

5 HSRUWURP WKH\$GYLQJ &RP P LMMH

,QWURGXFWLRQ

6WXGHQWV DOXPQL IDFXOW\ DQG VWDII DOLNH DJUHH  
DUH D KDOOPDUN RI 'H3DXZ <HW E\ PDQ\ PHDVXUHV WKH  
GHILQHG DQG GHYHORSPHQW DQG HYDOXDWLRQ RI DGYLVLQ  
DGYLVLQJ YDULHV IURP RQH H[WUHPH RI KDUPLQJ VWXGHQ  
RSSRVLWH H[WUHPH RI FUHDWLQJ OLIHORQJ WUXVW IURP J  
DQG VXSSRUW 7LJKWO\ FRXSOHG WR WKLW YDULDQFH LV W  
FXUUHQW V\WHP UHZDUGV EDG DGYLVLQJ ZLWK VPDOOHU  
JRRG DGYLVRUV 7KH FXUUHQW VWUXFWXUH RI DGYLVLQJ L  
VXVWDLQHG 7KRXXJK WKHUH DUH PDQ\ GHGLFDWHG IDFXOW

:LWK WKH LPSOHPHQWDWLRQ RI WKH &RPPLWPHQW DQG LW  
FXUULFXOXP DQG EH\RQG D EURDGHU UHVWUXFWXULQJ RI  
VXFFHVV RI WKH &RPPLWPHQW DQG DYRLG LQFUHDVHG LQH  
VWDII DGYLVRUV

3URSRVHG \$FWLRQV

7KH LQHTXLWLHV RI DGYLVLQJ TXDOLW\ DQG ZRUNORDG  
LQHTXLWLHV LQ 8QLYHUVLW\ VHUYLFH ,Q RUGHU WR DGGU  
QHHGV RI WKH &RPPLWPHQW PRVW RI WKH DFWLRQ LWHPV  
UHVWUXFWXULQJ RI VHUYLFH H[SHFWDWLRQV LQ JHQHUDO  
\$GYLVLQJ &RPPLWWHH VXEPLWWHG WR &2) LQ OD\ RI WK



DQG EHJLQ WKHLU ZRUN VWDII DGYLVLQJ ZRUNORDG QHHG  
UHDVVLJQPHQW RI GXWLHV RU DGGLWLRQDO FRPSHQVDWLR  
IUHTXHQWO\ UHFHLYH DGGLWLRQDO UHVSQRVLELOLWLHV ZI

6WDII RIWHQ KDYH EHWWHU WUDLQLQJ DQG H[SHUWLVI  
PHPEHUV %HFDXVH RI WKLW WUDLQLQJ DQG H[SHUWLVI PI  
VWDII DV WKH RQO\ DGYLVRUV IRU XQGHFODUHG VWXGHQW  
VWXGHQW ERG\ OHDGHUVKLS VDLG WKH\ KDYH JUHDWHU FR  
FR FXUULFXODU H[SHULHQFHV ,W LV UHDVRQDEOH WR H[S  
ZLOO UHFHLYH UHTXLUHG WUDLQLQJ RQ FR FXUULFXODU DG  
VWXGHQW WUXVW DQG HIIHFWLYHO\ DGYLVLQJ WKHP LQ WK  
PRGHO LV WKDW ERWK IDFXOW\ DQG VWDII ERWK SURSHUO  
DGYLVLQJ :RUNLQJ WRJHWKHU LQ WUDLQLQJ DQG GLUHFWD  
JUHDWHU SRVLWLYH LPSDFW RQ RXU VWXGHQWV

\$Q ,QWHULP 6WUXFWXUH RI 6HUFLFH

2XU SULPDU\ FRQVLGHUDWLRQ LV WR KDYH TXDOLW\ DG  
FXUULFXOXP DQG WKH &RPPLWPHQW \$Q DGGLWLRQDO LPSF  
IDFXOW\ VHUFLFH ORDGV ,GHDOO\ DOO IDFXOW\ ZRXOG EH  
DGYLVLQJ DQG FRPPLWWHH VHUFLFH ,W LV FOHDU IURP ID  
VXUYH\V DGPLQLVWHUHG E\ WKH \$GYLVLQJ &RPPLWWHH WK

