHL$KDQFHOR
,QWHOOHFWLXDOOR3URSHUWSKHLQW\WKDW LV VXEMHFW WR
VKRXOG QRW KDYHVLXSXHW DLQHWRULJWWWQQJHDWWDEGH
$6&68 GRHVQ W TXLWDEIXHWCLWK DGWQZHDFRPPHQG VKL
DOO 6HQDWRUVGULQGHGWKHFSWXRSOR3HURSHUW\ SROL

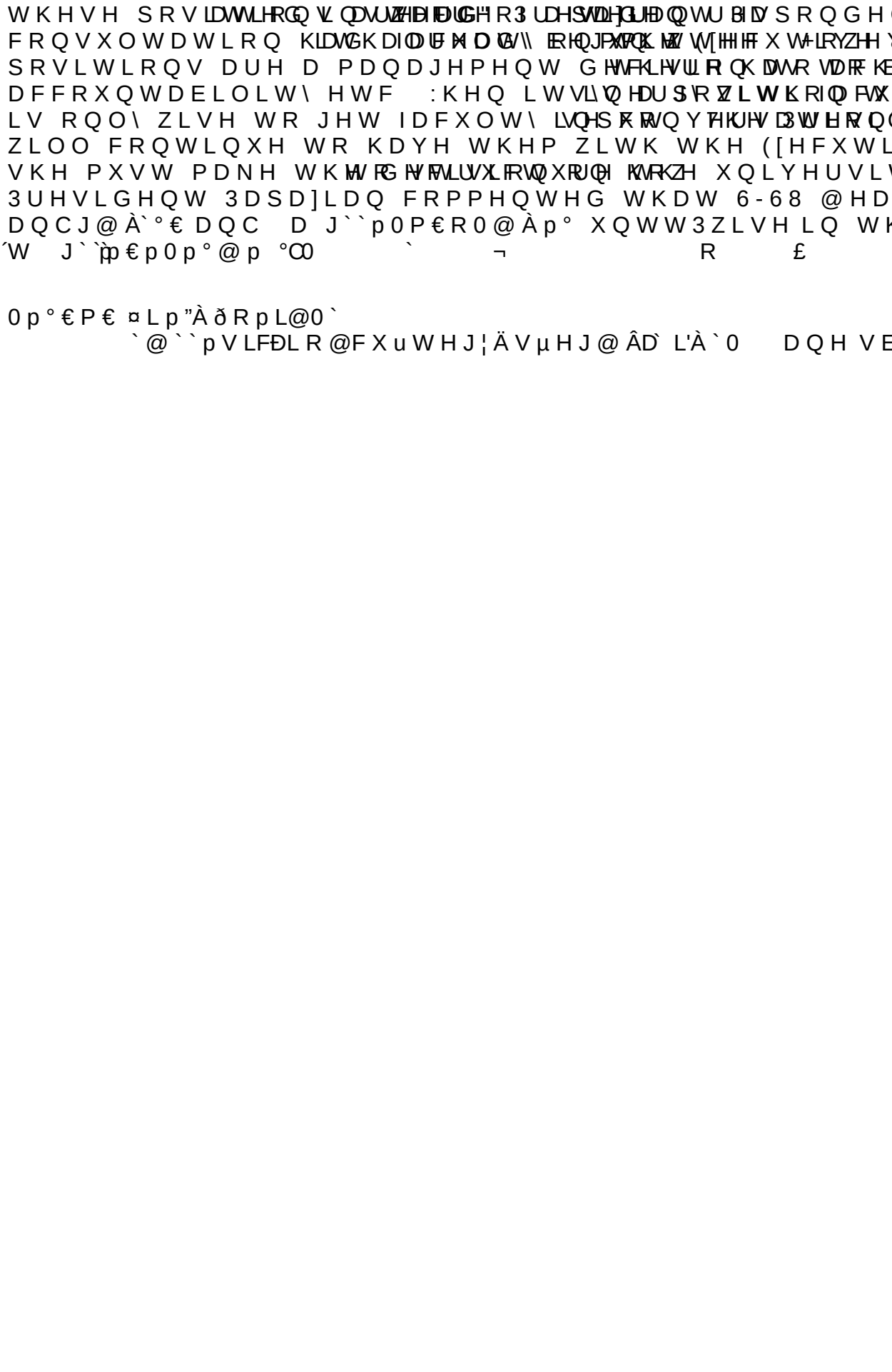
) 3URYR1VRWU±HSRUW

9 ([HFXWLYH &RPPLWWHH 5HSRUW ±
$ ([HFXWLYH &RPPLWWHH 0LQXWHV ±
(& 0LQXWHV RI 0DUFK ±
(& 0LQXWHV RI 0DUFK ±

6HQDWRU 9DQ 6HOVW FRPPHQWHGVWKDWKDVLKH.PEDX
VDLG KH ZRXOG OWRRN 1QQWR6HLWVWQGHDQDRUWKHKPLQJ

6HQDWRU %X]DQVNLQH[SUHVVHGKFRQFHPRQGHHSHQGJRI
SDJH RQ WKH 0DUFK KHUH LPLQXWHDVVHPHQWKLWKD
D QHZ 93 RI 5HVHDUFK DQG ,QQRYDWLRQ SPRYLQJRQ
WKHVH W\SH RIOLDVWXHV \HDQWVKHKHYQHXPEHGPLRQLWWS
LQFUHDVHG SKHQRPHQDDOH ZKLPHHWDKH UDWLR RI ID
GHFOLQHG ,Q RWKHU ZRUGV IHZHQWVDWXOQ\HDUHU
7KHUH DUH PDQ\ JRRGOD RJXPHQZVKRQHEEHGDLQWW
TXHVWLRQ LV ZKHWKHU VRPH PRQHWDUKDYDLQQJRZ
OHYHO 033V KDQGOHKLVRJPH R3UWKHSRQGHGDSDLQ
VWUXJJOHG WR PDLQWDLQQWKHZQ,XPEHWQ WRDKPDYW
RU WKH RWKHU IDFXOW\ RU DGPEQEVPWDWRUR 7K
LQFUHDVLQJ WKH IDFXOW\ +RZHYHU ZH QHHG WR
ORRN DW ZKHWKHOOD\ SRVHGWHGRQ3HVULQHDSVGLIIZHHZQW
WKLV SRVLWLRQ ZRXOGQ W EH QHHGHG EXW ZH DU
JOREDO EXVLQHVVRUQGG LFQGDXWWWUHVDHQDGUZK LV JRLQ
LQ WKLV GLUHFWLRQ WKWUZHLOO EWWRHDWXKJLWF SEQWL
SRVLWLRQ

6HQDWRU 5RGQ DVNHG LI LW ZRXOZGLWK SRFXVOWO HE



4XHVWLRQV
4 2Q OLQH LW VSHFLILHV WKDEWH WUKHVS3RUQQQFEOSEHO
HQVXULQJ DOO WKH XQLYHUVLW\HMRHUVL QDQGWEPHWV\L
:RXOG WKH FRQVLGHUDWLRQ RI LGHUDZLQJ RXW WKH UHTXLUHPHQ
,QYHVWLJDWRU HPDLOH6WXEMHFW,5%FWQRWLFHQUHVQG\ WKDW
H[SOLFLWO\"
$ <RX PXVW KDYH WEKHRFUHWWKHLFDWXHGQDQKEVHQVRXEPEL
FRPPLWWHH ZLOO FRQVLGHU EHLQJ PRUH VSHFLILF

4 6LQFH WKHVH VWXGEHQWGVLQDUHLSRVLWLRQ KRZ GR
WKH\ PLJKW KDYH LI WKHUH LV DQ LVVXH"
$ 7KH XQLYHUVLW\DGURHSUKRFYHVDIRWDQGXGHQWV LI V
LVVXHV E\ JRLQJ WKURXJK WKH 6WXGHQQEVRDUGQHZV
IDFXOW\ WKDW FXRQXLOG\ EHUDIDRXSSWHQWV SUKRY\LZGLOVWEX
ZLWK WKLV NLQGRI WLRGQ UHEHG ZEIRJHXVKHDMRFHQRFRXH
WR GR PRUH RXWUHDFK WR WKHVHDYWQXGHQVDVHWDRYEL
WKHP

4 2XU FXUUHQW SROLFLHV UHVWULFWHRQKLGWDQWL
UHVWULFWLRQVKHLQRWXGLVSFRORVFXUHFRESRHQFHQWGHVF
ZKDW QRQGLVFORYXDQHGDZKHEPWHQWVEDWD,SSQRVUHDF
ZKHQ WKH\ DUHQ W DSSURSULDWH
$ ¸PQZLGOHOY¥EOpRS5LHQJ, W\K`£V€0Vp¹€W\L@RKQ0 0Z4¸BQFGL V 0 P 0U À 0 6 W

$PHQGPHQW WR WKH)QWD]SHDVHPGHQGP YRWKHG6HQGDW
)UD]LHU 5RGDQ $PHQGPHQWSDWRHG0DWKXU SUHVHQV
DPHQGPHQW WR VWUKLNFHKOULHQHGV DKHG E[DZJRXVWV R
LQYDULDEO\ UHTXLULQJ VWXG\LQJ6HQDWKHYSWHG EQ
0DWKXU $PHQGPHQW6HQDWRU 9DQ 6HOVW SUHVHQWHG
WKDW ZDV IULHQGG\GSVKHRSURGDWRUEVHIRUHWKH
RI OLQH 6HQDWRUPHQHPSQWVMRQVMGUDQDWLQHOZLQ
7KH 6HQDWH YRWHG DQG WKH /HH7KHHGPDQW YRW
DQG $6 SDVVHG DV DPHQGHG

