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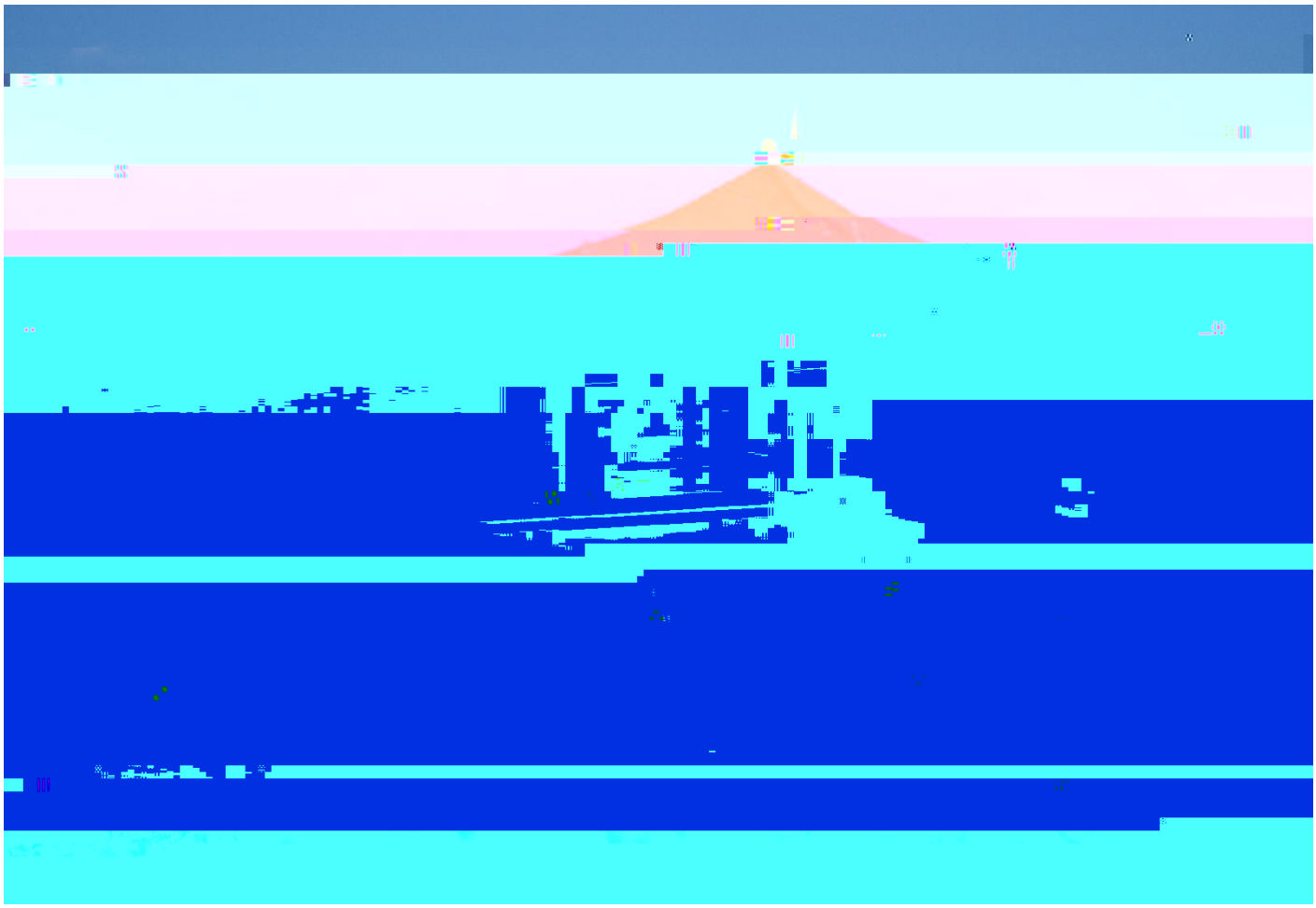

