



HLC Accreditation 2016-2017

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Wichita State University

HLC Workgroup

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**\$ G G L W L R Q D O L Q I S H P D W L R Q** Submitted to the Higher Learning Commission on September 12, 2016. The [HLC Accreditation Final Action Letter](#) received on January 30, 2017. Archived in SOAR on October 3, 2017

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7KH LQVWLWXWLRQ¶V PLVVLRQ LV FOHDU DQG DUWLFXODW

\$ &RUH &RPSRQHQW \$

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7KH LQVWLWXWLRQ¶V PLVVLRQ LV EURDGO\ XQGHUVWRRG :

7KH PLVVLRQ VWDWHPHQW LV GHYHORSHG WKURXJK D  
LQVWLWXWLRQ DQG LV DGRSWHG E\ WKH JRYHUQLQJ ER  
7KH LQVWLWXWLRQ¶V DFDGHPLF SURJUDPV VWXGHQW  
FRQVLVWHQW ZLWK LWV VWDWHG PLVVLRQ

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WR DFKLHYH WKH VWUDWHJLF SODQ V IRFXV RQ DSSOLHG ( DGYDQFLQJ QHZ LGHDV RU FRQQHFWLQJ WKHP WR H[LVWL

- %ULQJ XQLYHUVLW\ UHVHDUFKHUV VWXGHQWV DQG LQ( FKDQJH
- %UHDN GRZQ ZDOOV DQG PRYH EH\RQG WUDGLWLRQDO H[SHULHQFHV DQG
- )RVWHU DQ HQYLURQPHQW ZKHUH ULVN WDNLQJ LV HQF

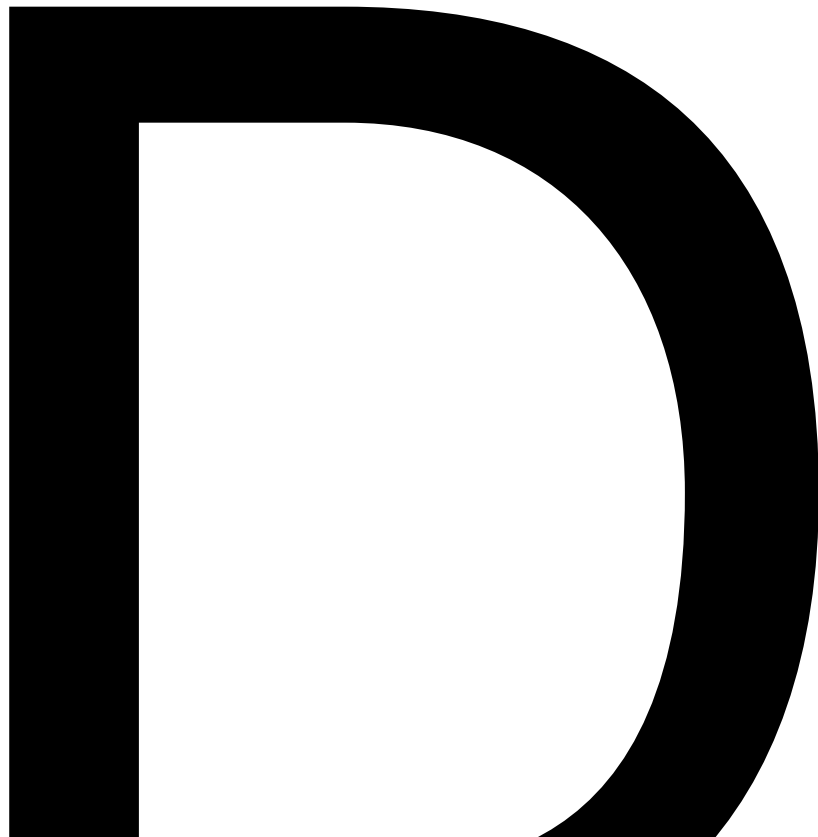
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\$FDGHPLF 3URJUDPV

)ROORZLQJ DGRSWLRQ RI WKH XQLYHUVLW\ V VWUDWHJLF ; EHFDPH WKH VWDQGDUGV WR FKDUW D QHZ FRXUVH IRU WF

QHHGV ZKLOH PDLQWDLQLQJ D FOHDU IRFXV RQ WKH PLVVI

- [\\$FDGHPLF](#) ~~WVURXJK~~ HDFK DFDGHPLF FROOHJH
- ~~2QH6WRS IRU 6WXGHQW KHG YLQFHV~~ D FHQWUDOLJHG SK  
DVVLVWDQFH ZLWK DGPLVVLRQV ILQDQFLDO DLG UHFR
- [+RXV](#) ~~WVURXJK~~ WKH 'LYLVLRQ RI 6WXGHQW \$IIDLUV
- 



DELOLWLHV

7KH PDMRULW\ RI XQGHUJUDGXDWH VWXGHQWV DW :68 DUH  
PDMRU FDWHJRULHV RI UDFH DQG HWKQLFLW\ DUH +LVSDQ  
SHUFHQW \$VLDQ QRQ +LVSDQLF VWXGHQWV DQG QRQ UHV  
ODUJHVW VHW RI VWXGHQWV SHUFHQW [6 DQG ZLFN & RFXQ](#)  
:LFKLWD V VXUURXQGLQJ FRXQW\ WKH ZKLWH SRSXODWLR  
SURILOH DV DUH WKH EODFN SHUFHQW DQG +LVSDQLF  
DQG ROGHU LQFOXGLQJ WKRVH QRW HOLJLEOH IRU FROOH  
PRUH [WSDU RHWK](#) :68 XQGHUJUDGXDWH [WKLJKS](#) DW [DWRQ](#) DOC

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[ACAD\\_AFFAIRS\\_STUD\\_SUCCESS\\_Reports\\_AY2015\\_&\\_AY2016](#)  
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[BUSINESS\\_Annual\\_Report\\_2015](#)  
[CFA\\_Newsletter\\_2016](#)  
[CHP\\_Annual\\_Report\\_2015](#)  
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[IIC\\_Institute\\_for\\_Interdisciplinary\\_Creativity\\_2016](#)  
[KBOR\\_Graduates\\_with\\_Bachelor's\\_Degree\\_Employed\\_in\\_Kansas\\_2008-2](#)  
[KBOR\\_Meeting\\_Minutes\\_06-19-2013](#)  
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[KBOR\\_Percentage\\_of\\_WSU\\_Graduates\\_with\\_Bachelor's\\_Degree\\_Employed\\_in\\_Kansas\\_2015](#)  
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[NAFSA\\_Kansas\\_Benefits\\_from\\_International\\_Students\\_2014-2015](#)  
[NSSE\\_Frequencies\\_Statistical\\_Comparisons\\_WSU\\_2015](#)  
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[NYTIMES\\_Innovation\\_Campus\\_Building\\_Better\\_Ideas\\_08-04-2016](#)

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:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$V VXUDQFH \$UJXPHQW

% &RUH &RPSRQH QW %

7KH PLVVLRQ LV DUWLFXODWHG SXEOLFO\

7KH LQVWLWXWLRQ FOHDUO\ DUWLFXODWHV LWV PLVVLRQ  
VWDWHPHQWV RI SXUSRVH YLVLRQ YDOXH JRDOV SODQ  
7KH PLVVLRQ GRFXPHQW RU GRFXPHQWV DUH FXUUHQW D  
HPSKDVLV RQ WKH YDULRXV DVSHFWV RMKLSV UHPLVNDUO  
DSSOLFDWLRQ RI UHVHDFK FUHDWLYH ZRUNV FOLQLFD  
DQG UHOLJLRXV RU FXOWXUDO SXUSRVH  
7KH PLVVLRQ GRFXPHQW RU GRFXPHQWV LGHQWLI\ WKH  
KLJKHU HGXFDWLRQ SURJUDPV DQG VHUylfHV WKH LQVW

\$UJXPHQW

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:LFKLWD 6WDWH 8QLYHUVLW\ PLVVLRQV DQG GRFXPHQWV WR PD  
7KH VWDWHPHQWV DUH SXEOLVKHG IRU DQG XUDQFH ZHEV  
DQG LQ FDPSXV VLJQDJH :LWK DQ DYHUDJH RI PLOOLRQ )  
ZHEVLWH LV WKH SULPDU\ PHWKRG IRU GLVVHPLQDWLQJ DQG

:68 WUUDWH IRU DQG WKH PLVVLRQ DQG YLVLRQ VWDWHPHQW  
SULRULWLHV 7KH SODQ GRFXPHQW LV UH DGLO\ DYDLODEOH  
LQ SXEOLF IRUXPV E\ :68 V SUHVLGHQW RWKHU XQLYHUVLWV  
KDV EHHQ VXPPDULJHG IRU ZLGH SXEOLF: SUHVLGHQW IRU  
PSDFG GLWLRQDOO\ WKH PLVVLRQ DQG YLVLRQ VWDWHPHQW  
PHGLD QH VOHWWHUV XQLYHUVLW\ DGYHUWLVLQJ DQG LQ W  
DQQXDO FDPSXV DGGUHV HYHU\ \$XJXVW

7KH PLVVLRQ LV DUWLFXODWHG IXUWKHU E\ SURJUDPV DQG  
WR FDUU\ LW RXW 0LVVLRQ YLVLRQ DQG FRUH YDOXH VLJQ  
DQG DWKOHWLF IDFLOLW\

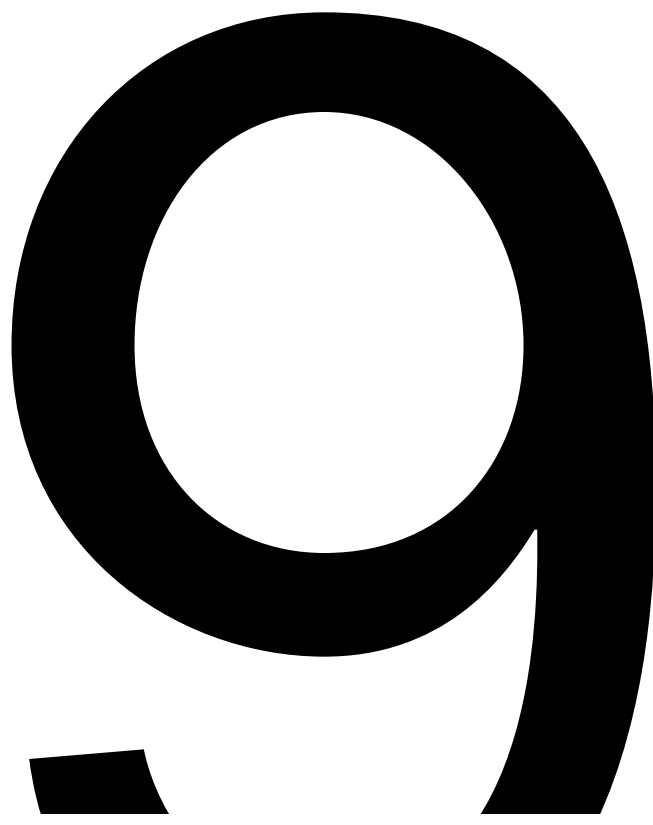
\$OO GLYLVLRQV FROOHJHV GHSDUWPHQWV DQG SURJUDPV  
LQQRYDWLRQ DQG DSSOLHG OHDUQLQJ 7KH VXSSRUW LV FDI  
DQG GHSDUWPHQW JRDOV DQG WKH XQLYHUVLW\ V PLVVLRQ  
SURFHVV LQ ZKLFK FROOHJHV PXVW GHPRQVUDWH FORVH D  
DVVHVVPHQWV DQG DQQXDO VWUDWHJLF SODQQLQJ