6HQDWRU 0LOA6HG9,SolicyRecmmendation, Registration Priority
Policy (also Amendment A to UniversityPolicy S73-4) (First Reading).
7KLV SROLF\ UHFEQHLJXDLDXQLRQGRDUHVHWKHJQHZ
&DOLIRUQLD SURPLVH ,I \RX ORLYHRQGSWDJHOVXQG
ZKLFK GHILQHV WKH &DOLIRUQVDW3KRPHTXL3UHPJHU
SULRULW\ UHJLVWUDWLRQ DQG PILVH &WWRXGWKLWVSR,QLFWHUQ
HOVH KDV FKDQJHG ISJRPLW\KH) RUEXKSHUHDURHWXHU F
XQGHU VHFWLRQ +RQRUV RQ DEHFHQWDHQFRHYEQGU(
SULRULW\ UHJLVWUDWLRQ DQG PILRQH JPDUQ7KHWXHGZHQWHV VURH
KRQRUV RQ DFFGHLSWQRWHPWKQWDQWXGQH\QWRQDEH
UHJLVWHUHG GXULQJ RRUKHUQHWDWLQRQQHRZG WR JLYH W

4XHVWLRQV
4 :KDW DUH FRRUGLQDWRUV DQG ZKR DUH WKH\"
$ *RRG TXHVWLRQ WKH FRPPLWWHH ZLOO GHILQH Z

4 ,Q VHFWLRQ LW VD\V WKH 6WXGHQW 6XFFHVV &R
HDFK DSSOLFDQW JGRVKSDTXDQRWDLWRWKRHDRKRHUGLRXS
JUDQWLQJ H[WHQGLRULWU GHJL\LQUDWLSRQ ,W VHHP
RXW VR ZK\ GR \RX QHHG D JURXSLWRDHL[SORXWLQ\ S
$ 7KH FRPPLWWHH ZLOO FRQVLGHU WKLV

4 :RXOG WKH FRPPLFWDWHJLRQVRGKUR)UHVKPHQ"
$ 7KH FRPPLWWHH ZLOO FRQVLGHU WKLV

4 2Q OLQH FURXZGKHRXHFWKH 527&UHDDVWUDQWSRQR
WKH\ DUH QRW WHFKQLFDOO\ YHWHUDQV"
$ 7KH FRPPLWWHH ZLOO FODULI\

6HQDWRU 0LOA6HG50,SolicyRecmmendation, Codification and Revision
of Undergraduate Student Honors (First Reading).
7KH ILUVW FKDQJH LQ WKLV SROLFRLKQDLVQJWRHGPRVZWWK
7KH FXUUHQW SURHFHDVEVRUVDWRPHSZKRWXRUHVQWIFKDHHDH
LQ WZR RXW RI WKLUHSRVHPVHDWHWEKDFROHSQJLHVDW,G
DGPLQLVWUDWLYH RIILFHV EXW DOVR WKH FRPPLWW
EH DEOH WR JHWFKQRQRWVLDQVKHWKHMHHWRVZDVW7KHU

PDMRU FKDQJH LV WKDW WKH FRPPLWWHH WR VWUHHPOL
RI VWXGHQWV WKDW ZH$UH EHFRPLQJ LQFUHDVLQJOB
KRQRUV VKRXOG EH QEVDWHDGUHG GRQH ZKHWKHU
EHIRUH WKH\ DUULYH HGUKHZDHV WKH FRQIHUHQFH
KRQRUV ZKLFK LVDKORFRRUVHQVEHTXSHEFLSRU7KXQLW\ IR
VWXGHQWV LQ DQR KHDQRUKVRSURJUDPVG DOVR IRU VWX
RI FRXUVHV WKDW PLJKW EH DFURVV GHSDUWPHQWV
FKDQJHG WR D JEDLRQUJVDERXHQ XTKEHWHVZEWKHRLQKHU
LQVWLWXWLRQV

4XHVWLRQV
4 , WKLQN WKH VHTXHQFH LV D PXWKVQHDHGHVG WDKGDGL
KRQRUV VWDWXV ZLOO EH VKRZQ RQ WKH WUDQVFUL
GHVLJQDWLRQ PHDQLWWWHKEQWLKUHFRG WKDW WKH 5H
WKDW GHVLJQDWLRQ RQ WKH WUDQVFULSW WUDQVVWUDQGV
$ 7KH FRPPLWWHH ZLOO FRQVLGHU WKLHVH 7KRHZ5HZL
KHU

4 5HJDUGLQJ WKH 3UHVLGHQW V 6FKEROHDQUDQQGHDQV
KRZ PDQ\ PRUH VWXGHQWV ZLOO EH HDUQLQJ WKH 'H
GHVLJQDWLRQV" R7QHLWHZEHRQKGUHXHWVGWRWKHDFKDQ
GRHV WKH GHVLJQDWLRQ XGHSQHQUDGHQWV ZRHQZLOK
WKH GHVLJQDWLRQ"
$:H GR WKLQN WKHUH ZLOO EH VRPGHHQQVHGFKRQQU
GHVLJQDWLRQ 7KHKEVRPZDLWRMHVHHWHGRWKHZRHQ
DFKLHYH KRQRUVQSVTXRVWRVXQVLQGRQ W NQRZ DERX
EXW , ZLOO FENUWQRJ WKHVFEDPLWWHH

4 :LWK WKH UHPRYDO RI WKH KRQRUZHDHVLHQQYWLWDQFH
XQLYHUVLW\ KRQRUSKUDRYJLUQDJPKERQVRU WDKDYHHQWKDQF
GHVLJQDWLRQ DQ\ ORQJHU VR KRZ ZLOO WKDW ZRUN
$,W ZRXOG VHHP WR SHUFHLVH WKDW IRKHLGQWLI\QJ WKH
T€P€ÇGÂ˜•€ð`€ $ H WE EÀ`H U0À3Q W
P$O Y0(À HPÑ^Q €H \R0%WKDW< 5 0 ° €

$@ % ÂP@I\ , 0•ð`€@ H

$ 7KH UHSRUW GHOD\HG LV VRPHWKLQJ WKDW KDV FRPH
FXWRII SRLQW WR PDNH WKDW KDSSHQ :H KDG LPSR
LVVXHV VR LW ZRXOG EH RUGHUHG RQ WKH DJHQGD

& 3URIHVVLRQDO 6WDQGDUGV &RPPLWWHH 36 ±
6HQDWRU 3HWH1530, Senate Resolution, Requesting Changes in the System Wide Proposed Intellectual Property Policy (Final Reading).

$GPLWWHG 6SDLVWDSQVLOD\

$6 ZLOO EH KRVWLQJRQ WKHUWKW6\WDHHW 3OD]D RQ $SULO
S P

H)URP WKH &68 6WDWHZLGH 6HQDWH
7KHUH LV D QHZ ([HFXWLYH 2IILFHU RI WKH 6WXGHQW 6HQDWH F

7KH $6&68 KDV QRW6HQWXHRIWKHLU6HQDWH 5HVROXWLRQ
3URSHUW\ 7KHVGHHDGHOLQHGZE\ WZR ZHHNV

$W WKH $6&68 PHHWLQJ =RRP IODW OLQEHGLQJ7KHLHFRPPRLWH
QRW =RRP ,I \RX DUHDOLVWXDPXLVQWKSRRU7KHZ3URVV
LQWR WKLV

I)URP WKH 2UJDQL]HUV&RPPLWWHH 2 *
2 * ZLOO EULQJ WKH5HVHWHZF WLRQPLQGVUDWRUDSORHGG
$SULO PHHWLQJ

J)URP WKH 3URIHVVLRQDO 6WDQGDUGV &RPPLWWHH 36
36 ZLOO EULQJ WKH 6HOHFWLRQ RI &KDQDO DQG GLQHFDWR
PHHWLQJ 8RQGHUSRWCKLF\ WKH FKDULQHDUGHKUKDRGU WRGH
WR UHTXHVW DQ H[WHUQDO FKDLU VHEUFWKH7QLHZ KSRVOLEH
WKH GHSDUWPHQW WURDQVH[WKHQ'HOQWHRUFK DW WKH RQ

K)URP WKH &KDLU RI PWBQG&XHUHDXGFX &RPPLWWHH & 5
& 5 ZLOO EULQJ DRSQRQOF5HUVHVDRUFXW6F&KURHDWLVKLSDEQGY LW
WKH $SULO6HQDWH PHHWLQJ

& 5 KDV FORVHG WBQHCURHZH UDGXDWH 6HWPXSGHQUWRP WURTEXLUH
:67 DV D SUHUHTXLVL7KHIRUPPLWWHH GHWHUPLQHG D SR
WKDW *83 FDQ PDNH WKLV H[HPSWLRQ SURFHGXUDOO\