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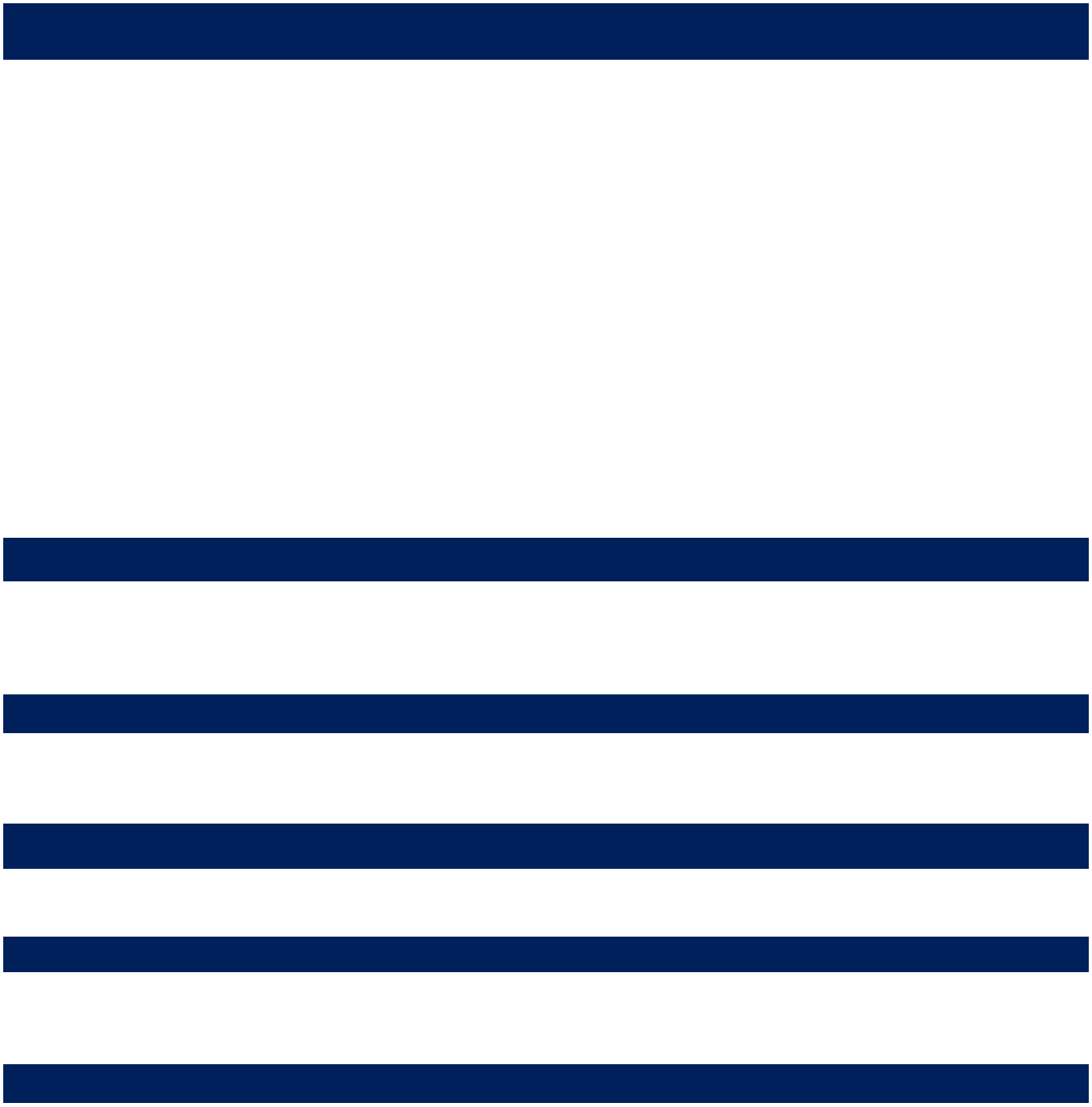