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:68 ZRUNV V\WHPDWLFD WR EXLOG LWV VSHFLILF SODQV  
SULRULWLHV DUWLFXODWHG LQ LWV VWUDWHJLF SODQ 6WD  
SUHVLGHQW V RIILFH

%DVHG RQ UHVXOWV DFKLHYHG WKURXJK WKH XQLYHUVLW\  
KDYH RFFXUUHG WKDW FDQ EH VHHQ WKURXJK WKH FRQVW  
EXLOGQLQJV

7KH LQQRYDWLRQ XQLYHUVLW\ SODQV RIIHU XQSUFHGHQV  
DOORZLQJ HGXFDWLRQDO RSSRUWXQLWLHV WKURXJK SDUW  
7KLV LQ WXUQ SURYLGHV VWXGHQWV ZLWK DEXQGDQW DS  
1DWLRQDO ,QVWLWXW\ [H.S.U. SKYLLFKWKLRQ](#) SHVHDDU FKLVWRU\ R  
LQGXVWU\ DQG XQLYHUV\ [\(LQ\)RRYWKHQQJH](#) DW [LQVWLWXW\](#) [FKHDI](#) (PH  
0DUNHW 6ROX [SSSLOLQV 3WFKRORJ](#) [BQGHVWIK 3GUVLWPDWH](#) [H](#)  
WDNLQJ WKH OHG 1HZ HQGHDYRUV HPHUJLQJ DV [:SB](#) UW R  
[9HQWXWIKH DV /DE](#)





RUJDQLJWIFKRV VH IURP VWXGHQWV FDQ IRFXV RQ VSHFLI  
WKHP RU FUHDWH D QHZ RUJDQLJDWLRQ LI WKHLU QHHGV [  
VWXGHQW OHG FKDQJH LQLWLDWLYH LQYROYHG UHQRYDWL  
YDULHW\ RI IDLWK SUDFWLFHV UDWKHU WKDQ EHLQJ SUHG

%H D FDPSXV WKDW UHIOHFWV <sup>2</sup> LQ VWDII IDFXOW\ DQG \  
VRFL: ~~68~~ LV FRPPLWWHG WR GLYHUVLW\ DPRQJ IDFXOW\ VW  
FRPPXQLW\ DURXQG WKH PRQVYHUDFLWDO & ILYHWK HWSXLEO WFK  
\_\_\_ SHUFHQW RI LWV VWXGHQW ERG\ DV RI )DOO FRQV  
5HFHQW KLULQJ LQ WKH &ROOHJH RI (QJLQHHULQJ IRU H[E  
IDFXOW\ PHPEHUV LQ ILYH RI ZKRP D SHZVLGHQW WQG 'WY  
& RXQDFQG RIILFHV RI (TXDO (PSOR\PHQWLQ SURJWRQ & RQELWVLR(

- [&HQWHU IRU &RPEDWLQJ +XPDQ 7UDIILFNLQJ](#)
- [&ROOHJH RI +HDOWK 3URIHVVLRLQV DQG DDLQLQJ DQG 7HFI](#)
- [3K\VLFLDQ DQG VWDQVJUDG DWH GHJUHH SURJUDPV](#)

7KH IRFXV RI WKH WKLDW Q68YEMLRQW HUQDWLRQDOO\ UHFRJ  
 OHDUQLQJ DQG UHVHDFK 2 LV RQ VHUYLQJ VWXGHQWV WK  
 WKHP WR EH UHDG\ WR OHDG DQG HQJDJH RQ GD\ RQH DIW  
 PDUNHWSODFH 7KLV DGYDQWIDJH IRU HRUWHYBHGSRHXBW  
 EDVHG OHDUQLQJ RSSRUWXQLWLHV LQ DQ LQQRYDWLRQ XC

+RQHVV\ LQWHJULW\ SHUVRQDO UHVSQRVLELOLW\ FROO  
 XQLYHUVDO YDOXHV WKDW DOZD\ KDYH XQGHUFRUHNG WK  
 VWUDWHJLF SODQ WKH IROORZLQJ YDOXHV ZHUH DGRSWH  
 VHLJLQJ RSSRUWXQLWLHV VXFFHVV IRU DOO VWDNHKRC  
 DGDSWLYH DSSURDFKHV WHDPZRUN DQG SRVLWL

7KXVH YDOXHV FDOO IRU D FRQWLQXHG FORVH ZRUNLQJ UI  
 DGPLQLVWUDWLRQ 7KLV LV HYLGHQFHG E\ WKH ZD\ WKH X  
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7KH LQVWLWXWLRQ XQGHUVWDQGV WKH UHODWLRQVKLS EF

7KH LQVWLWXWLRQ DGGUHVHV LWV UROH LQ D PXOWL  
7KH LQVWLWXWLRQ SURFHVVHV DQG DFWLYLWLHV UF  
ZLWKLQ LWV PLVLRQ DQG IRU WKH FRQVWLWXHQFLHV

\$UJXPHQW

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:LFKLWD 6WDWH 8QLWRUWHV DQVHVWLVLRQ DO HGXFDWLRQDO  
.DQVDV DQG WKH JHHVWHUE SLXVLF DRFODU UROH IRU WKH  
7KH PLVLRQ LPSOLHV WKDW EXLOGLQJ DQG VXVWLQQLQJ  
SULRULWLHV :68 DGGUHVHV EURGLY SULRULWLW KDWZ ZI FR  
JURZ LQQRYDWLRQ UHDFKLQJ RXW QRW MXVW ORFDOO\ EX

)XUWKHU :68 LV FRPPLWWHG WR GHYHORSLQJ D FDPSXV F  
VXUURXQGLQJ FLW\ DQG UWLRQ DOHFW DWKHGHLY ORFDO KGL  
VHYHQ JHDV % OLVWHG LQ :68 V VWUDWHJLF SODQ ,Q  
XQLYHUVLW\ V FRUH YDOXH RI VHL]LQJ RSSRUWXQLWLHV  
WKRXJKW DQG H[SHULHQFH DGDSWLYH DSSURDFKHV WHDI

2QH H[DPSOH RI KRZ :68 LV DGGUHVVLQJ LWV UROH LQ D P  
FRQVSRQMLV IRU GH  
VLW\ ZLGH HIIRUWV  
VH YDORXDE, RUMDWL  
VVKRVH FH LEOH IVW` H FHLGHQW V '



:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$V VXUDQFH \$UJXPHQW

SHUFHQW RI :68 XQGHUJUDGXDWH VWXGHQWV DUH LGHC LQFUHDVH IURP SHUFHQW LQ ,QFUHDVLQJ WKH QXF DZDUGHG WR XQGHU UHSUHVHQWHG PLQRULWSHUVRQ PDUFH DJUHHHRUWHG DQQXDOO\ WR .%25 )URP DQ H[SHFWHG E DZDUGHG LQ DFDGHPLF \HDU DQG LQ

6DPSOH LQLWLDWLYHV WR UHFUXLW UHWDLQ DQG JUDGD

- 6SDQLVK WKURXJK 2IILFH RI \$GPLVLRQV SHUVRQQHO Z PLQRULWLHV ZLWK ~~ADUHS~~ ~~SHKDVQ~~ ~~WHRQ~~ ~~PLQRULWLHV~~
- 0XOWLFXOWXUDO YLVLW SURJUDPV DQG RWKHU HWKQLF
- 'HSOR\LQJ UHFUXLWPHQW UHSUHVHQWDWLYHV WR VFKR :LFKLWD \*DUGHG &LW\ 'RGJH &LW\ DQG .DQVDV &LW\
- ,QFUHDVLQJ UHFUXLWPHQW UHSUHVHQWHG PLQRULW
- \$GGLQJ UHWHQWLRQ GLVFRYDUM DSHG VWXGHQWV WUDC IRXUWK \HDU DQG
- 7UDQVLWLRQ SURJUDPV JHQHUDWLRQ VWXGHQWV DQG VH DQG ,QFOXVLRQ VHH EHORZ LQFOXGLQJ D ODYHQGHU VWXGHQWV

:68 KDV VHYHUDO RIILFHV DQG SURJUDPV GHGLFDWHG WR ZHOODV VXSSRUWLQJ WKH GLYHUVLW\ RI IDFXOW\ VWDII

- 7KH 2IILFH RI 'LYHUVLW\ ~~KQD~~ ~~DQGH~~ ~~ZVPR~~ SURPLQH QHZO\ UHPRGHOHG 5KDWLJDQ 6WXGHQW &HQWHU 7KH Z FDPSXV WKDW VWULYHV IRU DFDGHPLF H[FHOHQFH E\ HPSRZHUV DQG PRELOL]HV :68 VWXGHQWV FDPSXV DQG FRQQHFWRQV ZLWK YDULRXV JURXS RQ DQG RII FDPS :68 FRPPXQLW\ ZLGHU YDULHW\ DQG EHWWHU TXDOLW\
- 7KH 2IILFH RI 'LVDELOLWLHV ~~RUWHU~~ ~~WRL~~ ~~WKH~~ 2IILFH RI 6SHFLDC EHORZ DQQXDOO\ VHUYHV DSSUR[LPDWHO\ VWXGHQ' SURYLGHV VWXGHQWV SDUHQWV DQG IDFXOW\ ZLWK D ZLWK GLVDELOLWLHV LQWHJUDWH LQWR WKH FDPSXV FI
- \$ 7LWOH ; ~~DQGH~~ ~~FR~~ ~~R~~ ~~Z~~ ~~D~~ ~~V~~ ~~W~~ ~~R~~ ~~D~~ EOLVKHG LQ WR LQF FRPSOLDQFH ZLWK 7LWOH ; UHJXODWLRQV 7KH 7LWOH 'LYHUVLW\ &RXQFLO VHH DOVR \$
- 7KH 8QLYHUVLW\ WUJREUDDUNV ~~GLWK~~ ~~RZ~~ ~~FD~~ ~~FR~~ ~~Q~~ ~~W~~ ~~H~~ ~~D~~ ~~B~~ ~~U~~ LVW SUROLILF \$IULFDQ \$PHULFDQ DUWLWV DQG .DQVDV QDW QRYHOLVW FRPSRVHU ILOP GLUHFWRU SUH HPLQH QW SKRWRJUDSKHU 7KH EXON RI WKH PDWHULDO GRFXPHQ 7KH \*RUGRQ 3DUNV 3DSHUV IRUPDOO\ RSHQH WR WKH FHOHEUDWLRQ RI WKH FHQWHQQLDO RI 3DUNV ELUWK ZULWLQJ DVVLJQPHQWV 7KH :68 8OULFK 0XVHXP RI :