,Q DGGLWLRQ WR RWKHU DVSHFWV RI DFDGHPLF VHUYL  
PHDQLQJIXO VHUYLFH FRQVLVWHQWO\ DQG UHJXODUO\ LQ D  
ZRUN 7KH RYHUDOO VHUYLFH ORDG LQ WKHVH WZR DUHDV  
IDFXOW\ \$IWHU GHSDUWPHQWDO GLVFXVVLRQ VRPH IDFXO  
RQO\ PDMRUV DGYLVLQJ RQO\ XQGHFODUHG VWXGHQWV LQ  
VWXGHQWV LQ WKH &RPPLWPHQW RQO\ IXOILoolQJ REOLJD  
7KH H[DFW GLVWULEXWLRQ RI VHUYLFH ZLOO EH GHWHUPLQ  
XQLYHUVLW\ QHHGV %RWK GHSDUWPHQWV DQG IDFXOW\ JR  
DGYLVLQJ QHHGV DUH PHW HTXLWDEO\

:H SUHVHQW KHUH DQ H[DPSON \$ ODUJH GHSDUWPHQW  
RI WKHLU VWXGHQWV DQG FRPHV WR FRQVHQQVXV WKDW D I  
7KHVH IDFXOW\ GLYLGH XS WKH ORDG VXFK WKDW WZR IDFX  
VXIILFLHQW WR VDWLVI\ VHUYLFH H[SHFWDWLRQV LQ WKH F  
WKHUHE\ DUH QRW JLYHQ DGGLWLRQDO GXWLHV RQ XQLYHU  
DVVLJQHG D OHVVHU QXPEHU RI PDMRU DGYLVHHV EXW LQ  
VHFWLRQ RI XQGHFODUHG VWXGHQWV 7KH GHSDUWPHQW G  
WR IXOILoo VHUYLFH H[SHFWDWLRQV ZLWKRXW DGGLWLRQD  
PHPEHU DOVR DGYLVHV RQH VHFWLRQ RI XQGHFODUHG VWX  
RQ RWKHU FRKRUWV RI VWXGHQWV DV WKHLU &RPPLWPHQW  
WR EH D &RPPLWPHQW DGYLVRU WR VRPH FRKRUWV RI VWX  
RQH FRKRUW RI VWXGHQWV DV WKHLU &RPPLWPHQW DGYLV  
2WKHU IDFXOW\ PHPEHUV LQ WKH GHSDUWPHQW DFFHSW VL  
FRPPLWWHH RU RQ PXOWLSOH FRPPLWWHHV ,Q HDFK RI WK  
GHWHUPLQH WKDW WKH H[SHFWHG VHUYLFH WRZDUG DGYLV

1XPHURXV RWKHU VFHQDULRV FDQ UHDVRQDEO\ PHHW V  
LQVXUH HTXLW\ LQ VHUYLFH ORDG DQG TXDOLW\ DGYLVLQJ  
HDFK W\SH RI VHUYLFH SODFHV GLIIHUHQW GHPDQGV RQ ID  
QXPEHUV RI PDMRUV DQG FXUULFXODU QHHGV :H KRSH WK

DQG IDFXOW\ JRYHUQDQFH ZLOO WKRXJKWIXOO\ DSSO\ WKH  
PHPEHU E\ LQVXULQJ DOO DGYLVLQJ )<6 LQVWUXFWLRQ D  
ZD\ ,W LV H[SHFWHG WKDW RYHU WKH FRXUVH RI \HDUV V  
PHPEHU ZLOO KDYH FRQWULEXWHG VXEVDQWLDOO\ WR TX  
ZRUN

&RQFOXVLRQ

7KLV UHSRUW VXPPDUL]HV WKH UHVXOWV IURP QXPHUR  
DQG VWDII &XUUHQWO\ WKH H[SHFWDWLRQV DQG XQGHUV  
IDFXOW\ DQG VWDII WR EH LQHTXLWDEOH DQG JHQHUDOO\  
XQGHFODUHG VWXGHQWV LQ PDQ\ GHSDUWPHQWV IRU PDM  
FRPPLWWHH ZRUN LQ JHQHUDO )RU \HDUV LW KDV EHFRPH  
FRPPLWWHH YDFDQFLHV 7KHUH KDV EHHQ VRRPH UHVWUXFW  
FRPPLWWHH ZRUNORDG DQG KROG DOO IDFXOW\ UHVSQRVL  
EHHQ LQVXIILFLHQW WKRXJK LQ WKDW YDFDQFLHV UHPDLQ  
DQG WKH 93\$\$ \$ GHHS DVVHVVPHQW RI IDFXOW\ H[SHFWDW  
FULWLFDO IRU WKH ZHOOEHLQJ RI WKH LQVWLWXWLRQ