& 5 LV DOVR ZRUNLQJ RQ D GUDIW GHSDUWPHQW QDPH FK

& 5 KDV UXQ LQWR DLQJ FKXH ,QWHDQGVKLS 3ROLF\ KDYLQ
6WXGHQW /LDELOLW\ ,QVXUDQFH

L)URP WKH ,QVWUXFWQLWRQ IDQGV6WXRHPLWWHH , 6$
, 6$ ZLOO EH EULQJLQJ WKH 3ULRULW\ 5HJLVWHUDWLWRQHD$
PHHWLQJ

6WDWH)LUH ,QVSHFWLRQ
7KH VWDWH ILUH LQVSHFWLRQ KDV UDGLRVPHG EVXRLPHGLQVXHKV
EHQFKHV LQ DUHDVZWHGDDQGUWKQHRWZLDDEOPRMHS WR DEHW\ LV
SULRULW\

,QWHOOHFWXDO 3URSHUW\

7KH &68 SURSRVHV PDNLQJ SXEOLF GRPDLQ FODVVLF 3UR&RS SDWHQWV DQG FRS\ULJKWV DYDLODEOH WR WKH SXEOLF \ :H ZHUH JLYHQ SURGXFWV DQG VHUYLFHV FRPPHQWV DQG IHHGEDFN H[WHQGHG WZR GGG ZHHNV RQ&DPSXV ZHHNV RQ SXEOLF WUDQVLW DQG SDUWLFLSDWHG LQ WKH &68 YHUVLRQ XSGUDGH SURMHFW DQG S DSSHDUV WR DOORZ WKH &68 WR FODULI\ DQG VLPSOLI\ &RPPHQW GUDIW D UHVROXWLRQ IRU &RXQFLO $SSH PHHWLQJ

7KH PHHWLQJ DGMRXUQHG DW S P

7KHVH PLQXWHV ZHUH WDNHQ DQG WUDQVFULEHG E\ 7KH PLQXWHV ZHUH DSSURYHG DW WKH 0DUFK &RXQFLO PHHWLQJ ([HFXWLYH &RPPLWWHH RQ $SULO

6$1 -26(67$7(81,9(56,7<
$FDGHPLF 6HQDWH
3URIHVVLRQDO 6WDQGDUGV &RPPLWWHH
0 D \ $6
)LQDO 5HDGLQJ

3RLF\ 5HFRPPHQGDWLRQ
6HOHFWLRQ DQG 5HYLHZ RI 'HSDUWPHQW &

5HVROYHG 7KDW 6 DGE UHVSDGFHGGZLWKRWKF\IRHOHZL Y
LPPHGLDWHO\ IRU DOO QHZ QRPLQDWLRQV DQG UHYL

Rationale: This revision of S14-8 incorporates the voting procedures for nominating Department Chairs and Directors that were formerly only available in a separate policy. The need to consult two separate policies each time a department nominates a Chair has led to confusion and procedural errors in the past. In addition, the policy has be reformatted for easier use and a number of corrections have been incorporated at the suggestion of the

32/,&<5(&200(1'$7,21
6HOHFWLRQ DQG 5HYLHZ RI 'HSDUWPHQW &KDL

,1752'8&7,21

3UHDPEOH

'HSDUWPHQW &KDLUVRDUHRPPXQLWLHVIDFXOW\ DV
ZHOO DV WKH PRVW LPSRUWDQW VWHZDUGV RI WKH
8QLYHUVLW\ DW WKH ORFDO OHYHO 7KHLU HIIHFWL
FRQWLQXDO VXSSRUW RI WKH IDFXOW\ WKH\ UHSUHV
'HSDUWPHQW &KDLU LV WKHUHIRUH WKH PRVW LPSRU
GHFLVLRQ RI GHSDUWPHQWDO
af‡ Wp 0
af,' @ ` ` w

HIIHFWLYH ([FHSWLRQV PDGH XQGHU UHDVRQDEOH LQVWDQFHV DQG UHDVRQV

'(3$570(17 120,1$7,1* 352&(66

(YHU\ IRXU \HDUV WKH FXGHWV SDUKDPHQWDULDQV GHFLGH WKHLU 'HSDUWPHQW W &KDLU E\ VHFUHW EDOORW YRWH IROORZLQJ WKHVH SUR SURFHGXUHV IRU GHSDUWPHQWV EHFDXVH GLVGRZQJUDGLQJ VHFWLRQ EHORZ

'HDQV DQG GHSDUWPHQW FKDLUV VKRXOG GERXW WUDQVLWLF SRVVLEOH WR DOORZ GRZQJUDGLQJ &KDLUV VKRXOG EH VLQJOH WHUP DQG QRW UHQHZDEOH &KDLUV VKRXOG EH DEOH WR DSSRLQW WKHLU RZQ VXFFHVVRUV

&ROOHJH (OHFWLRQ &RPPLWWHH &RPPLWWHH &KDLU &RPPLWWHH &RPPLWWHH GHVLJQHH D PHPEHU JRI 5WK &RPPLWWHH FKRVHQ FRPPLWWHH IURP DPRQJ WKH RQH KROGL HOHFWLRQ DQG RQH WHQXUHG IDFXOW\ PHPEHU E\ WKH GHSDUWPHQW DQG VWXGHQW UDFN IRU VXE\W\ IURP D GHSDUWPHQW IDFXOW\ ZKR DUH QRW FDQGLGDWHV

5HSRQVLELOLWLHV &ROOHJH (OHFWLRQ &RPPLWWHH &RPPLWWHH VKDOO VHH WKDW WKH GHSDUWPHQW LV WKLV SROLF\ VKDOO ZLWK WKH KDQGS HR[IS)DFXOW\ SROLF\ WR WKH GHSDUWPHQW ZKHQ YRWHV DQG VKDOOXV VWV WKHLU RZQ YRWHV DQG VWXGHQW 3 'HSDUWPHQW LQ WKH DSSURSULDWH IRUPDWV

&KDUJLQJ WKH 'HSDUWPHQW DW WKH 'HQ¶V RSWLR (OHFWLRQ &RPPLWWHH VKRXOG DWWHQGLQQ'LQSJDUW RI WKH QRPLQDWLRQ SURFHVV SURYLGH WKH &KDL GHVFULSWLRQ DQG IUDFWLRQ RI DVVLJQHG WLPH D QRPLQDWLQJ D &KDZLKR SDUWLFLSDWH WKH 'HSDUWPH VKRXOG GHSDUWPHQWLE HLRDUWLQJ VSQFYLLWFDOOR L UHPDLQ E\ WKHHPDLWKLW DFRVW\ SUHVHQW

2SHQ PHHWLQJ $VKPHOHE KHOG LQRQ ERJDQQWRKLQHHG WR VHUYH DV 'HSDU7KHPHGHVD&KDLUQ PHQ\GDWXUHPLQ DQG PHGLXP RI WKHLPHWRQLJWDFRQGWKHHUHQFHV PHHWLQJ PXVW EH RSHQ WR DOO IDFXOW\ LQ WKH GL PLQLPXP RI RQH ZHHN LQ DGYDQFH

'HFLVLRQ RQ H[WHUQDO GHSDUWPHQWKHDGVHSDUWPHQW KDV\VGHFLGH D WKURXJK QRUPDO YRWLQJ SURFHGXUHV H[WHUQDO FKDLU DEHSOHRZVHEWWRQGLRPHSGLDFWHOLQ ZLWK D QRUPDO QRRPLQGHSHQGHQWKRXQJHSHUFHQWLWKLRQ EH GHQ

(;7(51$/ 6($5&+(6

5HTXHVW IRU DQ H[WHQVLRQ RI WLPH WR ILOH D FRPSODLQW
FDQGLGDWHV IURP RXWVLGH 6DQ -RVH DSSOLFDWLRQ LY
EH KLUHG DV D WHQXUHG IDFXOW\ PHPEHU DQG DV G
'HSDUWPHQW IDFXOW\ H[SHULHQFH UHTXLUHPHQWV IRU D
$ GHSDUWPHQW UHTXLUHV WKDW D FKDLU [RWHOHG WKH
PDMRULW\ YRWH RIIRXOHGZLQDUVRPHQW SURFHGXUHV
GHSDUWPHQW YRWLQJ ULJKWV 6XFKUHQWXUHVDU

$QTpÐ€p€p 0 /gDð~Á 0 EH'PÐ TT HG€P @ü! 6X5T@P Q @Àp@p€Â@Á 0 Í•Q @ —

'HSDUWPHQWV PDGH FKRRVH WR HLQUSULQDRVHDWLY
D &KDLU H[FOXVLYHO\ WR WKHLU UHFUXLWPHQW

,Q FRQIRUPLW\ ZLWK WKH $SSRLQWPHQWV SROLF\ D
VKDOO EH UHYLHZHGDQGDPXVWEHFHUWLILHGUHPHQGHWL
IURP WKH DSSURSULDWHDXWKRULW\ RQ WKH GHSDUWPHQW
DSSRLQWPHQW FDQ EH FRPSOHWHG

$332,170(17

7KH 3UHVLGHQW DSSRLQWVWKHDQGSDUWPHQW &KDLU LQ
ZLWK WKH 3URYRVW &ROOHJH 'HDQ DQG GHSDUWPH
DSSRLQWPHQW LV QRUPDOO\ IRXU \HDUV