\* RUGRQ SIDUMRJUDSKI\ ZRUN

- 7KH 2IILQWRUQDWLRQDOSUGEDWLRQ OHVSRQVLEOH IRU D  
LQWHUQDWLRQDO VWXGHQWV DQG VFKRODUV SURYLGL  
DVVLVWDQFH QHFHVVDU\ WR DFKLHYH SHUVRQDO HGXF
-

:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$VVXUDQFH \$UJXPHQW

- 35(6B3UHVVLGHQW VB'LYHUVLW\B&RXQFLOB0LQXWHVB
- 35(6B3UHVVLGHQW VB'LYHUVLW\B&RXQFLOB2UJDQLJDWLRQ
- 35(6B636&B:LFKLWDB6WDWHB6WUDWHJLFB3ODQB
- 35(6B636&B:LFKLWDB6WDWHB6WUDWHJLFB3ODQB
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- 675\$7B&20081, &\$7,216B:LFKLWDB6WDWHB1HZVB
- 678'B\$))\$,56B',9(56,7<B,1&/86,21B\$GB\$VWUDB&RQIHUHQFH
- 678'B\$))\$,56B',9(56,7<B,1&/86,21B\$QQXDOB5HSRUWVB\$<
- 678'B\$))\$,56B',9(56,7<B,1&/86,21B/\*%74B&OLPDWHB6WXG\B
- 678'B\$))\$,56B',9(56,7<B,1&/86,21B/\*%74B5HVRXUFHVB
- 678'B\$))\$,56B',9(56,7<B,1&/86,21B5HVWURRPVB2WKHUB)DF
- 678'B\$))\$,56B2'6B'LVDELOLW\B6HUYLFHVB
- 678'B\$))\$,56B263B6SHFLDOB3URJUDPVB2YHUYLHZB
- 8/5, &+B086(80B\*RUGRQB3DUNVB\$FTXLVLWLRQB
- 81,9B/, %5\$5, (6B63(&B&2//B&ROHFWRQRIB\*RUGRQB3DUN







- 7UDLQLQJ WR ORFDO VFKRRO GLVWULFW WKURXJK WKH &ROOHJH F  
GLYHUVH VFKRRO GLVWULFW WKURXJK WKH &ROOHJH F
- 7KH [VXPPHU SURJUDPLER 3DQ EOD](#) SRUWXQLW\ IRU VWXGH  
LQWHUHVHG LQGLYLGXDOV WR VWXG\ 6SDQLVK JDLQ  
FRXQWU\ DQG HDUQ FROOHJH FUHGLW WRZDUG D GHJU

7KHVH H[DPSOHV SURYLGH D VPDOO VDPSOH RI WKH PDJQL  
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HLC Accreditation 2016-2017

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Wichita State University

HLC Workgroup

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,QWHJULW\ (WKLFDO DQG 5HVSRQVLE

7KH LQVWLWXWLRQ DFWV ZLWK LQWHJULW\ LWV FRQGXF

\$ &RUH &RPSRQHQW \$

7KH LQVWLWXWLRQ RSHUDWHV ZLWK LQWHJULW\ LQ LWV IL  
HVWDEOLVKHV DQG IROORZV SROLFLHV DQG SURFHVHV IR  
ERDUG DGPLQLVWUDWLRQ IDFXOW\ DQG VWDII

\$UJXPHQW

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5HJHQWV 3ROLFLHV DQG 3URFHGXUHV

7KH .DQVDV %RDUG RI 5HJHQWV VWDWLFRDWDG LWDG LQVWLWXWLRQ  
PHDVXUDEOH FRQLQXRXV LPSURYHPHQW LQ WKH TXDOLW  
SDUWLFLSDWLRQ IRU DOO TXDOLILHG .DQVDQV 7R DFKLHY

- 'HPDQGV DFFRXQWDELOLW\ IRFXVHV UHVRXUFHV DQG
- 0DLQWDLQV D SURJUDP UHYLHZ F\FOH DQG SURFHVV WK  
GHOLYHUV TXDOLW\ DFDGHPLF SURJUDPV FRQVLVWHQW
- )ROORZ SROLFLHV DQG SURFHGXUHV MOHFWLRQ DQG TXDOLII  
WHUPV RI RIILFH FRPSHQVDWLRQ DQG H[SHQVH SROLFI  
DVSHFWV RI PDQDJHPHQW WKDW DUH NHSW FXUUHQW I  
. %25 V ZHEVLWH

:68 3ROLFLHV DQG 3URFHGXUHV

7KH :68 3ROLFLHV DQG 3URFHGXUHV DFFHVVLEOH  
SROLF\ LQLWLDWLQJ DXWKRULWLHV DQG WR GHYHORS D V\  
SURFHVHV 7KH PDQXDO LQFOXGHV DOO SROLFLHV DQG S  
ZLWK .%25 SROLFLHV 7KH SUHVLGHQW YLFH SUHVLGHQWV  
3URIHVVLQRQDO 6HQDWH 8QLYHUVLW\ 6XSSRUW 6WDII 6HQE  
GHVLJQDWHG DV WKH SROLF\ LQLWLDWLQJ DXWKRULWLHV  
SULRU WR LPSOHPHQWDWLRQ DQG LQFOXVLRQ LQ WKH PDG

- ,QWHUQDO HDGUV FWRU RI WKH 2IILFH RI ,QWHUQDO \$XC  
DGPLQLVWUDWLYHO\ WR WKH H[HFXWLYH GLUHFWRU RI  
RSHUDWLRQV
- +XPDQ UHVRXUFHV RI +XPDQ 5HVRXUFHV GHPRQVWUHG  
FRPPLWPHQW WR HWKLFDO KLULQJ DQG SURPRWLRQ E\



DQG UHGUHVV FRPPLWPHQW RI WLPH FRQVXOWLQJ DQ UHSRUWLQJ SURFHGXUHV GHSRVLWRU\ IRU FHUWLILFD\ LQYROYLQJ KXPdq VXEMHFWV DQG DQLPDO XVH LQGLU PDQDJHPHQW SURFHGXUHV DQG FRPSOLDQFH ZLWK IHG SROLFLHV IRU SXEOLF KHDOWK VHUylfH VXSSRUWHG L

- [&RPPXQLFDWLRQ DQG WHFKQRORJLHV](#) \$FFHSWDEOH 8VH FRPSXWLQJ DQG LQIRUPDWLRQ WHFKQRORJLHV DUH DU
- [8QLYHUVLW\ 6XSSERVWHUWDOISURPDWLRQ](#) UHOHYDQW WR 6WDII LQFOXGLQJ XQLYHUVLW\ MRE OLVWLQJV SUH HP OLFHQVH GUXJ DQG DOFRKRO WHVWLQJ SURPRWLRQ D DGGLWLRQDO FRPSHQVDWLRQ IRU KR XUO\ HPSOR\HHV SD\FKHFN LQIRUPDWLRQ SHUIRUPDQFH HYDOXDWLRQV WKH DUWLFXODWHG OD\RII SODQ
- [8QFODVVLILHG 3URFRYHURODGRUPDWERQ](#) UHOHYDQW WR HPSOR\HHV LQFOXGLQJ GHILQLWLRQV RI DGPLQLVWUD\ DSSRLQWPHQW HYDOXDWLRQ W\SHV RI OHDYH UHWLU GLVFLSOLQDU\ SURFHVVHV JULHYDQFHV ILQDQFLDO H
- [\)DFXOW\ \\$RQWLQ](#) DOO LQIRUPDWLRQ UHOHYDQW WR JI UHVSQRVLELOLWLHV WHQXUH DQG SURPRWLRQ UHVLJ( HPHULWXV VWDWXV DQG SRVW WHQXUH UHYLHZ
- [\\$FDGHPLF \\$RQWLQ](#) DLQHG LQ VHFWRQV FRQFHUQLQJ I RIILFH KR XU V WXGHQWV ZLWK GLVDELOLWLHV WHDFK VHTXHVWUDWLRQ FKDLU SURFHGXUHV SURFHGXUHV D( V WXGHQW DFDGHPLF KRQHVV\ DQG WKH GHILQLWLRQ I
- \$X[LOLDU\ IDQEVLRQV FRUSRUDWLRQV \$X[LOLDU\ FD PLVVLRQ RI WKH XQLYHUVLW\ DQG SURYLGH DGGLWLRQ IDFXOW\ VWDII DQG WKH XQLYHUVLW\ FRPPXQLW\ 3RO IXQFWLRQ ZLWKLQ WKH XQLYHUVLW\ FDQ EH IRXQG LQ
- [&RPSODLQW \\$RQWLQ](#) WPHQW RI D GLVFULPLQDWLRQ FRF YLVLWRU WKH XQLYHUVLW\ KDV FOHDUO\ ZRUGHG SROL PRVW IDLU RXWFRPHV SRVVLEOH 6HSDUDWH SROLFLHV

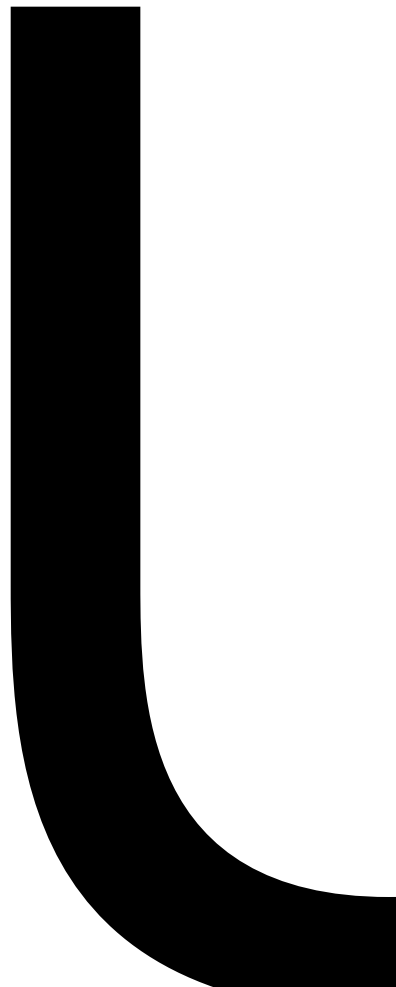




GLVFULPLQDWLRQ RYHU WKH SDVW WKUHH WKHVWDEFH DQG  
YLROHQFH WUDLQLQJ SUPDQHP IRUHVWXPHQW JHG EHORZ

- 3ULRU WR ((2 DQG 7LWOH ; UHVSQRVLELOLWLHV ZI  
FRXQVHO V RIILFH
- ,Q WKH 2IILFH RI (TXDO (PSOR\PHQW 2SSRUWXQLW\  
WLPH H[HFXWLYH GLUHFWRU RI ((2 7LWOH ; ZDV KLUHG  
RXWUHDFK DFTXLULQJ WKLV UHVSQRVLELOLW\ IURP WK  
SRVLWHSRUWHG GLUHFWO\ WR WKH SUHVLGHQW