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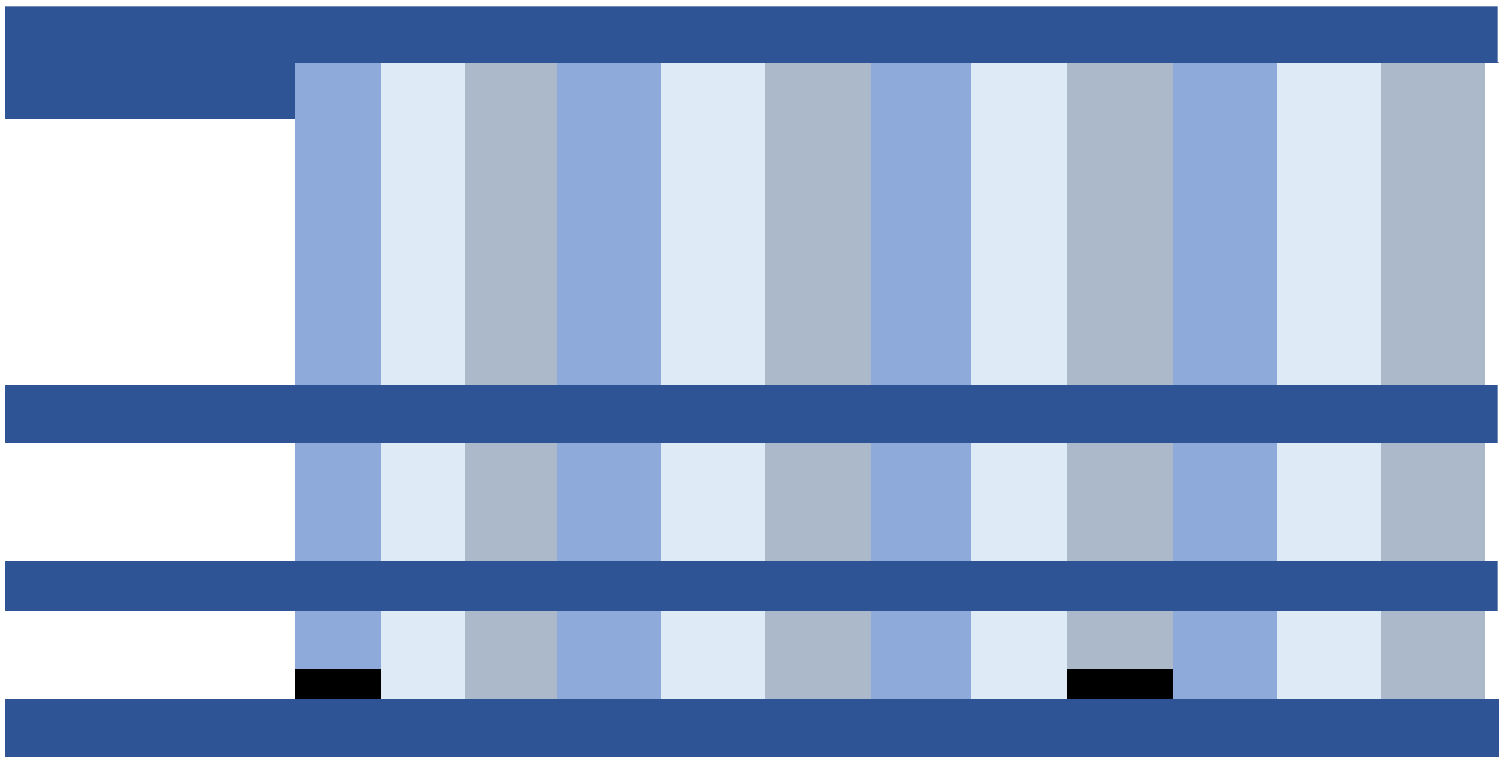