([FHSW LQ UDUHLQVWDQFHVDQRFRPSHOOLQJUHDVRQVVKDOOHD
DSSRLQW D SHUVRQ UHFRPPHQGHG E\ WKH GHSDUWP

7HFKQLFDO GHWDLOVWKHFRQGLWLRQVRIWPHQWDWLRQWD &KDLU D
OHWWHUV VDODU\ DZDUGVEHQHILWVDQGWHUP KRI 2WKH
3URYRVW

)$,/85(72 2%7$,1 &+$,5 120,1((6 $6 '(6&5,%(' ,1 6(&7,216
1RPLQDWLRQV PHQWDSSRLQW $FWLQJ

'HSDUWPHQWV PD\ EHFDXVDEOHWRRQXOGHDLQRUPDO QR
'HSDUWPHQW &KDLUWKHLFDWRXLQGDEHSRVWPLRUW ZLWK
OHDGHUVKLS TXDOLILHGQWRZLEHO&KDLFD•QGZLGLVFRXQ•SQ•TQ(

([WHQGHG LQWHKUHPH&WKDQVVRQ7RI DQWLPHWQHWULFH\DSQSGR
RQH \HDU PD\ HQSGUDLQJHLSOWHKVHRI FROOHJVLKDRXJDGY HUQ
EH DYRLGHG LI SRVVLEOH ,I WKL\RRPHFXQPVHQWH 2U
&RPPLWWHH RI WKH $FDGHPLF T6XHQDHWLDRWR WKHH UHD
VLWXDWLRQ DQGPUHQSGDWLRQV WHRF WK3HUHMQGHWQHWDQG

5(9,(: 2) '(3$570(17 &+$,56

7LPLQJ RI 1RUPDKCH5'HYDLQHZKDOO LQLWLDWH WKH IRU
HDFK 'HSDUWPHQWQVJ&WKDHLUGXUWK \HDU RI DQ LQFXPE
XQOHVV WKH LQFKDEHQHVVKWHDZLHVWQRWR EH D FDQGL
FRQWLQXH DV &KDLU EH\RQG WKH IRXUWK \HDU

(DUO\ 5HYLHZ 'HSDUWPHQW IDFXOWL\ZPDI\WKQHWLDWH
'HSDUWPHQW &KDLUSEHWWLXEPRQVWLRQVWKHWKEDVDSURYL
OHDVW RQH DFDGHPLEG\HDQF HKDWKSDVWUR DSSRLQ
SUHYLRXV UHYLHZ DZKHVWDWLVLRQSWKVVJKQHG³7KH X
IDFXOW\ FDOO IRZU RI SRUXRUP'HWSDUHWPHQW &KDLU ´ ,I W
VLJQHG E\ GHSDUWPHQLQJ DFFRUGHWWKDRQ WKH GH
HOHFWRUDWH WKHL&RQOWLEJWH'DDRKZRLDKDSUHYLHZQW W
&KDLU 7KH SHWLWLRQE\KEHGGHGDWOWRSRXJKLW
WKH UHYLHZ WR EHFWRSHQGH RIEWKRHUXUXHQDQVHP
HDUO\ UHYLHZ VKRXPSGHDWZLGZEHKEP UGHXWLSGD\V IU
RI WKH SHWLWLRQ 7R GHWHUPLQHWLKUHKHSHGVLWWK
VLJQDWXUHV RI ERWWKDFHQIXUFHOWH\QDQGEHFRXQWHUGV
ZLWK WKH VLJQDWXUHEJKRVHGHDFFXRUHRLQWLWR WKH SU
WKHLU DSSRLQWPHQWVDQ7KRX'HDQ WKH XQLHUVLWLHV
ZKHWKHU WKH SHWLWLRQKRQVHKFHGEVXWKWKZHLWOORQHLHVVWK
DQG WKH VLJQHG QDPHRVPFWRKQHLGHEXWPLEDQW FKDLU

$SSRLQWPHQW DQG &RPSRVLWLRQ RIJ5HYLHZ RRPPLV
WKH IRXUWK \HDU R&KDLHU¶VSWDHUWPHQQGHU WKH GLU
&ROOHJH 'HDQ WKH WHHQDFNG GHQSDWWRQHQWHODFXOW
IURP LWV UDQNV D SHWHWHUHWLRHZYDROPXQQWH&KDLU¶VSD
SHUIRUPD7KFHHUHYLHZ FRPPLWWHH LQ FRQVXOWDWL
'HDQ ZLOO GHWHUPLQHVWDKQHGSUFRFSH RI WKH UHYLHZ
IPK U
&ULWHULD IRU 5YHLYHZHZRP7KLHWUHH ZQWFKRQVKHO&RDOLRJ
'HDQ VKDOO VSHFLRVWHKYHGFXDWLQGDWHQJDWR EH LQFXPEHQW
SHUIRUPDQFH 7KHUQWLVQSKHDHSHPSEHHWGXHÂU-YHEG IURP WK
%Á)p E w0ìØÍ" & UIFP0K5HPÁYP D0W p0L`Q

€

(Á)p E 3p >

7UDQVLWLRQ WDSSDRLQWXHGD&KDLUQJ:KDLOHWRKHUVHHL
FRPSOH[WDVNV RI WKHHLGWSHDULWP&HKDWLU¶W XOWLPDWH
UHVSRQVLELOLWKHYGHSDSWRSHRUWHRSHRUWHRU\DWUDQVLWLRQ
UHJXODUO\ DSSRLQWHG &KDLU 7KH LDQWHHJXLOPD&KDLU
DSSRLQWHG &KDLUPVDDONHVEHRIRFHWQWKHEHQLHQWQLQJ RI
DFDGHPLF \HDU ZKHQ WKH LVQXPEHULFRHKU)DOO RU E\ W
EHJLQQLQJ RI WKH IOOORZLQJ 6SULQJ WKHHVWHU ZK
6SULQJ ,I WKH GHSDUWPHQW FDQQRWQWHUGQ&KDLUURQ
ZLWKLQ RQHVLHDUWLRQWKRXOGEHDQGH)DLOHFWLRQ
WR 2EWDLQ RI WKLV SROLF\

7HFKQLFDO GHWDLOVWKHFRQSRQWPH&KDURU DQ LQWHUL
DSSRLQWPHQW OXHWWPHQWDOHDWF DWGEEMWKRRUGL
2IILFH RI WKH 3URYRVW

6(/(&7,21 2) $1 $&7,1* &+$,5

$Q DFWLQJ DSSRLQWPHQW RFFXUV ZKHQ'HSDUWPHQW
DEVHQFH LOOQHVV YDFDWLRQ RU ZLHDKLHQ EXWDLV H[SM
DEVHQFH LV OHVV WKHDQHRQHRQRWKRXWWEDWLRZLWK SWKH
FRQWLQXLQJ &KDLUWRDWGWKHUHPLQHQLQJ&KDLUURU DQ DFW
2WKHUZLVH DQ DFWLQJ &KDLU LV DSSRLQWKHGUDQG VHU
DSSRLQWHG &KDLU UHWXUQV

3ODQQHG QHHG IRU DFWLQJ &KDLUFH:RHQ WKDLVKRU
FDQ EH DQWLFLSDWHG VKRXOG SURPWO\ EDLH DQ$QFWLQ
WKH SURFHGXUHV RQWOQHEDLQ QVHFWLQDWLRQ

6XGGHQ QHHG IRU DFWLQJ &KDLU LV LQVXIILFLHQW WI
RWKHUZLVH LPSUDFWLFDO WRQFDWSRQWVHUWFKHV UHJX
H[SODLQHG LQ VHQJW&KQLU EWKRGWLJQDWWGKHV
SURFHGXUHV RHXFWQEQHG LQWHULP

/LPLW RQ OHQJWK RI VHUYLFH EQY$HFWRQJH &KDLQ R
IXOO DFDGHPLF \HDKUH DQ&SRVEHERUHDRGDHPLFU WK
\HDU $ &KDLU ZKR LPRUHEWHQDQ IRQH \HSDLUDFKRXOG E

7HFKQLFDO GHWDLOVWKHFRQSRQWPH&KDLRU DQ DFWLQJ
DSSRLQWPHQW OXHWWPHQWDOHDWF DWGEEMWKRRUGL
2IILFH RI WKH 3URYRVW

5(029$/ 2) '(3$570(17 &+$,5

,Q UDUH FLUFXPVWRQHQFHVEWVPDD\UEHFR WHPHQYW &KDHSUDU
SULRU WR WKH HQRXUDHWDLRQWRUPWKFKHUH DUH WZR SRVV
ZKLFK D &KDLU PD\ EH UHPRYHG

$GPLQLVWUDWLYH DGHPRQVWUDW&KDLUHSRHMDORRXV\
UHFRPPHQGHG E\ WKH IDFXOW\ RI D GHSDUWPHQW L
VKRXOG RQO\ EH XQGHUWDNHQ HRVRFEH JL&KDLU ZL
DQ RSSRUWXQLW\ WRRYRHVWWDZQGW'HDQKHRUGHIHQG KLV
UHFRUG SULRU WR JUHPRYDO) RKOHRZEHKRVWHQW RU

VKRXOG PHHW ZLWK WDKFHXOHDQDVVHHQWLQ D GHSD
PHHWLQJ WR DQQRXQFH WKHLU LQWHQWLRQ WR DGRSW WKH WUDQ
5HSODFHPHQW RI WKH &RQWUDFWXDO RFFXSDWLRQ LQJWR W
LQ VHFWLRQV RU RI WKLV SROLF\