•



- 3URYLGHG FRXQVHO&IROOKRZ WR (B&RQVPHG HUHODWL H[SHFWHG RU EXGJHWHG

## 6RXUFHV

- \$\$\$'B\$))\$,56B\$66(66B3URJUDPB5HYLHZB5HSRUWB
- \$\$\$'B\$))\$,56B\$66(66B3URJUDPB5HYLHZB5HSRUWB
- \$\$\$'B\$))\$,56B\$66(66B3URJUDPB5HYLHZB5HSRUWB
- \$\$\$'B\$))\$,56B\$66(66B3URJUDPB5HYLHZB5HSRUWB
- \$\$\$'B\$))\$,56B)DFXOW\B83B(YDOXDWLRQB)RUPVB
- \$\$\$'B\$))\$,56B2)\$B&RQVXPHUB,QIRUPDWLRQB
- \$'0,1B),1\$1&(B%8'\*(7B)< B2SHUDWLQJB%XGJHWB
- \$'0,1B),1\$1&(B\*\$6%B)<
- \$'0,1B),1\$1&(B2+5B66,B
- \$'0,1B),1\$1&(B2+5B6WUDWHJLFB6XPPDU\B)<
- \$'0,1B),1\$1&(B2+5B6XPPDU\B0HPRB)<
- \$'0,1B),1\$1&(B2UJDQL]DWLRQDOB&KDUWB
- \$'0,1B),1\$1&(B2YHUYLHZB
- \$'0,1B),1\$1&(B385&+\$6,1\*B3URFXUHPHQWB3ROLFLHVB
- \$7+/(7,&6B\$QXDOB5HSRUWVB
- \$7+/(7,&6B\$QXDOB5HSRUWVB
- \$7+/(7,&6B2IILFLDOB6LWHBRIB:LFKLWDB6WDWHB\$WKOHWL
- &\$0386&/\$5,7<B6XEVWDQFHB\$EXVH B6H[XDOB\$VVDXOWB3U
- )\$&8/7<B6(1\$7(B+RPHB3DJHB
- \*32B)HGHUDOB5HJLVWHUBY B1R B86'(B9\$:\$B),QDOB5XC
- \*32B)HGHUDOB5HJLVWHUBY B1R B86'\$B9\$:\$B),QDOB5XC
- .\$16\$6B&)2B&RPSUHKHQVLYHB\$QXDOB)LQDQFLDOB5HSRU
- .\$16\$6B&)2B&RPSUHKHQVLYHB\$QXDOB)LQDQFLDOB5HSRU
- .\$16\$6B&)2B&RPSUHKHQVLYHB\$QXDOB)LQDQFLDOB5HSRU
- .\$16\$6B/(\*,6/\$785(B20%B&LUFXODUB\$ B&RPSOLDQFHB\$X
- .\$16\$6B/(\*,6/\$785(B20%B&LUFXODUB\$ B&RPSOLDQFHB\$X
- QXPEHU
- .%25B\$XGLWB&RPPLWVHHB0LQXWHVB
- .%25B3ROLF\B0DQXDOB
- .%25B3ROLF\B0DQXDOB SDJH QXPEHU
- .6B D BB&K
- 35(6B((2B\$IILUPDWLYHB\$FWLRQB3ODQB
- 35(6B((2B\$IILUPDWLYHB\$FWLRQB3ODQB
- 35(6B((2B\$QXDOB5HSRUWB
- 35(6B((2B(TXDOB2SSRUWXLW\B7LWOHB,;B&RPSODLQWB6XP
- 35(6B((2B7LWOHB,;B&6\$B/HWWHUB
- 35(6B((2B7LWOHB,;B4XLFN5HIHUHQFHB\*XLGHB
- 35(6B((2B7LWOHB,;B5(B/HWWHUB
- 35(6B,17(51\$/B\$8',7B\$FWLYLWLHVBDQGB3ODQVB
- 35(6B,17(51\$/B\$8',7B(GXFDWLRQB&ROOHJHB,QWHUQDOB\$X
- 35(6B,17(51\$/B\$8',7B(GXFDWLRQB&ROOHJHB,QWHUQDOB\$X
- 35(6B,17(51\$/B\$8',7B(GXFDWLRQB&ROOHJHB,QWHUQDOB\$X



% &RUH &RPSRQHGW %

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7KH LQVWLWXWLRQ SUHVHQWV LWVHOI FOHDUO\ DQG FRPS  
SURJUDPV UHTXLUHPHQWV IDFXOW\ DQG VWDII FRVWV W

\$UJPHGW

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<sup>2</sup> %<sup>2</sup>

7UDQVSDUHQF\

,Q FRPSOLDQFH ZLWK WKH .DQVDV 2SHQ 5HFRUGV \$FW DQG  
DUWLFXODWHV WKH 2SHQ 5HFRUGV \$FW DQG FOR DUOLHM SC

&RVW WR 6WXGHQWV

7KH 2IILFH RI )LQDQFLDO 2SHUDWLRQV DQG WXVWLRQV DQG  
IHHUHTXLUHG RI HYHU\ VWXGHQW HQUROOHG RQ WKH :68 P  
:LFKLWD :LFKLWD V FRQWLJRXV LQGXVWULDO VLWHV :68  
'RZQWRZQ &HQWHU 7XLWLRQ DQG IHHV DUH VXEMHFW WR

6WXGHQW IHHV VXSSRUW WKH 5KDWLJDQ 6WXGHQW &HQWH  
\*RYHUQPHQW \$VVRFLDWLRQ VWXGHQW SXEOLFDWLRQV PX  
DQG PXVLFDO WKHDWHU DQG VLPLODU HQWLWLHV DQG HII  
FRVW RI HGXFDWLRQ LV DYDLODEOH WR FDQGLGDWHV DQG  
WKH &ROOHJH 3RUWUDLW SDJH :68 ZHEVLWH KRPH SDJH I  
(GXFWDWLRQ 2SSRUWXQLW\ \$FW

)DFXOW\ DQG 6WDII

,QIRUPDWLRQ RQ IDFXOW\ DQG VWDII LV DYDLODEOH WKUR

- )DFXOW\ TXDOLILFDWLRQ YLFHQW DUDLQDWDWLRQ WKH
- 'HSDUWPHQWDO ZHE SDJHV SURYLGH LQIRUPDWLRQ H  
DQG VWDII FRQWULEXWLQJ WR HDFK SURJUDP XQGHU G  
WR LQGLYLGXDO IDFXOW\ ZHE SDJHV
- 7KH :68 ZHEVLWH SURYLGH D FFRQYHQDQW DFFGLVHWR

- [\\$\\$'B\\$\)\)\\$,56B\\$GPLVVLRQB,QIRUPDWLRQB'HSWB:HEB3DJHV](#)
- [\\$\\$'B\\$\)\)\\$,56B\\$'0,66,216B\\$QQXDOB5HSRUWB](#)
- [\\$\\$'B\\$\)\)\\$,56B\\$'0,66,216B8QGHUJUDGXDWHB\\$GPLVVLRQVB+](#)
- [\\$\\$'B\\$\)\)\\$,56B\\$66\(66B\\$FFUHGLWDWLRQB5HSRUWB](#)
- [\\$\\$'B\\$\)\)\\$,56B\\$66\(66B\\$FFUHGLWDWLRQB5HSRUWB](#)
- [\\$\\$'B\\$\)\)\\$,56B\\$66\(66B\\$FFUHGLWDWLRQB5HSRUWB](#)
- [\\$\\$'B\\$\)\)\\$,56B\\$66\(66B\\$FFUHGLWDWLRQB5HSRUWB](#)
- [\\$\\$'B\\$\)\)\\$,56B\\$66\(66B\\$FFUHGLWDWLRQB5HSRUWB](#)
- [\\$\\$'B\\$\)\)\\$,56B'HJUHHVB3URJUDPVB B0DMRUVB](#)
- [\\$\\$'B\\$\)\)\\$,56B'HSWB:HEB3DJHVB,QIRUPDWLRQB\\*UDGXD](#)
- [\\$\\$'B\\$\)\)\\$,56B,76BP\ZVXB:HEB3DJHB](#)
- [\\$\\$'B\\$\)\)\\$,56B21\(6723B2QH6WRSB+RPHSDJHB B3RUWDOB](#)
- [\\$\\$'B\\$\)\)\\$,56B678'B68&&\(66B2IILFHBRIB6WXGHQWB6XFFHV](#)
- [\\$'0,1B\),1\\$1&\(B&RPSUHKHQVLYHB\)HHB6FKHGXOHB](#)
- [%86,1\(66B%DUWRQB6FKRROBRIB%XVLQHVV+B+RPHSDJHB](#)
- [&\)\\$B&ROOHJHBRIB\)LQHB\\$UWVB:HEB3DJHB](#)
- [&+3B&ROOHJHBRIB+HDOWKB3URIHVVLQRQB+RPHSDJHB](#)
- [\('8B&ROOHJHBRIB\(GXFDWLRQB+RPHB3DJHB](#)
- [\(1\\*B&ROOHJHBRIB\(QJLQHULQJB:HEB3DJHB](#)
- [\\*5\\$'B6&+22/B\\$GPLVVLRQVB](#)
- [\\*5\\$'B6&+22/B+RPHSDJHB](#)
- [+21256B'RURWK\B%LOOB&RKHQB+RQRUVB&ROOHJHB+RPHS](#)
- [,,&B,QVWLWXWHBIRUB,QWHUGLVFLSOLQDU\B&UHDWLYLW\B](#)
- [.6B D BB&K](#)
- [/\\$6B&ROOHJHBRIB/LEHUDOB\\$UWVB6FLHQFHVB+RPHSDJHB](#)
- [35\(6B330B&K B0LVFHODQHRXVB](#)
- [35\(6B330B&K B0LVFHODQHRXVBHU](#)
- [35\(6B:LFKLWDB6WDWHB8QLYHUVLW\B+RPHSDJHB](#)
- [5\(\\*,675\\$5B\\*UDGXDWHB&DWDORJB](#)
- [5\(\\*,675\\$5B\\*UDGXDWHB&DWDORJB](#)
- [5\(\\*,675\\$5B8\\*B&DWDORJB BH\[FHSWV](#)
- [5\(\\*,675\\$5B8\\*B&DWDORJB BH\[FHSWV SDJH QXPEHU](#)
- [5\(\\*,675\\$5B8\\*B&DWDORJB BH\[FHSWV SDJH QXPEHU](#)
- [5\(\\*,675\\$5B8\\*B&DWDORJB BH\[FHSWV SDJH QXPEHU](#)
- [5\(\\*,675\\$5B8\\*B&DWDORJB BH\[FHSWV SDJH QXPEHU](#)
- [5\(\\*,675\\$5B8\\*B&DWDORJB SDJH HQXPEHU](#)
- [5\(\\*,675\\$5B8\\*B&DWDORJB TM,P RG 2Â•Xv1R7 TMi P ÂQ XXp S L e#c #](#)
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2SHQ 0HHWLQJV

