

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 DGYLVL
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 WKLV 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 VRPH 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