)DFXOW\ LQLWLDWHG WHPSRUDU\ PRQLWRULQJ RI WKH
&KDLU XQOHVV D IRUPDO DSSHDO LV ILOHG ZLWKLQ WKLUW\
PRQWKV 7KH\ PD\ LQFOXGH LQ WKHLU DVVHVVPHQW D RI WKLV SRO
)ROORZLQJ WKH FRQFOXVLRQ RI WKH DQQXDO UHYLHZ
GHSDUWPHQW ZLOO PDNH D UHFRPPHQGDWLRQ WR WKH
YRWH ZLOO IROORZ WKH VDPH SURFHGXUH &
QRPLQHH DV GHVFULEHG LQ VHFWLRQ RI WKLV SRO
D YRWH RI RI WKH WHQXUH WHQXUH WUDFN IDFXO
UHFRPPHQGDWLRQ WKDW WKH3U&KDLUGHFLGHWKHP
YRWHV RI OHFWXHUGHUDW DSHUURUWKHSURFHGXUH
UHSODFHPHQW RI WKHL&KDLUUHFRPPHQGDWLRQ W
LQ VHFWLRQV RU RI WKLV SROLF\

í
î
ï
ð
ñ
ò
ó
ô
õ
í ì
í í
í î
í ï
í ð
í ñ
í ò
í ó
í ô
í õ
î ì
î í

7KH 8QLYHUVLW\ DQQXDO 5H6[&VHDQG/YLRVQR UWEVSFURRPPHLFWWLHQG
WKH HGXFDWLRQDXGLHQWVHUDHQVWVDQDOLQQ HQYLURQPHQ
IURP XQGXH LQIOXHQFHU RVWSULYDWHDWLRQLVR QUVRI GHYLD
DFFHSWDEOH VWDQGDUGVXOGVWKLEUURWKHJDQWLWRR RIKWKDHW
FROOHJH RU GLYLVLRQ9K3HDGU5HVHDUFKHUVKWL6RKF ZDLOOH EH
LQYHVWLJDWHG DQGHZKDFWLRQSWUHQDEWKH DSSUR
DGPLQLVWUDWLYHRQIILFHVXEMHFWWRHOYHLYHZOEHRWKH
DGPLQLVWUDWLRQ DQG WKURXJK VWDQGDUGV8QLYHUWL
DSSOLFDEOHGHXGDHPSKORRUHHV

(5HFRJQLWLRQ
6LJQLILFDQW VFKRODUOQWURLEXDWLRQVWIURP VWXGHQWV P
E\ WKH 56&$ DGYLVURLQJ3QJLRVWWXGRHEQWRMLHQFWWR WKH5H6&$&S&SU
DGYLVRU PXVW GLVEXQWV EZKDLWJQLVILFDZQWWKRQ WWUKLEXWLR
GLVFLSOLQH

,, 6SRQVRUHG 3URMHFWV
6SRQVRUHG SURMHFWV DUH IXQGHGUPEDWLZUWWVHTVàL Q ZKLFK

ZRUN IRU 7RZHU)SRHKQIRDWHSEULD&WRHDQIRQXQGDW
5HODWLRQV

,Q FRQVXOWDWLRQ ZLWK WKH $VVRFLDWH 9LFH 3UHVLG
GHVLJQHH KHUHDIWHUU WKHVHWDHE $QF OXGHV KLV KHU
ZKHUH VSHFLVLKHGOS6WSKH 3ULQFLSD,UEQYHVWWKLJDWRU 3,
UHTXLUHPHQWV JRYHUQLQJ SURSRVDO USGHQSDURDWLRQ
DQG SRVW DZDUG PDQDJHPHQW 63$V RVWLEVHZLXQKGLQG
RSSRUWXQLWLHV PDQDJHPHQWRLRQWLRQWKRQLDEOWRSPLWHG
VXEPLVVLRQ RSSRUWXQLWLHV GEYHOOIRSQHQWKILEXUUH
UHSRUWV 63$V DOVR[HGFKJWHWODWHUDQGVH7UDQVIHU $JU
'LVFORSXUH $JUHHPHQWVUD,QVDQG DJHUHWKEWVOHDQG D
LQVWUXPHQWV KVWSRRQLDRWHGZSLWRJUDPV

7KH 3, DFWLQJ IRUID6QG8RQDEHKDOPDRUOLWHVRRQWLKEH
PDQDJHPHQW RI KLV KRHMUHVSRLQVRUFHSUDQFHWZDWK IHG
8QLYHUVLW\ DQG VHSRQVRUJRUHTXHUHPXQLQGHGHZ,PXVWD
EH GHVLJQDWHG ZKRFSSHDWRQDLQOWKEUWRMHFW WR D V
,Q FLUFXPVWDQFHV ZKHUHLDHVRQVKDWWKHP3 ,HVXGW
3URYRVW RU 'HDQ GW3K,HZLGOHOVLJHQUDYHHR3QHEVLKGHQIWR I3WRHY
RU 'HDQ

% 3ULQFLSDO ,QYHVWLJDWRU (OLJLELOLW\
,QWHUQDO (OLJLELOLW\
7KH 3, DQG DQ\ FR ;DVOLKLVHG EH FGXDDQGLRQSHUUEQHQ
LQ WKH DUHD LQ ZKL&SKRWKRWKHUGHSGURRQHGXFWLVHGEHLQ
*HQHUDOO\ IDFXOW6\PRQEWKHV WDWQXUH OLQH KDYLQJ W
$VVLVWDQW $VVRFLDWH RU)XOO3UEWHGUIWKHU OH
DSSRLQWPHQW DUH3,HRQJVSRQVLEGHSDUWHDW $ FR
IDFXOW\ PHPEHU VWXGHQW RU RWKHU 8QLYHUVLW\ SH

([WHUQDO (OLJLELOLW\
&HUWDLQ VSRQVRUWSRHUFLXQG6,HRUV PRD\3, HOLJLELOLW\ FU
FULWHULD PD\ LQFOXGHGGVHKEHRQRVW WHQXPHV WKRW PDQ
LQGLYLGXDO KDV EHHQ D 3, IDFXOW\ PHPEHUVKLS HW
FULWHULD WKH SRWHQWLDOD3ZDRUHGRRUBVSRQHVLERLZOLWL
KDYH DSSURYDO IWRPDQGVPKHHWX3QLQQW\FRH3,XHUOHPLEQLWV
DV GLFWDWHG E\ 6-68 SROLF\

([FHSWLRQV

$Q DGPLQLVWUDWRU IDFXOW\ PHPEHU LQ WKH)DFXOW
)(53 HPHULWXV WKHQFSWRUYDLUV\LWDLGQMWY R8QXLQYWHUWUWD FXU
DX[LOLDU\ HPSOR\HH3, PRDU VFRU3Y,HZ DW KRWK]HDSWULRRQURD XWKH
$93 IRU 5HVHDUFK)RHUVDFQGHOLF3, DQGXVWR EHVWDWXV
UHFRPPHQGHG DW WKH GRSDUWPHQWRDOHSHUUWDLQJ V
DQG E\ WKH 'HDQ RU EHVWJHHVWEDWHGWKLHSRQYJHQHWLDOR
3, WR FRPSO\ ZLWK DQGLQGXVWUDWLYHTXLUHPHQWV 1R
SHUVQQHO ZDOOHXVHDFRPHQGDWLRQSURFHVV 7KH
H[FHSWLRQ LV IRUZDU&XHGLFXRQJP ZLWWRHWRKUHUSHV3XIRU
5HVHDUFK IRU ILQDHQFHSFWLVRQ D7KSHUSYLUGHY DO PLRWHG
VSHFLILF SURSRVDWXRUIRUYXLEGHLWWLRQVSHRUWKHVHFL
$93 IRU 5HVHDUFK RFHWWRKHWUDTXHVW QWKWLGHDZQGO
DOWHUQDWLYH 3, VROXWLRQV ZLOO EH GLVFXVVHG

& ([WHUQDOO\ )XQGHG 3URSRVDO 6XEPLVVLRQ 5HYLHZ
$OO UHTXHVWV IRU HV[SHQVHQVQDUHG SXUQRGHEXWVQRWFOLXGLW
OHWWHUV RI LQWHQWW SFURRSWRUVDFWVWRWKUXHGKDVVEH 6-68
FRPPLWPHQW WR WKH H[WHUQDO SDUWQVRUKLDQJODRHQFLE
ZLWK SULRU ZULWWHSQUEHVSGHRQVDODQGFWWKHHFKLFHHUILQDO V
GHVLJQHHV DW 6-68 WKH $93 IRU 5HVHDUFK DQG $93 I
7KH GHVLJQHHV ZRUWKHFO6VHWKUZRWKK LZXQLGFKQHJ[WHUQDO
SURSRVDOV DUH VXEPLWWHG DZDUGV DUH UHFHLYHG 2
UHVSQVLELOLWLHRIQWKRVHVSWLQFDZDUGV DFQHSWKDQG I
RI WKH 8QLYHUVLW\ EHQGHP3S,KDWL]HG WDKUHWJDYHOQDWGK
LQVWLWXWLRQ DQGGUDIRWQJRQWHKHVWDQJLQYKEFRQWU[UHFFXW
UHSUHVHQWLQJ 6-68 DQGWHWKHFWLQJKZQWK VSRQVRUV 7
5HVHDUFK 63$ DQGQWKH UHJHVDSRQMREELQHVWRLWKQVRQDQJ
FRPSOLDQFH ZLWK)HGHUDODQGWDQGSR8QVLRYHSWLF\ I
SROLF\ FRPSOLDQFHUFRZDGGQDQGLQJRVW DZDUG DFWLR
HLWKHU LQVWLWXSWLRQDO SFSWUVYSRQHWBSRGQVLHSRQVLELOLWLHJV U
,QGLYLGXDO IDFXQRWQ PDKPEKRUVJHUG VWLID\PE\ QLRJQ QHJ
DPHQG RU DFFHSW H[WHUQDOO\ IXQGHGGRFR6-6UDFWLWVD
DX[LOLDULHV $V QRFWKQGWDEHRWHRUHJDUKQ[WSDRXUDO IR
IXQGLQJ RI 56&$ WUDILFQVQHJYDLQG SXUBMPHXFWDO DZQGUG[W
UHFHLYHG IRU VXFK QDRMHFQWMOPJKLVEKHH 8QPLSYOHRVHLWRIW
DX[LOLDU\ WR VHUYQHYDWWDLSDLWQRFL%VDHWR6UHFWLWRQ H,OIJL
JXLGHOLQHV

