



)RU ,PPHGLDWH 5HOHDVH
'HFHPEHU

8QLYHUVLW\ VHF XUHP I P O M F R Q I B U D Q W I R R U W Q H D F K H U P H

7KH 8QLYHUVLW\ W\ ITHS\ O\ DAVON\ KND\ VE\ W\ O\ HSGU LY D WHL P O M F R Q L O J P R O H
UHFHLY\ D\ P\ O\ V\ K\ U\ R\ O\ S\ I\ F\ O\ H\ S\ D\ I\ W\ R\ L\ O\ R\ V\ H\ R\ I\ S\ O\ Q\ X\ F\ B\ I\ W\ L\ O\ \ F\ D\ U\ H\ H
P H Q W R U

7KH \$ODVND 6WDWHZFWHGH DSDWRLW HSDUWPHQW RI (GXHDMQRSPBQW (DULOMLRDVOV DOHDGG\ FDUH
DQG VWXGWHVRRYU VH RI WRIP JUKHQW SUZUO OPEHOHILW I

U\HOD %HDP GMDFH ISRWHXQLYHUVLWU RH OVDKHL RORV DSQRIS\ WH\ B\ ISG H
)RXQGDWLRQ DQQXLOHDFHGH VPRGD\K\ ITHS\ O\ DAVON\ KND\ VE\ W\ O\ HSGU LY D WHL P O M F R Q L O J P R O H
K\ R\ Y\ H\ E\ H\ H\ Q\ V\ I\ H\ H\ A\ U\ W\ W\ R\ H\ P\ I\ H\ X\ H\ W\ H\ V\ K\ B\ H\ V\ V\ L\ U\ V\ R\ R\ I\ D\ W\ I\ L\ O\ R\ F\ O\ O\ X\ O\ G\ %\ D\ O\ N
7KH P\ R\ D\ T\ O\ S\ P\ O\ O\ W\ A\ Z\ H\ O\ R\ R\ D\ W\ O\ S\ H\ I\ A\ V\ R\ Q\ P\ O\ O\ @\ X\ S\ S\ A\ R\ U\ O\ U\ H\ L\ O\ P\ P\ A\ @\ '°

PXFK VPDOOHU DPRXQW WU\X\RW\H\RX\CDGSDVD\Y\H\W\D\IL\W\D\ORGI \$W\KHUV\Z
WKH WHDFKHU PHQWRU SURJUDP

U VXSSRUW ,W JZDV TXLWH KXPEOLOQ

7KH ILYH\ HDU WU\DLQW WZL\O\GD W\H\FRQ\GV\KH\DS\JO\FK\H\RD\J\DK\J\HU\V) DLUED
DQG .HQDL V\FKVR\RO\K\GL\B\W\O\M\FR\I\Z\L\B\W\R\O\K\H\F\O\NS\VD\O\U\H\DV\GH\DF\KH\U\V\ LQ
UXUDO V\FKRR\Q\H\O\LU\W\U\K\H\W\U\DH\O\DF\KE\I\PS\W\O\RG\W\K\M\K\DR\X\US\W\RH\JU\X\U\ED\Q
EHJLQQLQJ LQ -DOXRUV LQ S\Z\LDV\KI\P\H\K\O\H\W\K\H\K\O\R\B\O\J\K\W\DV\B\ L

7KH PHQWRU SURMIRF WHI\G\XJFRHD\Q\MH\ID\B\K\SH\UR\Y\H\X\U\W\X\G\H\H\O\VD\ODGF\KLL\H\Y\H\P
WKH IHGHUDO JW\DDOGAG\ LZV\D\ROQ\DO\OURI\Z\W\H\ED\Y\H\FK\H\R\O\U\H\R\W\K\O\H\I\ESRUW\K\UXU
DQG XUEDQ \$ODVNDWP\H\Q\W\8R\16\G\X\I\SD\W\LOR\Q\U\H\I\H\S\Y\H\LG\DO\W\H\DR\Q\V\IR
NQRZO\DV\L\I\RO\U\R\O\D\M\W\L\R\Q\J\7\K\O\H\O\H\I\W\ANRDU\63\W\DR\O\W\H\Z\DV\GS\O\L\F\DW\I
ZDV\ROH\RI\MX\W\W\U\IX\O\H\O\O\B\W\O\DG\W\LR\Q\Z\LG\H