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ZDV DGPLQLVWKRXHGLV KHU FRQVHQW FRYHUV 'DWH

,QDGGLWRQE DPDZKROORZLHVJHQWRQGHUVWKDQGWKHUHLVQRJWLWXWH
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" ,I FRHULFLWRPLWGKUWHDRQV DQRUFHSKV\HVLFDHG WKHUH LV QR
" ,IDSHUVRQFDSDE\DOFWRKORXJVFKKWKSHHUFRQQQGHUVWDQG
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VHOI DGPLWKLHVDWRRFKGRXJV
" &RQVWRQWRUPV H[DFWLGYRLQWRP SERQWRWKRVH[DO
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- % HF O HZ D WR KV SHR SW KJHHW WR Q JLHQ WV DQG RS WL RQ HD DU G HV V R W K H U H O D W L R Q V K L S X F K R D V R Q R Q J L W K W U P W D Q G
- % HE O XQQG L UZHF WQS S U R DF K L Q G L Y Q L T XX H D G R W Q R Q V D V W X P H W K D V X Q G H U V W D Q G Z K D W W R X H P G H D Q V & R Q Q H F W
- + H O S R P H Z K R H L Q W R [L F W D V - D G H O D Z F L W U K L H Q G W K D Q W H O O R Z W K H W R O D H O R Q H
- * H W S H R S O H H P S D W U K H J D L Q G K L Q V E X D V N L³ Q R \ R X K D Y D W L V W H U "´ ³ ' R \ R X K D Y H D ³ P R Z P Z´ R X G \ R X I H H O "´

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- , QD G G LWLRQDO SURYLVLRQ WR WKH 8QLYHUVLW\ SHUVRQQHO SROLF\ WKDW SURKLELWV GLVFULPLQDWLRQ ¶V 2IILFH IRU &LYLO 5LJKWV
- 7KH 8QLYHUVLW\ EHOLHYHV WKDW SHUVRQDO SUHIHUHQFHV OLNH WKRVH H[SUHVVHG E\ PHPEHUV RI WKH LV VRPHWLPHV PDNH LW GLIILFXOW IRU FHUWDLQ LQGLYLGXDOV WR IHHO IXOO\ LQFOXGHG LQ WKH 8QLYHUVLW\ ZLWKRXW FRPSURPLVLQJ WKHLU SHUVRQDO EHOLHIV DQG SUDFWLFHV 7KH 8QLYHUVLW\ DOVR UHFRJQL]HV WKDW WKHUH DUH FHUWDLQ SURIHVVLRQDO DFWLYLWLHV WKDW DUH LQFRPSDWLEOH ZLWK WKH 8QLYHUVLW\ ¶V PLVVLRQ DQG WKDW FDQQRW EH FDUULHG RXW E\ LQGLYLGXDOV ZKR KROG FHUWDLQ UHOLJLRXV EHOLHIV 8QLYHUVLW\ HPSOR\HHV ZKR KROG VXFK EHOLHIV DUH QRW H[HPSW IURP FRPSOLDQFH ZLWK DSSOLFDEOH 8QLYHUVLW\ SROLFLHV DQG SURFHGXUHV ,I DQ HPSOR\HH ZLVKHV WR UHTXHVW DQ DFFRPPRGDWLRQ IRU FHUWDLQ UHOLJLRXV EHOLHIV RU SUDFWLFHV KH RU VKH VKRXOG FRQWDFW WKH 8QLYHUVLW\ ¶V 2IILFH RI &LYLO 5LJKWV
- , QWKHY HQWRKHR P S O DLHQTXDOPQLQV H V WDLQJLWKRVD NDH R U P D O F R P S O X D Q Q W K & R P S O D L Q W R U H Q G R X W H 8 Q L Y H U V L W \ 0 L V F R Q 3 R O L F \ 7 H [; O & R R U G L Q D W R U V R U D Q \ R W K H U H P S O R \ H H V W D Q G L Q J W R F R P S O D L Q D Q G W K & R P S O D L Q D Q W V K R X O G F R Q W D F W 8 Q L Y H U V L W \ & R P S O L D Q F H 2 I I L F H R U & L Y L O 5 L J K W V R U 3 U R F H G X U H V R X W K H [; O & R R U G L Q D W R U
- , IW KHR P S O DLQVWDWHPHQW U DXRU F D O P S O D L Q W 3 U R F H G X U H 8 Q L Y H U V L W \ 3 R O L F \ W K H R P S O D L Q D Q W V K R X O G F R Q W D F W W K H R P S O D L Q W R U G L R Q D W R U G H V L J Q H H F D L Q W G L R Q F X U H L Q Q L Q J
- 7 K H Z U L W W H Q R Z D L E E U R Y L W H K S R O L F L H V D Q G W K H I R O O R Z L Q J
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9 L F W L P R R P R G D W L R Q V ,Q W H U L P 0 H D V X U H V