)XQGLQJ SURSRVDOV WR 5/6&SS EHWLYWWKQHQWGEE\VS
DQ HOLJLEOH 3, D3,WKHVWKGHJQDWHG EH OLVWHG DV D
PD\ QRW EH WKH SRUQ3, IRUFWKQWDSFDMHFWXG,HQQJWQZKR

5 6 & $ PD\ WDNH SU3HUFRHSGUHLQHWHDU\ 5 6 & RUUHDWLRQWRULQDWHUL D
FDQQRW EH PDGH SXQEDOLHFGRZULGVKRXHWPKHHQDWSWRYDKDWIRZQ
SURSULHWDU\ ULJKWV WR WKDW LQIRUPDWLRQWRUHFHLYHWKHQRWLFH
SXEOLVKDEOH ZRENHDEQRPSYOLVKHG LWDJBQWLRYHUVKWVLDQFYHH
D VSRQVRU V SURSWULHQWRUOVQWKRUQLDGHVQWDUFKLV DQ\ UHVH
WKDW PD\ QHHG EH NEXSWWLQQRWSXQEHHWDUD\ SUHSGULF DO
DFDGHPLF UHFRUGVLRGSVHDUHFRVYLHWXQDHQGWED\UFRSRSOLHFLHV
&ODVVLILHG UHVHDUFK8LYQFLRYHUVLW\E3RWLFH)Q WKHVHV D
JRYHUQHG E\ 6-68 8EQLYHUVLWV&3RDQYROYXQEJMKXFWDVDQD UH
JRYHUQHG E\ 6-68 8QLHYHUVLWDQGOLF 56&$ GLVHPLQDWL
,QWHOOHFWXDO 3UWRSHU,QWDHQGV&WR8LRYHUHQHVL\ 6OLFL
6) DQG 6 VXKWSRXU56&$ XSKFOSGVHWRH $SFDLQHPLF
)UHHGRP DQG 3URIHVVLRQDO\DSHRXSWQLYQEHUGVLWQ\63RX8LFQ\L6

UHVHDUFK RU SURFHKVLVFKVPLVJRPWHERHI SZUKRHSUZLHVWDVUHQRVULWRM
RU FRQILGHQWLDO LQ QDWXUH

:KLOH 1'$V DUH FRPPRQ LQ SULYDWH LQGXVWULQ WKHH\ F
8QLYHUVLW\ FRQWRQOWEHWDXZLHWRIWFKHF&DHOFRRUGQLSDFXV
WKH 0F.HH 7UDQVDUKHDQSFSOLFHW VWRLEOHUGHQLJXJHQLDRQVV
RU RWKHU ODZV EHEQBXEHWWSKH&\FDPPEHUYHUDQGWWKH 8
DELOLW\ WR XVH VLXQFRUHOHWLSRQFDSVEHWHQDWHSHHGPLDQWRV
EDUV GLVVHPLQDWDRQLRQQGRIR5&SXELQLRUPDWLRQ

6WXGHQWV JHQHUDOVONHVGKRXOGLQRWDQESDDWHRJI FODVV
SURMHFWV RU DFDGHPLF FRXUVHV ,QV\HPHPEWURQDO F
EHOLHYH LW LV XQGHHQWVWDWWRIRQWWU LQWR DQ 1'$ WKH\
DSSURYDO IURPWDHQ DGSPLQRLSVWUDWRU

$Q\ 1'$ ZKLFK SXUSRWUVV6-WR FDUSDQ\ GHSDUWWKHHQHRURX
WR FRPPLW RU ELQGE6-6LJQDHQGDEXQWKRU8L]HG 6-6
DGPLQLVWUDWRU $RQ\ \6WG8IIDPHXPEWU ZKWR DXJWQKRZLJWDKRL
FRXOG IDFH LQGLYLGXDO OHJDO OLEE1L'SLWKHRU QRQ F
8QLYHUVLW\ PD\ QR&W$SWHDVXUHPEH5 LQJWRQSDUWRFLHSEV
WKDW UHTXLUHV DQF1R'SVRXOWQDZKREQKZDLWKDWKQRWLEHGHQ
FRQGXFWHG 1'$V ZKLFK DUH UHODWHG WR LQGLYLGXD
DUH QRW VXEMHFW WRRQ6-6RZDHXYWHURULLWWHVH SDUWQHU
LQWR D 56&$ DFWWYRLWVLQWHFRHQVWLEHHPOGUHDWQGQ PXVW
PDQDJHG E\ DQ DXWKRUL]HGVW-UDWRU DEHG D QHZ 1'$ P
UHTXLUHG $ FRQGLFFOWDRDWQRHULWWDKHV56&$TXHEEGULL
SDUWLFLSDWQQIJEGRWKGLXQO FRQVXOW&JSDRGHFWSZRQW
WKH VDPH HQWLW\

$Q\ TXHVWLRQV UHJUDUGHQHDSUFKSUFLRQWLGHQWLDO UHVH
1'$V VKRXOG EH WKHH2UHEGHWRRI 5HVHDUFK

& 5HODWLRQVKLSV ZLWK ([WHUQDO (QWLWLHV
7KH IROORZLQJ VWDLWKPWKQHWEDHVLWDEQSRLWKLRQJHKLHF
6-68 ZLOO HQWHU LQWR FRQWUDFWXDOHV DGJHUHHPHQWZLWK
56&$ ([WHUQDO HQWHWZLHWKPQ\RSHRSWLHWDU\ HQYLUR
8QLYHUVLW\ IXQFWLRQQH IRQ IWKH SQHL[SLUHVDQGRS7RQ
VHUYH WKH FRPPRQKLQWKHUHQLWYHURVLEQRDOQHGQWKWLH[WHU
UHDVRQDEOH DQXGLGRONQEEVEHRVLYFRZHQDEURPXVEH
HVWDEOLVKHG

6-68 HQWHUV LQXWDOQDJUFRQPHUQDWLWKDW UHVWUDLQV WKH H[LVWHQFH RI WKH DJUHHPHQW QWKWKEHUGHGQWLWX RI WKH VSRQVRU

$V QRWHG HDUOLHU6-W8ZLOQWR DQ\ 1RQ 'LVFORVXU 1'$ DJUHHPHQW WKDWVSHQYHDVQHQWDWREDU IURP SXEOL RWKHUZLVH GLVFORVSXEOLFHQ\ILHORZLHU5HVHDUFK3RQR EHKDOI RI WKH LQVWLWXWLRQ DQGZLWKWKHVFRQF\XU QHJRWLDWH LQ DGYDQWHRQRGHOOR SXEOLFDWLRQ I RI GD\V WR DOORZLYHSRQVRQRZRKSHUWKHUDWKHU SU LQIRUPDWLRQ PD\ EH KHUHKYHDQWHKG\ RZULO OLHJKHUVFLXQHGWKH SDWHQW FODXVHV LQWKHULHQHPWQWXVWZLRQKD7KFHK$R IRU EHKDOI RI WKH LQVFWQWXULRQFZLRWKWKHLQPYDHVDJHH WR DQ DGGLWLRQDO GHOD\ RI XS WR GD\V

([FHSWLRQV WR 6PHDFWLRJUD,QWHG E5\HWKEUF9K3 ZRR PD\ UHO\ RQ WKH UHFRPPHQGDWLRQ RI DRQ DG KRF FRP 5HVHDUFK ZLOO PDNHRUDWQ WDRQWXKDO3UHHVHQWLRQV I\FLI\L JUDQWHG XQGHU WKLV SURYLVLRQ

7KLV VHFWLRQ RQ ³5HODWLRQVKLSV ZLWK ([WHUQDO LQGLYLGXDO SULYDWHFWFRQ7VKXHOVWLZQRJXSDG EH SURMHFW VSRQVRUHG SURMHFXQVLYHUVLWQRUWKVXRXHUFHV RU 6-68 VW