.%25 PHHWLQJV DUH SXEOLF DQG QRWLFH LV JLYHQ LQ DF  
.6\$ WKURXJK D 8QGHU SUHYDLOLQJ VWDWXWH  
H[HFXWLYH VHVLRQ LV E\ D PRWLRQ WR UHFHVV DQ RSHQ

.%25 PHHWV UHJXODUO\ IURP 6HSWHPEHU WKURXJK -XQH ,  
WR UHYLHZ DSSURSULDWLRQV UHTXHVWV IURP VWDWH XQL  
DSSURSULDWLRQV IURP PHHWLQJV VHH KLJKOLJKWHG D  
DGGUHVHG DUH SXEOLFO\ DYDLODEOH RQOLQH 3XEOLF F

VWXWLYNV VWYH •à` `p€0€0`€p `` `p€RSdp0@ €áWe`0P€P0  
XHIRV UHP VZQG



IRU VSDFH :LWK UHJDUG WR WKH VWDWH XQLYHUVLWLHV  
KDV WKH DXWKRULW\ WR FRQWURO WKHVV LQVWLWXWLRQV  
ERDUG\ JRYHUQLQJ IXQFWLRQV LQFOXGH DSSRLQWLQJ WI  
KDYLQJ DQ HPSOR\HU HPSOR\HH UHODWLRQVKLS ZLWK WKH  
RYHUVHH PDQ\ RI WKH GDLO\ RSHUDWLRQDO IXQFWLRQV RI  
FKRVHQ WR GHOHJDWH DFWXDO SHUIRUPDQFH RI WKRVH IX  
VWDIIV \$Q H[DPSOH RI VXFK LQFOXGHV FRPSRVHG FRPSRVHG  
VWXGHQW DSWK FRPSRVHG LQ 2FWREHU

,Q LWV GHVLUH WR ZRUN FORVHO\ ZLWK LQVWLWXWLRQV X  
UHODWLRQVKLSV EHWZHHQ VWDWH LQVWLWXWLRQV .%25 I  
VHH & FRPSRVHG RI PHPEHUV IURP WKH VWXGHQW ER  
6HYHUDO VWDWH FRXQFLOV SURYLGH WKH PHFKDQLVPV WK  
WKH 5HJHQWV XQLYHUVLWLHV DUH DFKLHYHG

7KH GHILQLWLRQ DQG UROH RI IDFXOW\ DQG IDFXOW\ JRYH  
0DQXDO

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8QLYHUVLW\ /LEUDULHV

/LEUDU\ VXSSRUW IRU IUHH LQTXLU\ LV VXSSRUW IRU H E I A H M K E  
IRUWK E\ WKH \$PHULFDQ //LEUDU\ \$ALVCRSIFWILBFOVYK HDGGUF  
DFDGHPLF IUHHGRP LQ OLEUDU\ FROOHFWLRQV DQG VHUYL

2WKHU 3XEOLFDWLRQV

:68 KDV PDQ\ DYHQXHV IRU VWXGHQWV WR SXEOLVK WKHLL  
SXEOLFDWLRQ IRUP 7KH 6XQIORZHU D VWXGHQW UXQ QHZ  
IRUXPV DV GR WKH GR]HJV RI XQLYHUVLW\ DFDGHPLF GHSI  
ZRUN \$OWKRJK :68 VXSSRUWV VWXGHQW SXEOLFDWLRQV  
DFDGHPLF IUHHGRP DQG WKH DFWLYH SXUVXLW RI WUXWK  
KDQGV RI VWXGHQW HGLWRUV ZULWHUV SKRWRJUDSKHUV  
IRU DELGLQJ E\ WKH VW DQ & D H G W & D I G G 7 R R Z O W & G H Q W \*RYH  
\$VVRFLDWLRQ PDLQWDLQV D %RDUG RI 6WXGHQW 3XEOLFD  
VWXGHQW SXEOLFDWLRQ LVVXH

\$UWLFOH VHFWRQ 3URWHFWLRQ RI )UHHGRP RI ([SUH

( &RUH &RPSRQHQW (

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7KH LQVWLWXWLRQ¶V SROLFLHV DQG SURFHGXUHV FDOO IF

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VXSSRUWHG E\ D IHGHUDO VWDWH RU ORFDO JRYHUQPHQV  
DQ DSSOLFDWLRQ KDV EH D QXEPD ZWFG SHHGWKLDQYHVM  
JXLGH DQLPDO: 68\$GIDRDC :MOKH UGRFXVPRQDFIRU VXEPLVVL  
DQLPD SURWRFR DQG WKH F.R.P.Q.S&S H URVWHUV IRU WKH

2 ( 2

7R HQVXUH WKDW VWXGHQWV DUH RIIHUG DSSURSULDWH  
LQIRUPDWLRQ UHVRXUFHV :68 KDV FRPPLWWHG HIIRUWV W  
(WKLFD 8VH RI ,QIRUPDWLRQ

)UHVKPDQ VWXGHQWV DUH JURXQG HG LQ OLEUDU\ VNLOOV  
VXFK DV (QJOLVK DQG WKURXJK IDFXOW\ LQ WKRVH F  
VWXGHQWV PXVW VLJQ DQG VXEPLW D 3ODJLDULVP &RC

WKDW VHHN WR LGHQWLI\ SURKLELWHG DFDGHPLF FRQ(  
DGPLQLVWUDWRUV ZLWK UHJDUG WR WKH QDWXUH LPSDFV





:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$V VXUDQFH \$UJXPHQW

## 6 &ULWHULRQ 6XPPDU\

7KH LQVWLWXWLRQ DFWV ZLWK LQWHJULW\ LWV FRQGXFV

### 6XPPDU\

:LFKLWD 6WDWH 8QLYHUVLW\ LV FRPPLWWHG WR HWKLFDO  
FRPSOLDQFH ZLWK &ULWHULRQ DV HYLGHQFHG E\ KDYLQJ

- \$ IXOO FRPSOHPHQW RI SROLFLHV WKDW JXLGH WKH LQ  
DGPLQLVWUDWLRQ IDFXOW\ VWDII DQG VWXGHQWV DV
- \$ JRYHUQLQJ ERDUG DSSRLQWHG E\ WKH JRYHUQRU DG  
PHHWLQJV DQG SXEOLVKHV PHHWLQJ DJHQGDV DQG PL
- \$Q RIILFH RI LQWHUQDO DXGLW WKDW UHJXODUO\ DXGL  
LQVWLWXWLRQDO .%25 VWDWH DQG IHGHUDO SROLFLH
- 3XEOLFO\ DYDLODEOH GRFXPHQWV WKDW DGYHUWLVH :(  
SURFHVVHV HGXFDWLRQDO FRVWV IDFXOW\ DQG VWDII
- 3ROLFLHV DQG SURFHGXUHV WKDW GHPRQVUDWH :68 `  
LQWHOOFWXDO SXUVXLWV DQG
- 0HFKDQLVPV WR HQVXUH WKDW IDFXOW\ VWDII DQG VW  
HWKLFDOO\

### 6RXUFHV

7KHUH DUH QR VRXUFHV





HLC Accreditation 2016-2017

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Wichita State University

HLC Workgroup

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\$ V V X U D Q F H \$ U J X P H Q W & U L W H  
7 H D F K L Q J D Q G / H X D Q L Q J 5 H V R X U  
D Q G 6 X S S R U W



DV ZH WUDWQQLDO F\F SURJUDPHG E\WSURJUDPHZDFQ\$OMUQ  
XQLYHUVLW\ SURJUDP UHYLHZ FRPPLWWHH PDGH XS RI  
\$IIDLUV UHYLHZV WKH VHOI VWXGLHV 7R HQVXUH FRQW  
IRU SHUIRUPDQFH DOO SURJUDPV VXEPLW DQ LQWHQVI

2 &HQWUDOLW\ WR IXOILQOLQJ WKH PLVVLRQ DQG I

2 4XDOLW\ DV DVVHVHVG E\ WKH VWUHQJWKV SURC

2 4XDOLW\ DV DVVHVHVG E\ LWV FXUULFXOXP DQG I

2 'HPRQVWUDWHG VWXGHQW QHHG DQG HPSOR\HU C

2 6HUULFH SURYLGHG WR WKH GLVFLSOLQHV WKH :

2 3ODQV IRU LPSURYHPPHQW

3URJUDPV WULJJHUHG E\ .%25 IRU ORZ HQUROOPHQW JUD  
DQ DGGLWLRQDO DQQXDO UHYLHZ WR GHWHUPLQH LPSURY  
0HDVXUHG 2XWFRPHV

- .%25 SURJUDP UHYLHZ RXWFRPHV

:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$V VXUDQFH \$UJXPHQW

FRPPXQLFDWLRQ DQG FROODERUDWLRQ DQG WHDPZRUI  
DQG SHUFHQW RI JUDGXDWL VWXGHQWV UHSRUWHG  
WKHLU FKRVHQ FDUHHU 2YHUDOO VDWLVIDFWLRQ UDW  
GRZQ WR SURJUDP OHYHO DQG PRQLWRU WKHLU RZQ VI  
WULH SURJUDP UHYLHZ ZHOSRUW VWXLYHUVLW\ ZLGH VWXG  
UHSRUW LQFRUSRUDWH VWXGHQW SHUFHSWLRQ GDWI  
LQ WKH JHQHUDO HGXFDWLRQ SURJUDP

- 6WXGHQW HPSORVPHQW XPQL VXUYH\ GDWD LQGLFDWH V  
KLJK UDWL ZLW KQGHUJUDGXDWL SHUHQW HQWV HPS  
IXOO WLPH VL[ PRQWKV DIWHU JUDGXDWLRQ /LNHZLVH  
'HSDUWPHQW RI /DERUS HUSHUW HOJUDGXDWL UHP  
.DQVDV IROORZLQJ JUDGXDWLRQ :68 KDV RQH RI WKH 1  
.DQVDV IRU WKRVH FRPSO FRPSUW FRDO RU GHUHRXW LI  
VWDWH XQLYHUVLWLHV

2 \$ 2

/H DUQLQJ \*RDOV

- 8QLYHUVLW\ EDVHG XQGHUJUDGXDWL DUH VWXGHQW LI HU  
JHQHUDO HGXFDWLRQ SURJUDP DQG HYDOXDWHG DQQXI  
\*UDGXDWLQJ VWXGHQWV DUH H[SHFWHG WR

2 \$FTXLUH NQRZOHGJH LQ WKH DUWV KXPDLWLHV

2 7KLQN FULWLFDOO\ DQG LQGHSHQQGHQWO\

2 :ULWH DQG VSHDN HIIHFWLYHO\ DQG

2 (PSOR\ DQDO\WLFDO UHDFRQLQJ DQG SUREOHP VI

- 3URJUDP VSHFLILF OHDUQLQJ JRDOV IRXQG PHV DULRXV Z  
SDJHV DQG RWKHU SULQWHG PD WHODEL WHXS DWHFR  
RWKHU VDPSOHV

0HDVXUHG 2XWFRPHV

- 7KH XQGHUJUDGXDWL VWXGHQW OHDUQLQJ RQ ERPHV  
VWXGHQWV DUH SHUIRUPLQJ DW RU QHDU H[SHFDWLR  
VROYLQJ DQG FRPPXQLFDWLRQ VNLOOV DV PHDVXUHG E  
(QJOLVK ZULWLQJ DVVLJQPHQWV DQG LQGLUHFH H  
PHDVXUHV