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7 K H L V Q H W S U R P H F W V L X H D L Q F O X G H D U H Q W W O L K H L W S H G R W R Z L Q Q
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- 7KHULJKWVWRQDGYLRVIRUUKHFKRLRWKSXUSRVHRIFRQGXFWRQV H[DPLQGXULQJ $QDGYLVRUGHDULQJ $ VXSSRUWPRQDOVRUDYHQDGYLVRUEHK\FKRLFHWKSHURVE\ GHVLJQDWKHRIY HU,VRXG\R QRW KDYH DQ DGYLVRU WKH 8QLY RQH IUHH RI FKDUJH
- 7KHULJKWRDYDWXSSRHUWRFRPSXOVRUWKHGUXDQDPSXRQGXFW SURFHHGLQJ
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- 6XSSRUWZRLQWSRUWHUPLWWHWSHUQHQWUPDWJRRHQFWLYHO\ SDUWLFLSDWSRFHHGLQJWKSSRUWKEQOEVRHGQHVLJQDWHG SDUW\¶V DGYLVRU
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- 7KH&RPSODLQHVSQWQDGHRQWKHSURFHVVUHQGLQJWKLYOWQ PHQG HTXDO DFFHVV WRHLGQGRUULQWLRKQ IRUHPDOLQGLVFLPLQDU\ \
- 7KHLQIRUPRWEWLRQXHDQGSHUURFRHVDGLVFLSOLQDU\ PDLQWDLQHGDFFRQDJHPWLQJ(5&3VV DQG RWKHUDDSZSVOLHQGEUJXOHJXODWLRQV

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5HSRUWV RI VH[XDOFPHLYWHRGQHGXQFLWHUVLW\EZLWKHE7LWYOHOXDWH
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5XOHV RI (YLGHQFH

)RUPDXOOHHVYLGHQFHSURFHW DSSO\ LQ DQUHRVRVKXHWRRHPDSOURFHGRZHV VS
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&RQWDFW ZLWK 7KH 3DUWLHV

$IWDHQY DO XRDWKLRQHPSLRVUFVRHQGXHFW,&RORUGLQDWRU RUZKOYD KHU
FRQWDXSHRWHQRWLFDOO7LKQFLQW,&HR RUGERQKLWRKUHVLZQHGYWVKHH
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RXWOWLQHRVSHWLDRQQSURYLFRKQWLQFRUPDRWLRQDHVRXUFHGXS SRUW

,QIRUPDO 5HVROXWLRQ

,QIRUPDO UHVROXWLRQ LV D SURFHVV WKDW EHJLQV ZKHQ D FRQWUDFW
WHUPLQDWHV XQGHU WKH &RQWUDFWV RI &RQWUDFWRU PSODLQWV GHQ SRQGHUHG VRPHWLPHV
LQFOXGLQJ ROVL PLWWHHGG LDDVJLUHQGHG SDUWLHV EHIRUH WKH SDUWLHV
SDUWLFLSDWH KXHLHUV SHFLFVXLQYHVWLJDWLRQ DFWLRQ DJUHHPHQW XFDWLRQDO SURJUDPV
RQRPR URHW KSHDUWLHV UHPHGLDO OZKLFKRPDP\VLQIFDLSOLQH
DJUHHG WRPLHEHPXGHDOZKLFKRPDP\VLQIFDLSOLQH