7DEOH 2WKHU 8QLY5HHUDLWL\3JRWRF5HVHDUFK 6FKRODUVKL $FWLYLWLHV

5ROHV DQG UHVSRQVLELOLWLHV	
6	$FDGHPLF)UHHGRPVDRQGD3UHHVSRQVLELOLW\
6	&RQIOLFW RI ,QWHUHVW3RO LQF8RDOF\QYHVWLJDWRUV
6	5HSRUWLQJ RI 2UHJDUQFLK]HGG6H7UDLQLQJ 8QLWV
)	3URKLELWLRQ RI &ODVVLILHG 5HVHDUFK $FDGHPLF

)	5HVSRQGLQJ WR $OOHJDWLRQV RI 5HVHDUFK 0LVFR
6	5HWHQWLRQ 7HQXUHUDQGJX3UDFWLFHVDQG3URFHGXUHV(PSOR\HHV3URFHGXUHV
6	5HWHQWLRQ 7HQXUHUDQGJX3UDFWLFHVDQG3URFHGXUHV&RQWUDFWRUVDQG6WDQGDUGV

25*$1,=$7,21 2) 7+(352*5$0 3/$11,1* 352&(66 $7 6$1 -26e 67$7(81,9(56,7<

, $XWKRUL]DWLRQ RI 3URJUDP 3ODQQLQJ

6DQ -RVp 6WDWH 8QLYHUVLW\ FRQWLQXHV LWV WUDGLWLRQ RI FXOWLYDWLQJ WKH XQLTXH SRWHQWLDOV RI HDFK VWXGHQW WKURXJK SHUVRQDOL]HG SODQQLQJ :KLOH WKLV SURFHVV LV PDQGDWHG E\ SROLF\ DV IRXQG LQ WKH &KDQFHOORU¶V 0HPRUDQGXP $ À0 € PÀ

9,, $QQXDO $VVHVVPHQW 5HSRUWLQJ RI *RYHUQPHQWDO $FFRXQWLQJ DQG
2XWFRPHV

$ 3URJUDPV DUH UHTXLUHG WR SURYLGH DQQXDO DVVHVVPHQ
7KHVH XSGDWHV DUH WR WKH 'LUHFWRUV¶ $VVHVVPHQW RI
RQH IRU *(FRXUVHV ZLWKLQ D SURJUDP DQG GUDZLQJ
DFKLHYHPHQW RI WKH RYHUDOO SURJUDP OHDUQLQJ RXWFR

% 7KH DVVHVVPHQW IRUPV DUH FUHDWHG E\ WKH FROODERUDWLQJ
'LUHFWRU RI $VVHVVPHQW

& 7KH 'LUHFWRU RI $VVHVVPHQW UHYLHZV WKH SURJUDP
EHWZHHQ WKHLU SURJUDP SODQQLQJ F\FOHV

San José State University
Program Planning Guidelines

Table of Contents

Table of Contents 1

Program Planning Process 3

Program Planning Procedures and Timeline 4

5.3 Department Initiatives to Enhance Student Success 12
5.4 Resource Implications 12
6. Assessment of Student Learning in the Program 12
6.1 Program Learning Objectives (PLO) 12
6.2 Map of PLOs to University Learning Goals (ULG) 12
6.3 Matrix of Courses to PLOs 13
6.4 Interpretation of Assessment Results and Subsequent Actions 13
6.5 Longer Term Indicators of Student Success 13
7. Program Metrics and Required Data 13
7.1 Enrollment, Retention, and Graduation Rates 13
7.2 FTEF, SFR, Percentage T/TT Faculty 13
7.3 Additional Program Data Elements 13
8. Assessment of Student Learning in GE courses, if any 14
8.1 GE Summary and Reflection 14
8.2 Interpretation of Assessment Results and Subsequent Actions 14
9. Appendices to the Report 14
9.1 Required Data Elements 14
9.2 Accreditation Report (if applicable) 14
9.3 (Example) Curriculum flow charts, and mappings 14
9.4 (Example) Assessment rubrics 14
9.5 (Example) Student success data summary 14
9.6 (Example) Program Review 14
9.7 Other (as determined by the program) 14
Appendix 3: External Reviewer Guidelines and Process 15

Table 1: Example Questions to Consider in the Self-Study

” How are technological, social, economic, environmental, political and legal factors likely to alter the careers for which we are preparing our students? ” What changes in career opportunities, professional practice, technology, or other relevant discipline characteristics are students completing this program likely to face? ” What changes are expected in the characteristics or academic backgrounds of students coming into the program? ” What changes in the curriculum (e.g., for lifelong learning, good citizenship, living in a complex, multicultural soci ety, etc.) should be considered to improve student success and better prepare future students for their lives and careers? ” What are some the most pressing challenges our students currently face and will face in the next 5 to 10 years? And, how can our programs address these challenges (e.g., through curriculum, modes of instructional delivery, advising, academic support)? ” What challenges do faculty face, both in their career development, and the life-work balance that are unique to our region? ” What faculty recruitment and development opportunities are needed to support the program? ” What changes in support resources (e.g., staff, equipment, infrastructure, travel funds, etc.) are needed to maintain or change the program quality, size, and achievement of student learning outcomes and RSCA?
Note: this list is neither exhaustive nor definitive.

Program Planning Procedures and Timeline

The timing for program planning is governed by University Policy (i.e., Section V). The primary steps for program planning are summarized in Table 2. The entire process should take no longer than 4 semesters to complete. Each step is discussed in detail below.

Table 2. Summary of Program Planning Timeline

Activity	Primary Responsible Party(ies)
Semester 1	
1. Developing the Self-Study	
” Meeting with Dean to discuss the elements of the self-study	Dean and Department.
” Department requests required and any optional data elements from Office of Institutional Effectiveness and Analytics	Department and Office of Institutional Effectiveness and Analytics
” Complete the Program Planning checklist to ensure that program adheres to the guidelines (page limits, GE included, Data elements included). ” Prior to Dean review, Chair of Program Planning checks the self-study for completeness. ” Self-study sent to the Dean for review.	Department, Chair of Program Planning.
Semester 1 and Semester 2	
” Dean reviews, prepares a brief written commentary, and approves the self-study.	Dean
2. Setting up external reviews	
” Provide the vitae of three external reviewers to the college dean (in the case of accredited programs, no additional reviewers are required). ” Dean ranks reviewers and forwards rankings to AVP of GUP. ” AVP of GUP selects and invites external reviewer.	Department, Dean, and AVP of GUP

1. Developing the self-study

The program planning process begins with the department (or program) faculty meeting with their dean to discuss challenges the program anticipates (see Table 2), the department's strengths, weaknesses, threats and areas of opportunity, and suggest initiatives and actions needed to meet those challenges. In developing its plan, programs should be guided by the department, college, and university's vision mission, and draw on any strategic planning that has occurred within the department or college. The department prepares a document, called the self-study. The template guides the self-study (found on the GUP website). Appendices to the self-study are used for presentation of detailed data, while the narrative sections of the self-study provide interpretation, context, pers pective, and analysis.

Responsibility for Self-study

Detailed guidelines for preparing and form atting the self-study are outlined in Appendix 1. The department could designate a faculty member to coordinate the development of the self-study, for which release time may be awarded; however, all faculty should be involved in its development. Funding of release time from GUP is only available for non-accredited programs. Release time funds are transferred from the GUP office to the respective dean's office only after the self-study is complete and submitted to the dean. Department chairs/Pro gram Directors have the responsibility to ensure that all tasks necessary to develop a self-study are assigned and completed (see Table 2 above for timeline of self-study). It is the responsibility of the dean's office to ensure completion of the self-study in a timely fashion. Once the self-study is complete,

which provides a university-wide perspective on the program and makes recommendations to the Provost. The department will be provided a copy of the letter to check for factual inaccuracies. This letter will then be provided to the Provost and will schedule a meeting with the Provost (or Provost's designee) to complete the overall process.

4. Action Plan Meeting

The Office of GUP will schedule a meeting with Provost (or designee), the Department/Program, College Dean, AVP-GUP, AVP-Research, Program Planning Chair and other administrators as needed. At that meeting, the Provost (or designee), dean, department chair, faculty, and staff, and the chair of the PPC will discuss program recommendations and develop an action plan. The draft action plan will be circulated to the Dean and the department before it is finalized. The action plan will be signed by the department chair, the Dean and the Provost (or designee). One copy of the signed Action Plan will be kept by GUP, one by the College and one by the department. This Action Plan will be used to guide the department in its activities in the upcoming program cycle. GUP is the official site of records and is responsible for electronic distribution of materials to concerned entities.

5. GE Component

For programs with GE courses and for which BOGS has made recommendations to the PPC, the Director of Assessment will communicate any relevant items in the Action Plan to BOGS.