- 3URJUDP OHDUQLQJ JRDOV RXWFRPHV DUH IRXQG LQ I  
DQG 5HSRUW LQGLFDWH WKDW SURJUDP OHDU  
GLIIHUHQWLDO EH FUHGHQWLDO OHYHO H J LQ WKH  
UHSRUW





2 2QOLQH FR7PP XDCIGW HVV VRFLDO DQG VWXGHQW HQJD  
FDPSXV FRPPXQLW\ IRU VWXGHQWV WR LQWHUDEFW RQ  
ODQDJHPHQW 6\VWHP

- 'DWD IURP YDULRXV VRXUFHV DOORZ WKH XQLYHUVLW\  
DV ZHOO DV SUHIHSHUHQWV, QDWXUH PDURJ \$QDO\WLFV DO  
RI SDUDPHWHUV )RU W\DPXVWWRJ D QHIUDJXHQW QGWR  
DFFHV D JUHDWHU SHUFHQWDJH RI FODVV PDWHULDQV  
\$Q RQOLQH UHWHQWLRQ VSHFLDOLVHG RYHU 1000  
S\KUH U@v€ AcPac% Dp" 705Ä "20• @PLD-0 dVAV@ HQ" W LIR Q<0B40 FLD OL V W
-







% &RUH &RPSRQHQW %

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7KH LQVWLWXWLRQ GHPRQVWUDWHV WKDW WKH H[HUFLVH  
DQG LQWHJUDWLRQ RI EURDG OHDUQLQJ DQG VNLOOV DUH

7KH JHQHUDO HGXFDWLRQ SURJUDP LV DSSURSULDWH  
OHYHOV RI WKH LQVWLWXWLRQ

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- 7LHU ,QWURGXFWRU\ &RXUVHV LQ WKH 'LVFLSOLQHV







- 5(\*,675\$5B7UDQVIHUB:RUNBRIB8\*B6WXGHQ\$VDJH6XPPEU\UB ([
- 577B\$QQXDOB5HSRUWB
- 577B\$QQXDOB5HSRUWB
- 577B\$QQXDOB5HSRUWB
- 577B1,\$5B

& &RUH &RPSRQH QW &

7KH LQVWLWXWLRQ KDV WKH IDFXOW\ DQG VWDII QHHGHG I  
VHUYLEFHV

7KH LQVWLWXWLRQ KDV VXIILFLHQW QXPEHUV DQG FRQ  
FODVVURRP DQG WKH QRQ FODVVURRP UROHV RI IDFXO  
H[SHFWDWLRQV IRU VWXGHQW SHUIRUPDQFH HVWDEOL  
VWDII LQYROYHPHQW LQ DVVHVPHQW RI VWXGHQW OH  
\$OO LQVWUXFWRUV DUH DSSURSULDWHO\ TXDOLILHG L  
FRQVRUWLDO SURJUDPV

,QVWUXFWRUV DUH HYDOXDWHG UHJXODUO\ LQ DFFRUG  
SURFHGXUHV

7KH LQVWLWXWLRQ KDV SURFHVVHV DQG UHVRXUFHV IF  
GLVFLSOLQHV DQG DGHSW LQ WKHLU WHDFKLQJ UROHV

,QVWUXFWRUV DUH DFFHVVLEOH IRU VWXGHQW LQTXLU  
6WDII PHPEHUV SURYLGLQJ VWXGHQW VXSSRUW VHUYLE  
DFDGHPLF DGYLVLQJ DQG FR FXUULFXODU DFWLYLWLH'  
VXSSRUWHG LQ WKHLU SURIHVVLRQDO GHYHORSPHQW

\$UJXPHQW

2 & 2

7KH .DQVDV %RDUG RI 5HJHQWV SURYLGHV JXLGDQFH WR C  
FODVVURRP DQG QRQ FODVVURRP ~~BULLFOX~~ P RYHUVLJKW VH  
VWXGHQW SHUIRUPDQFH LQ PDMRUV DV RXWOLQHG LQ .%2  
DUH UHTXLUHG WR KDYH DW OHDVW WKUHH IDFXOW\ PHPE  
KDYH D UHTXLUHPHQW IRU DQ DGGLWLRQDO WKUHH DQG C  
GHSDUWPHQW LV UHVSQRVLEOH IRU HQVXULQJ LW KDV D V  
WKDW GR QRW PHHW WKH PLQLPXP QXPEHU RI IDFXOW\ DUI  
MXVWLILFDWLRQ DQG UHPHG\ IRU WKH WULJJHU

- 3URJUDP HQVXUHV WKDW VXIILFLHQW QXPEHUV RI WHQ)  
GHJUHH SURJUDPV IRU DOO DVSHFWV RI FODVVURRP DC  
PHHW WKHVH UHTXLUHPHQWV DOHPDWLSKULW WKH WKH  
UHVSRRGV WR .%25 E\ ZULWWHQ H[SODQDWRQ ZLWK L  
WULJJHUHG SURJUDPV KDV GHFUHDVHG DV XQLYHUVLW  
SURJUDP DQG FRUHVSRQGLQJ GHDQ WR ILOO JDSV LQ  
WULJJHUHG SURJUDPV IRU WHQXUH WUDFN IDFXOW\ C  
WHQXUH WUDFN IDFXOW\ ZKR KDG WKH UHOHYDQW FUH  
SURJUDP
- 7KH FRQVROLDWGHG IDFXOW\ WKUHH DQG QXPEHU RI II  
:68 WR HQVXUH FRQWLQXLW\ 7KH UHSRUW LQFOXGHV V  
UHV LJQDWRQV RI IDFXOW\ PHPEHUV WKH QXPEHU RI V  
SHUFHQWDJH RI SD\ LQFUHDVHV FRXQWV E\ UDQN VH[







WHDFKHUV DQG WKH UHZDUGLQJ RI DFFRPSOLVKHG WHI

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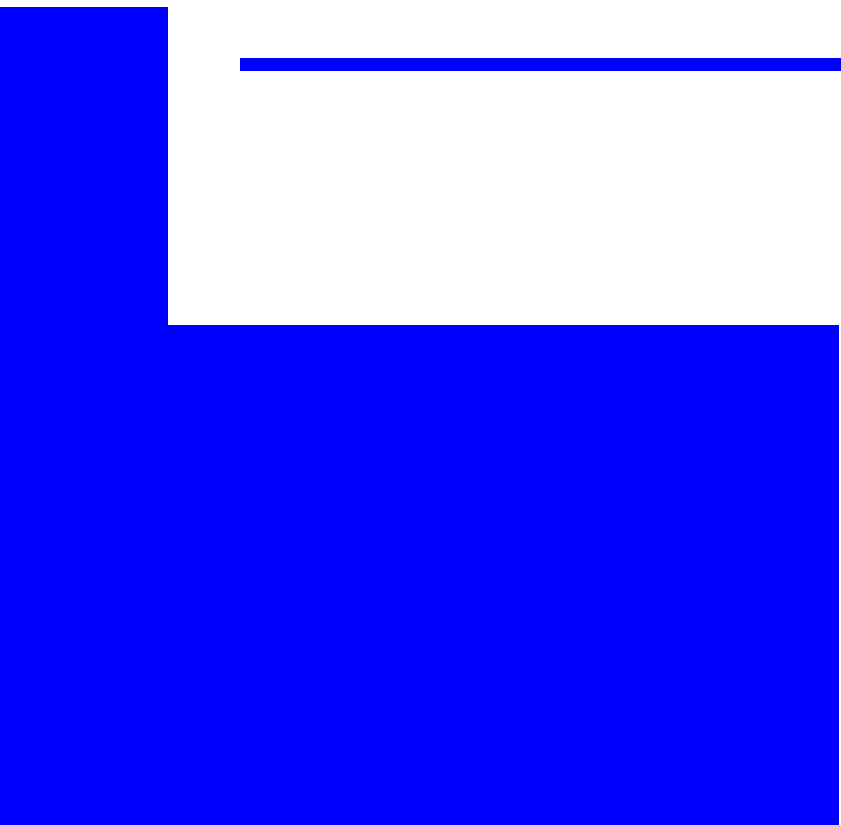
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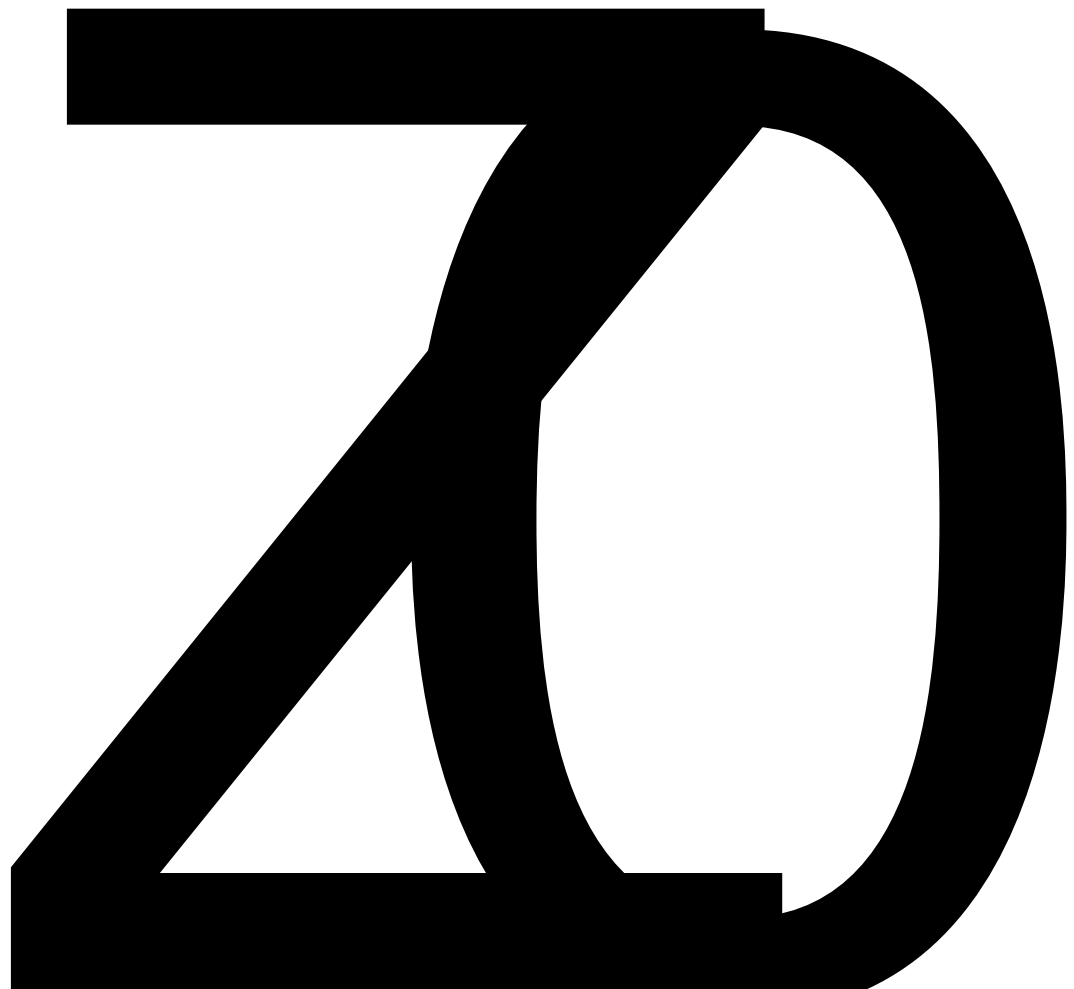