%RSVBUWXLHW DJUHH LQ ZULWLQJ WR OXXLHQ QRWLFH RI WHUPLQDWLRQ ,W
LQIRUPDO RIXRWEUHQV RZXWEHV RZ%GRVBUWDYKULJKQIRUPDO
UHVROXWLRQ PHWKRGV RU SHUIRUPDQFH RU PDHOV RXWLRQ
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,IWKH SDUWLHV FRQWHQGHG DQ DPRXQW HQWLWOHG RU OWLRQ ZLKOHLFRYHUHV
7LWOH,O&RRUGLQDWRU SURJUDP DGPLQLVWHUHG E\ WKH 'HSXW&RRUGLQDWRU
UHVROXWLRQ PHWKRGV DUH DYDLODEOH WR VWXGHQWV DQG IDFXOW\ H
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WKHLHUY LDQZGLJQDWHG 7KXHUQHY HVZLOOGDWHWKHQHZUPLHWRUHDQGQRXPKHRDUWLHV
ZULWQVRHVQLFWKDWWHRQKDEHHUQHVROXWLRQ RLQWLDWHG
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FROODERUDWLYH SURFHVV LQ WKH 8QLYHUVLW\ KDQGERRN
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6DQFWLRQV 8QGHU WKH 8QLYHUVLW\ 'LVFLSOLQDU\ 3URFHGX
'LVFLSOLQDU\ VDQFWLRQV PD\ LQFOXGH EXW DUH QRW OLPLWHG WR
8QLYHUVLW\ SROLFLHV DQG SURFHGXUHV 7KHVH VDQFWLRQV PD\
YLRODWLRQ RU SHUIRUPDQFH GHFLILFDOO\ SURYLGHG E\ WKH
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- :ULWWHQ UHSULPDQG
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$Q\ SHUVRQ QRW FDXQWHWKHYLFWLPVDVPHPEHUVRIJKW DJDLQVW
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7KH7LW;O&R UGLQDWRGHUVJQHU8RS'ZLSUOR YWLKGHPSODZLQDKQW SDFNRQWDZLQLQWRWKHVWDWXWHV DQG RSWLRQV DV ZH FRQWLQFRWUPIRXWHRXWHYXOQHUDEOHSRRUJWDQLZDWLRQVDQGEHIRXQGW
FRPPXQLWLHVGLWLRQDOPHDVXUHVWRSURWHFWWKHP¶WKDWQVRSWLFDQGE
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7KHROORZLQJSURJUDPVDUHRYLGHUPRQLWRUHGRQ FDPSXV UHVRXUFHV IRU YLFWLPV

&RQILGHQWLDO 5HVRXUFHV

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$WWKLV WLPHRWKHUWKHEGRFDSQRWLFHDVSURWLGHLYHZLWKWHJLWLPHIUHQGGHUV

ZKRDYLQGLFDWKDKVHQURROHG HPSORXHRFDUHUVLYLQJVLW\

7KHQLYHRIV6PWKDEGRHV FRQGXUHKJHPSOR\HHDFNJQWKOHGP HPSOR\HRVHQGHUHTXHVWZKHWKHUDQ7KHVH

QRWLILFDWLRQVDUHEDQGHUDQGWKHUHLQQYHVWLJDWRUV$'YLGURXQWHU

UHYLHZHVWDHGV FSDOOHGVH WRHXSDQSSRLQWPHQW

1 RD O F R E R Y H E P D J E H X U F K V D K U H R X W K G H Q W L] D W L R Q ¶ V P W K H D F K D \ H R I W K H P E H R I H P E H R U X H E W K Q G H U R W E R K Q G E Q D Q W H E L Q W K H F R H R U Q E H K D R O W K H X G H Q W R U J D Q L] D W L R Q D O F R Y H U H P D J E H X W X S S H G U V R Q D Y D R W H F H V V D V X E W H D Q F] D Q R W F R V P R Q U V R U L Q D I X F H V Z K R Q E F R K S R U F K E \ V H Q G R I W K H R W J D Q L] R W L R Q V F R V P R Q U V R U L Q Z L Q W H K D O F P K D R Q X I D F Q X G G R L W U E E X W L R W J D E Q H] R W L R Q W D Y H U Q G H U Q H W H V W D E O L H Q K H U H R W H K G R Q D Q Q X R W H D Q Q X R W H V O H V D I U R P K R O Z K H D E H F R K R J O Y Z H Q \ V R U G W K S H U Z Y L W H K G S V U H H V H Q W