1. Department/Program Recommendations

<Based on the self-study, the department must propose a plan of action for execution in the upcoming program planning cycle. List action items or recommendations for future improvement of student learning, student success, and program operations. Describe resources and timelines required for each. Please consider all categories of program review in this report.>

2. Progress on Previous Action Plan

<Summarize outcomes of the previous final action plan.>

3. Program Descriptions

3.1 Program Mission and Goals

<Include the program's mission and goals here>

3.2 Summary of Degrees, Minors, Certificates and Service Courses

<The purpose of this section is to summarize the main curricular contributions of the department. List the degrees, minors, and certificates the program offers. Summarize the service courses offered within the department (e.g., GE courses, courses serving other degree programs). Include a brief statement or table of how unit distributions within the degree programs meet relevant concentration and core curriculum policies and compliance of EO 1071. Include justification of PE waiver request as per University policies, S14-11 and S13-3. >

4. External Factors, Trends, and Context

<In this section (Section 4), include only those factors that have a significant impact on your program.>

4.1 Changes in the external environment

<Describe expected changes in the technological, social, economic, environmental, political and legal context of the program and the field. Data can come from alumni surveys, industry partners, review of policy changes, as well as other sources that are relevant to the discipline.>

4.2 Changes in the field

<Describe expected changes in career opportunities, professional practice, technology, or other relevant discipline characteristics. This would be the place in your plan in which you might explain how RSCA, community engagement, and

other activities that support intellectual engagement and currency, impact the program's curriculum.>

4.3 Trends in entering student characteristics

<Describe trends in academic and demographic characteristics of entering students and relevant impacts it will have on the program>

4.4 Future challenges for students the program serves

<Describe relevant challenges students the program serves currently face and will face in the next 5 to 10 years and impacts it has on the program>

5. Strategic Direction for the Program(s)

5.1 Changes to the curriculum and delivery of the program(s)

<Describe any proposed changes to the program(s) needed to meet the changes, trends, and challenges described in Section 4. This section should include planned changes to degrees, minors, certificates and service courses.>

5.2 Faculty Recruitment and Development

<Describe the implications of the changes noted in Section 4 for faculty recruitment and development.>

5.3 Department Initiatives to Enhance Student Success

<Describe planned department initiatives to facilitate student success (e.g., advising, high-impact practices).>

5.4 Resource Implications

<Describe resources needed, no longer needed, or that could be reallocated to fulfill the program's mission and meet the challenges described in Section 4.>

6. Assessment of Student Learning in the Program

6.1 Program Learning Objectives (PLO)

<Include the program's learning outcomes.>

6.2 Map of PLOs to University Learning Goals (ULG)

<Include a mapping of the program learning outcomes to the University Learning Goals.>

6.3 Matrix of Courses to PLOs

<Include a mapping of the courses to the program's learning outcomes at the introduced, reinforced, and mastery levels.>

6.4 Interpretation of Assessment Results and Subsequent Actions

<Provide analysis, interpretation and subsequent actions and recommendations based on the assessment data. Include relevant supporting data in an appendix.>

6.5 Longer Term Indicators of Student Success

<Examples might be job placement, attainment of higher level degrees, leadership roles, publication and successin creative activities.>

7. Program Metrics and Required Data

7.1 Enrollment, Retention, and Graduation Rates

<Describe trends in new freshmen and transfer enrollments, 1st year retention rates, graduation rates, and number of graduates from your program. Report numbers for total, underrepresented minorities (URM), and non-URM populations. Compare your numbers to college and university averages,and explain significant deviations, if any. Compare 4-yr and 6-yr graduation rates for first-time freshmen, and 2-yr and 4-yr graduation rates for transfer students, to the university targets for total, URM and non-URM populations.>

7.2 FTEF, SFR, Percentage T/TT Faculty

<Discuss the program's faculty headcount, full-time equivalent faculty (FTEF), student-faculty ratio (SFR) and the ratio of tenured and tenure-track (T/TT) to lecturer positions in the program. Examine how faculty hiring and workload practices relate to the program's mission, goals, and student outcomes.>

7.3 Additional Program Data Elements

<Discuss other significant developments or insights about the program using the remaining Program Planning Data Elements. Include all required data elements in the order they are given along with any optional elements that would help inform future directions and decision-making for the program.>

8. Assessment of Student Learning in GE courses, if any

8.1 GE Summary and Reflection

<Summarize the program's involvement in GE over the past program planning cycle and any plans for the next program planning cycle. Reflect on how well the programs' GE courses contribute to their GE Area Goals and to the larger General Education Program Outcomes. (This summary and reflection shall be no more than two pages). This is "Part 1" under "Program Review: GE Component" in the GE Guidelines. >

8.2 Interpretation of Assessment Results and Subsequent Actions

<Provide analysis, interpretation and subsequent actions and recommendations based on the assessment data. Refer to the GE continuing certification material in Appendix 9.5.>

9. Appendices to the Report

9.1 Required Data Elements
9.2 Accreditation Report (if applicable)
9.3 (Example) Curriculum flow charts, and mappings
9.4 (Example) Assessment rubrics
9.5 (Example) Student success data summary
9.6 (Example) Program Review

GE Component (refer to GE Guidelines, page 11 for details

9.7 Other (as determined by the program)

Appendix 3: External Reviewer Guidelines and Process

1. Role of External Reviewer

The reviewer's role is to bring an informed and dispassionate view to the assessment of the plan as it is presented. Before visiting the campus, the reviewer should review the Program Plan submitted by the Department.

Table 3: Guiding Elements/ Possible Questions for the External Reviewer
” How does the department/program address important trends in technological, social, political and economic environment, and trends in the discipline, nationally and locally? ” How does the plan respond to the challenges and opportunities identified? ” How does the plan respond to assessment materials included in the report? ” How does the plan address curricular, advising, and research needs to enhance student success and prepare students for their future careers? ” How is the plan aligned with the current university strategic plan and priorities as well as program, departmental, and university learning outcomes? ” What are the measurable outcomes of the plan? Are they germane and realistic? ” How does the plan address the educational needs of the diverse community of which SJSU is a part?
Note: this list is neither exhaustive nor definitive.

During the visit, the reviewer will meet with students, faculty, and administrators. An initial interview will be held on the first day with the Dean and AVP-GUP. At the end of the visit, the reviewer will be asked to present initial impressions and findings at an exit interview, which will include the dean , faculty from the department, AVP-GUP, representative(s) from the Provost's office, the Director of Assessment, and representative from the Program Planning Committee.

2. External Reviewer Selection Criteria

The Department nominates at least three candidates as the external reviewer, who

reviewer.

D. The department then arranges the schedule of the visit, including the entrance and exit interviews, in consultation with the College, the Program Planning Committee Chair, the Office of Graduate and Undergraduate Programs, and Office of Research.

E. The department contacts the reviewer one month prior to visit to see if they need anything else.

F. At the time of the visit, the Office of GUP transfers funds to the College. The department arranges for all payments of honoraria and airfare.

G. The reviewer must submit an electronic final report to the Office of Graduate and Undergraduate Programs within three weeks of the completion of the visit.

5. External Reviewer Visit

A. Time: One and a half days to two days for site visit.

B. People to meet while on campus:

- Department faculty, staff, students, and Department Chair (Alumni if possible)
- College Dean and Associate Deans
- AVP of GUP
- AVP of Research
-

The report should be 3-5 pages in length and should be guided by the rubric posted on the GUP website. Findings should be based on evidence that is collected in response to the primary focal points of the Self-Study. It must also include recommendations for change if the reviewer's evaluation finds that the plan is inadequate in the light of assessment responses or other reasons that are explained. If possible, it should also include comparisons with other programs in institutions and communities that are similar to SJSU. The format of the report should include an executive summary (i.e., summarize key recommendations), an analysis of the curriculum and assessment, review of student experience and success,evaluation of resources (i.e., planning, personnel, program management), identification of challenges and opportunities, and conclusions and recommendations[1].

[1] See GUP website for suggested template for Exte

6DQ -RVp 6WDWH 8QLYHUVLW\
$FDGHPLF 6HQDWH
&XUULFXOXP DQG 5HTXLUHPHQWV &RPPLWWHH $6
0D\
)LUVW 5HDGLQJ

3ROLF\ 5HFRPPHQGDWLRQ
6-68 *UDGXDWH DQG 8QGHUJUDGXDWH 8QLYHUVLW\ /HDUQLQJ *RDOV

/HJLVODWLYH 5HIHUHQFH 6

5DWLRQDOH WKH SDVVDJH RI SURKLELWLQJ SURIDQLW\ DQG SUHGDWRU\ DFWLYLWLHV IURP RXU FDPSXVHV UHFHLYHG UHFRPPHQGDWLRQV IURP RXU 8QL*RYHUQLQJ &RXQFLO DQG 3/$1,1* DQG ,QWHUQDWLRQDO 3URJUDPV UHJDUGLQJ RXU 8QGHUJUDGXDWH DQG *UDGXDWH 3URJUDPV 7KH 3URYRVW DQG 6HQLRU 9LFH 3UHVLGHQW IRU $FDGHPLF $IIDLUV DQG WKH 9LFH 3UHVLGHQW IRU 5HVHDUFK DQG ,QQRYDWLRQ KDYH DOVR UHFRPPHQGHG WKDW WKH 8QLYHUVLW\ VXSSRUW WKH 3ROLF\ 5HFRPPHQGDWLRQ LQIRUPHG E\ WKH 6-68 *UDGXDWH DQG 8QGHUJUDGXDWH 8QLYHUVLW\ /HDUQLQJ *RDOV

9RWH

3UHVHQW $QDJQRV %X]DQVKXQJ&KDUOLQG&VWDII +HLO
0HGUDQR 0DWKXU 5RGDQ 6WDFNV 7UXOL

$EVHQW &DUJLOO 0DWRXVK

&XUULFXODU ,PSDFWV PD\ DGMXVWKHVLRPSHURJUDP OHDUQ
WE HH ZRWLXLKVWDWHQWUYRX
KHDGJHV LQ VRRPUHVWXKDQLRIIXtÀ H
° 4 * p € Wr I 1 R" X €@WÐ F 0