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&DPSXV VDIHW\ UHVRXUFHV DUH DYDLODEOH IRU VWXGHQW  
HPHUUHQF\ RSHUVW\ RQ\ SHUFR UUV DV UHTXHVWHG DQG V  
RXW HPDLO WH[W DQG RWKHU GLJLWDO PHVVDJHV LQ WKH  
ZHDWKHU FRQGLWLRQV :68 KDV HPHUUHQF\ FDOO ER[HV  
8QLYHUVLW\ ROLFW UREH OLJKW RQ WRS RI WKH FDOO ER[  
RWKHUV \$V UHTXLUHG E\ WKH -HDQQH &OHU\ 'LVFORVXUH  
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:68 KDV D X ELHYLW DO LQZLWK DQWLVD RGHU DSUWLYHG QJ





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GHFLGHG PDMRU 8QGHFLGHG PDMRUV DQG QRQ GHJUHH EI  
DQG 6FLHQFHV DGYLVLQJ FHQWHU DQG WKH 2IILFH RI \$GXC  
YLD WKH \*UDGXDWH 6FKRRO E\ D IDFXOW\ PHRPHSOHDFK FF

2QH6WRS IRU 6WVXGHQW 6WVXGHQW VXSSRUW RQOLQH ZMIEPH  
RU WHOHSKRQH DV D FRQYHQLHQFH IRU VWXGHQWV VR WJ  
TXHVWLRQV UHJDUGLQJ ILQDQFLDO DLG DGPLVLRQV DQG  
VWXGHQWV FDQ YLVW

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1HW\$SS DQG VHYHUDO RWKHU FRUSRUDWLRQV DQG SULYD

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MRXUQDO \OGKLF@OHV DUH W\SKLF@DOO\ P URKL HG PJLW L  
6LF@DQ 6CdIrbR3P`ÀpÀ0đÀPP@PÀ€`0@đ`50°Àdu  
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( &RUH &RPSRQH QW (

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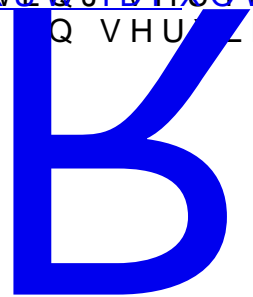
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OHDUQLQJ JDWKHULQJ DQG GLVVHP KSRUW JIDFXOWR HV  
DQG FRPPXQLWDO YDWRQ VLQJ IDFXOW\ Q VHUYLFH O





VRFFHU IODJ IRRWEDOO YROOH\EDOO EDVNHWEDOO D  
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VWXGHQWV SDUWLFLSDWH LQ LQWUDPXUDO VSRUW  
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WKURXJK [FRQWLSXUHQJ DQ & XFDWLRQ](#)
- [6WVXGHQW](#) LV [68VYDOXK](#) V DQG LV LQFUHDVLRQ\ IRFXVHG I  
KDOOPDUNV RI :68 V DSSURDFK DUH FROODERUDWLY  
FUHDWLRQ\ UIRUPDQFH DFWLYLWLHV LQ FRQFHUW ZLV  
UHVHDFWLRQ\ FUHDWLYH DFWLYLW\ ZKLFK LV RQH RI  
FULWLFDO QNLQJ VNLOOV HQFRXUDJH LQQRYDWLRQ  
JUDGXDWLV [SUDDQVXFWQH](#) WR VXSSRUW DQG SUR  
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:68 LV DQ LQVWLWXWLRQDO PHPEHU RI WKH &RXQFLO R  
XQLYHUVLW\ [RQGHU DQ DQXW 5HVHDFK DQGHU](#) V\X









# 7HDFKLQJ DQG /HDUQLQJ (YDOXDWLR

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SURFHVVHV GHVLJQHGH WR SURPRWH FRQWLQXR XV LPSURYH

## \$ &RUH &RPSRQHQW \$

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H[SHULHQWLD OHDUQLQJ RU RWKHU IRUPV RI SULRU O  
WKLUG SDUWLHV

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7KH LQVWLWXWLRQ PDLQWDLQV DQG H[HUFLVHV DXWKI

7KH LQVWLWXWLRQ WLXUP€°À-0À0đ€@ € P0°0Àp`vĐ€`  
7KH LQVWLWXWLRQ ELW\`RIUQLQJ TTHF PWm P\`RQ đ•  
7KH LQV HV WDV SROLHDOLWRPWm€W\ DZDUG UQWK `C

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LQF FXGH LW IRU DULSDUWH IRU OLQH GHJUHH

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OLVWHG RQ .%25 V ZHEVLWH

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DUH JURXQG HG LQ .%25 SROLF\ EXW DGGLWLRQDO SUDFW  
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HQWU\ LQWR :68 SURJUDPV 7KH 5HJLVWUDU\ V ZHE SDJH S  
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UHYHDG&RDLWVIZHEVSDJH RQVWUDWLQJ VWXGHQW OHDUQLQJ RXWFRPH

)DFXOW\ 4XDOLILFDWLRQV

:68 PDLQWDLQV DQG H[HUFLVHV DXWKRULW\ RYHU IDFXOW\  
SURFHVV DV ZHOO DV WKH WHQXUH DQG SURPRWLRQ SURF  
MRLQW DGPLQLVWUDWLRQ DQG IDFXOW\ SURFHVV ZKHUH \$  
WHQXUH SURFHVV DQG +XPDQ 5HVR&RDLWVIZHEVSDJH  
UHYLHZ RI HDFK DSSOLFDQW DJDLQV WKH VWDWHG FULW  
SURFHVV DQQXDO UHYLHZV DUH UHTXLUHG GXULQJ WKH IL  
GXULQJ WKH VL[WK \HDU IROORZLQJ SROLFLHV RQ WHQXU  
3URFHGXUHV @DQXDO XQGHUJUDGXDWL&RDLWVIZHEVSDJH ID  
JUDGXDWL IDFXOW\ DV ZHOO DV WKHLU DFDGHPLF TXDOLI  
SROLFLHV KIDFXOW\&RDLWVIZHEVSDJH SRSULDWH FUHGHQWLDQV ZLWK  
DSSURSULDWH GHJUHH DQG WKH UHPDLQLQJ KDYLQJ WKH  
SRVLWLRQ 6HH & RQ IDFXOW\ FUHGHQWLDQV DQG WHI

/H DUQLQJ 5HVRXUFHV

:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$V VXUDQFH \$UJXPHQW

7KH XQLYHUVLW\ FRPPXQLW\ KDV DFFHVV WR OHDUQLQJ UF  
WHFKQROODJ QFHG FODVVUR RY W XGHQW VERDWH/BEHFWKWR W  
RIILFH HWXGHQW 6WXGHQW , QYRHOYHLPWHQDQ & DOFHQWLRQ SP HQV  
7KH XQLYHUVLW\ QHEHQRO 2QG GMDWDSURJQLGHV VXSSRUW

'XDO &UHGLW &RQFXUUHQW (QUROOPHQW

4XDOLW\ LV PDLQWDLQH WKURXJK IDFXOW\ TXDO OL25 FDWLI  
& RQFXUUHQW (QURDQOPHQW DVHVVPHQW VHH ODWHV\  
%HFDXVH SROLFLHV KDYH EHHQ FKDQJHG E\ WKH +LJKHU /I  
XQLYHUVLW\ UWLDQ VLVWLVR ERQFXUUHQW HQUROOPHQW WHDFKHUV  
VSHFLILFDOO\ WKDW WKH WHDFKHUV GHPRQVWUDWH SRVVI  
D PDVWHU V GHJUHH LQ D QRQ UHODWHG ILHOG SOXV

2 \$ 2

:68 PDLQWDLQV D QXPEHU RI VSHFLDOW\ SURJUDPV 7KH D  
DFFRXQWDQF\ WR \HDUV QXUVLQJ SK\VLFDQ WKHUDS\  
\$ OLVWLQJ RI DFFUHGLWHG SURJUDPV IRU HDFK RI WKH XC  
\$IIDLUV ZHE SDJH RU VHHDQG

2 \$ 2

:68 HPSOR\ V DQ LQWHUQDO UHYLHZ SURFHVV WKDW HYDOX  
([LW 6XUYH\ DOORZV JUDGXDWLQJ VWXGHQWV D FKDQFH W  
5HVXOWV DUH FRPSLOHG E\ DFDGHPLF \HDU IDOO VSULQJ  
DFDGHPLF SURJUD DXU YHFRZWWX GMDWV KLJK VDWLVIDFWLR  
LQVWUXFWLRQ DQG IDFXOW\ WKHLU OHYHO RI FRPSHWHQF  
XVHIXOQHVV RI WKHLU GHJUHH LQ WKHLU FDUHHU \$QQXDC  
UHSRUW EHLQJ DFFHSHWG WR JUDGXDWH RU SURIHVVLRQD

/DWHVW DOXPQL VXUYH\ GDWD LQGLFDWH WKDW :68 JUDGX  
R XQGHUJUDGXDW SHUJUDGXWV HQWV HPSOR\HG IXOO WLPH  
JUDGXDWLRQ

\$FFRUGLQJ WR WKH ODWHVW GDWD IURP WKH .DQVDV +LJK  
WKH WKH KLJKHVW UDWHV DPRQJ DOO VWDWH XQLYHUVLW\  
.DQVDV RQH \HDU RDFK HODRQDQV WGHUHQHHV ,Q DGGLWLRQ  
VDODULHV IRU WKHVH FDWHJRULHV ZHUH DPRQJ WKH WKH

### 6RXUFHV

- [\\$\\$'B\\$\)\)\\$,56B\\$66\(66B\\$FFUHGLWDWLRQB5HSRUWB](#)
- [\\$\\$'B\\$\)\)\\$,56B\\$66\(66B\\$FFUHGLWDWLRQB5HSRUWB](#)
- [\\$\\$'B\\$\)\)\\$,56B\\$66\(66B\\$FFUHGLWDWLRQB5HSRUWB](#)