\$ O F R K E R H Y L F U D X J H W H U H E Y ' L O X E L H V D F U L H E W H G E L H V J Q E W H K G E W D S S R L Q W P Q H G W K P O F R E R Y H E D J H V W R E U X R Q G W H K H J G U Q L Q D J R Q W R S H U Z R K R S S W H U E U L Q W R [L ' E D W H U G ¶ V H Q W H U E F X S U H L W \ P Q R H O I \ W K S D H W U V R P V O G U H D L Q D J E Q J P W K H S V H U V R Q V H P E D L Q G R Q V X E H R E R Y H E D J H V

) R U P R U H Q I R U P D W J D R Q G K 8 Q L Y H U S R W R ¶ V O F R K O H D W H W K 8 Q L Y H U V L W \ ¶ V \$ O F R 3 K R O R E U \ W K X H Q \$ G F R 3 K U H Y 3 Q W O X R Q K H L Q N V E H O R Z

- K W W S V Z Z Z V R X W K D O E D P D H G X G H S D U W P H Q W V F R P S O L D Q (&%) \$ '
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\$ O D E D P D / D Z V 3 H U W D L Q L Q J W R \$ O F R K O

/ L N H Y H R W K H U D \$ W E E D K D Q X P H U O R X Z R Y H U Q K S R V V H V X W L R Q O H P D Q X I D F W Q G L G Q J V R U D E X F K R Q

7 K H D H R X S U L P W U S R Q D O F R K O R Z K S R W H Q K W D Y D L O L J \ Q L F F S D R Q W 8 Q L Y H U V L W \ V W X G H Q W V

- 3 X E O L F , Q W R [L F D W L R Q , W L V X Q Y R Z L W K R O W K H G G S H S W U D H U H L Q K S D R H Q G D Q J H U V W K H S H U V R Q U R W K H U V U S U R S H U W \ R D Q Q R \ V D Q R W K H U S H U V R Q Z L W K R I I H Q V L Y H U E R L V W
- ' U L Y L Q J G W U K E I O X H Q F H O W R D O R Y E H L S K \ V L F R Q W U R O R I D Y H K L I
  - R W K G H U L K D E O R R G F K R Q F H Q W % U \$ & M L R Q \ H D R M J R U R O G H U R U L I X Q G H U W K H D J H R I R U
  - R W K H G U L Y H U R L V G L Q L F Y D L S Q J E V O H K H R \ E W H F H X V H K Q G R U W K H L D O F R K R Q W U R E V O W G X E E H D J H O ðpÀ !

” 8QGHUDJH $OFRKRO /DZV ,W LV XQODZIXO IRU VRPHRQH X
R SXUFKDVH DOFRKROLF EHYHUDJHV IURP D QDWLRQDO SRRUKRXVH OLPLWHG SWLRQV

H P S O R ZHRHUSKH U I R U HDQGKRZ RU W KVHDIHLWD\OSER K LEQGH G
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8QLYHSRWDQGWKHG HOUDZLVHW UHFWRUEFWKHQL YHRWKH
$ODE3RDLHFSHU W9PLHRQVDWRXEVWHFQL YHGLVFLSDFLQEORQPLQDO
SURVHFXWLQHRQGPSULVR2UJHQWL]RWUROXSLVROD VXEVWD
SROLFHUHDVZVD \EHVXEMWHFDQFWLRKQL YH'LVFLSOLQDUDRQV
LQFOEXGMUHOWL PLWWHKGROORZLQJSULQFLSOHV DUWHLVRGHFH
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$ODEDPD,D V,ILU¹!ùü! GA (\ RI

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8 Q L Y HU V L W \ R I 6 R X W K D O D E D P D
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