- \$&\$'B\$))\$,56B\$66(66B\$FFUHGLWDWLRQB5HSRUWB
- \$&\$'B\$))\$,56B\$66(66B\$FFUHGLWDWLRQB5HSRUWB
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- (1\*B3URJUDPB5HYLHZB5H5RQXPEHU
- )\$&8/7<B6(1\$7(B\*(1B('B5HYLHZBRIB6/2B
- )\$&8/7<B6(1\$7(B\*(1B('B5HYLHZBRIB6/2BH QXPEHU
- )\$&8/7<B6(1\$7(B0\$BLQB\*HURQWRORJ\BDWBWKHB0HHWLQJB
- )\$&8/7<B6(1\$7(B3K\VLFB3URJUDPBDWBWKHB0HHWLQJB
- .%25B)RUHVLJKWB B,QVWLWXWHB/HYHOB'DWDB\$SSHQGL
- .%25B)RUHVLJKWB B,QVWLWXWHB/HYHOB'DWDB\$SSHQGL
- .%25B\*UDGXDWHVBZLWK 0DVWHU VB'HJUHHB(PSOR\HGBLQ
- .%25B\*UDGXDWHVBZLWKB%DFKHORU VB'HJUHHB(PSOR\HGBLQ
- .%25B\*UDGXDWHVBZLWKB'RFWRUDOB'HJUHHB(PSOR\HGBLQ
- .%25B\*XLGHOLQHVBIRUB\$FDGHPLFB3URJUDPB5HYLHZB
- .%25B.DQVDVB6\VWHPZLGHB7UDQVIHUB&RXUVHVB-XQHB
- .%25B3ROLF\B&RQFXUUHQWB(QUROOPHQWB
- .%25B3ROLF\B0DQXDOB
- .%25B3ROLF\B0DQXDOB SDJH QXPEHU
- .%25B3ROLF\B0DQXDOB SDJH QXPEHU
- .%25B3URJUDPB5HYLHZB\*XLGHOLQHVB B,QVWUXFWLRQVB



DIIDLUV SURYLGHV JXLGDQFH WR WKH 2IILFH RI \$VVHVVPH

2 % 2

\*HQHUDO (GXFDWLRQ 2XWFRPHV

:68 XVHV WKH &ROOHJLDWH /HDUQLQJ \$VVHVVPH QWVHVS D  
RXWFRPH HG WKURXJK VWXGHQWV HGXFWDLRQDO H[SHUL  
DQG VSULQJ VPHVWHUV D UHSUHVHQWDWLYH VDPSOH RI  
&/ \$ :ULWLQJ LV DVVHVVHG LQ DOO (QJOLVK FRXUVH\  
ZLWK RWKHU LQGLUHFW PHDVXUHV WR YHULI\ WKH XQLYHUI  
FRQWLQRRXV LPSURYHPHQW RI XQLYHUVLW\ SURJUDPV

3URJUDP 5HYLHZ 2XWFRPHV

\$V QRWHG LQ DJJUHJDWH UHSRUWV LQFOXGLQJ

HGXFDWLRQ SURJUDP DQQXDO ~~6~~MVXOWV LQGLFDWH WKDW V  
RU QHDU H[SHFWDWLRQV RQ OHDUQLQJ RXWFRPHV RI FULM  
VNLOOV DV PHDVXUHG E\ GLUHFH H J &/ \$ DQG LQGLUHF  
>166(@ H[LW VXUYH\ PHDVXUHV \$ QWHDPSWHORIDKIDZCEVPH  
XVHG WR PDNH FKDQJHV LV WKH GHYHORSPHQW RI D UHYD  
7KLV FRXUVH ZDV SURSRVHG DIWHU GDWD UHYHDOHG WKD'

7KLLEXWLDUQLVPXQ`0•r QSđ,B p SHUIRu € ` P ‡ €SHUIRu QV F  
RUppHU0€P•€°4V LPSHUIS @`00 €@` € Æ B0 `€  
RUppHU0€P`€P€ÀB00À Ru FW 06H p H DX'9QH@p°ÀÀQwÀ-,W“ e@ 4F  
T4V€ ð`° Â"õ eÀW4 #E a P0°@`0P€Á•xWdU'€t@àHU0KLV FRXUV ãp PS d

RYHU HGXFDWLRQDO TXDOLW\ LQ LQGLYLGXDO XQLWV 7KL  
FKDQJH SURFHVV DFFRPPRGDWHV<sup>2</sup>FRXUJGEKDQJHJUBGFG  
DQEDGJH

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:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$VVXUDQFH \$UJXPHQW

- )\$&8/7<B6(1\$7(B\*HQ(GB6WDQGLQJB&RPPLWWHHB
- )\$&8/7<B6(1\$7(B\*XLGHOLQHVBIRUB8\*B\$OWHUQDWLYHB&UH
- /\$6B3URJUDPB5HYLHZB5HSRUWVB
- /\$6B3URJUDPB5HYLHZ ~~SDH~~SIROXPVEHU
- /\$6B3URJUDPB5HYLHZ ~~SDH~~SIROXPVEHU
- /\$6B3URJUDPB5HYLHZ ~~SDH~~SIROXPVEHU
- /\$6B3URJUDPB5HYLHZ ~~SDH~~SIROXPVEHU
- 678'B\$))\$,56B678'B,192/9(0(17B\$VVHVVP HQWBRI WKH 6WXG
- 678'B\$))\$,56B678'B,192/9(0(17B\$VVHVVP HQWB3ODQB
- 678'B\$))\$,56B678'B,192/9(0(17B6HUYLFB OHDUQLQJB

& &RUH &RPSRQHQW &

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7KH LQVWLWXWLRQ GHPRQVWUDWHV D FRPPLWPHQW WR HC  
UHWHQWLRQ SHUVLVWHQFH DQG FRPSOHWLRQ UDWHV LQ

7KH LQVWLWXWLRQ KDV GHILQHJ JRDOV IRU VWXGHQW  
DPELWLRXV EXW DWDDLQDEOH DQG DSSURSULDWH WR I  
RIIHULQJV

7KH LQVWLWXWLRQ FROOHFWV DQG DQDO\]HV LQIRUPD  
FRPSOHWLRQ RI LWV SURJUDPV

7KH LQVWLWXWLRQ XVHV LQIRUPDWLRQ RQ VWXGHQW L  
WR PDNH LPSURYHPHQWV DV ZDUUDQWHG E\ WKH GDWD

7KH LQVWLWXWLRQ SURFHVVHV DQG PHWKRGRORJLH  
VWXGHQW UHWHQWLRQ SHUVLVWHQFH DQG FRPSOHW  
DUH QRW UHTXLUHJ WR XVH ,3('6 GHILQLWLRQV LQ WKH  
UDWHV ,QVWLWXWLRQV DUH HQFRXUDJHG WR FKRRVH I  
SRSXODWLRQV EXW LQVWLWXWLRQV DUH DFFRXQWDEO

\$UJXPHQW

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2 & 2

:LFKLWD 6WDWH 8QLYHUVLW\ LV FRPPLWWHG WR HGXFDWLI  
QRWDEO 4XDOLW\ , DQGLWLYH DQV DQ IRUDJRIE FRPHQWZKLF  
IRFXV RQ UHWHQWLRQ SHUVLVWHQFH DQG FRPSOHWLRQ U

7KH 4XDOLW\ ,QLWLDWLYH FHQWHUHG RQ WKH \*UDGXDWLR  
WHUP UHWHQWLRQ DQG JUDGXDWLRQ UDWHV 7KH SDUWQH

WH 0p°€ÀPa €P` PH[SH 0p€ P€€00PW€p00\ DW KHAV À0 FD•u [°À0

FH EFHQWHUHG RQ WKH \*UV 7

- ,QFUHDVH UHWHQWLRQ UDWH RI ILUVW WLPH IXOO WLP
- ,QFUHDVH VL[ \HDU JUDGXDWLRQ UDWH RI ILUVW WLPH SHUFHQW E\ DQG
- 'HYHORS PHWULFV WR PHDVXUH DQG WKHQ LQFUHDVH J E\

2 & 2

,Q WHUPV RI UHWHQWLRQ SHUVLVWHQFH DQG FRPSOHWLR \*UDGXDWLRQ 3DUWQHUVKLS V UHWHQWLRQ FRQFHQWV D FRDO E\ WKH 2IILFH RI \$VVHVPHQW DQG 2IILFH RI 3ODQQQJ DG DUH UHSRUWHG GRUPOG DUKYLRH EHGHEWW RZ & RYHQ EHS LQFOXGH DGPLQLVWUDWRUV GHDQV DVVRFLDWH GHDQV DQG WKH SURYRVW \$QQXDO UHSRUWV GRFXPHQW FKDQJH\

%HVLGHV WKH 4XDOLW\ ,QLWLDWLYH YDULRXV RWKHU GDV UHSRUWV GHPRQVWUDWH WKDW :68 LV PDNLQJ SURJUHVV I UHWHQWLRQ DQG JUDGXDWLRQ UDWHV IRU ILUVW WLPH DQ

- 4XDOLW\ ,QLWLDWLYH SURMHFW DQQXDO UHSRUWV ZLW )LQDO 5HSRUW DOR 5+ & LZ IURP +/ &
- 'HJUHH & RQIHUHG )DFWERRN
- 6WXGHQW 5HWHQWLRQ DQG \*UDGXDWLRQ 5DWHV

2 & 2

)RU WKH \*UDGXDWLRQ 3DUWQHUVKLS H: 68XV XLPD WKLRRH P+ HYDOXDWLRQ SURFHVV WR HQVXUH FRQLQXR XV UHYLHZ WKH XOWLPDWH JRDOV RI LQFUHDVLRQ UHWHQWLRQ DQG J

3XUSRVH

7KH SXUSRVH RI HYDOXDWLRQ LV WR DQDO\]H GDWD FROOI HYDOXDWH UHVXOWV LQ UHODWLRQ WR WKH IROORZLQJ TX

•



LQVWLWXWLRQDO GDWD XVHG IRU DFFUHGLWDWLRQ

5HWHQWLRQ DQG JUDGXDWLRQ UDWHV DUH RQH RI PDQ\ NF  
LQWHUQDO DVVHVPHQW DQG GHFLVLRQ PDNLQJ DORQJ ZL  
\$V ZLWK DOO .3,V YDOLGLW\ KRZ DFFXUDWHO\ WKH PHDV;  
EHLQJ PHDVXUHG DQG UHOLDELWLW\ WKH DELWLW\ WR UH

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:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$VVXUDQFH \$UJXPHQW

- \$\$B\$))\$,56B23\$B6(\$6B(QG RI 7HUPB5HSRUWB)DOOB
- \$\$B\$))\$,56B678'B68&&(66B5HWHQWLRQB&RXQFLOB+RPHS
- \$\$B\$))\$,56B678'B68&&(66B5HWHQWLRQB&RXQFLOB0LQXW
- \$\$B\$))\$,56B678'B68&&(66B5HWHQWLRQB&R\$QJHQBXPRLQXW
- )\$&8/7<B6(1\$7(B\*(1B('B)LUVW <HDUB6HPLQDUB
- +/&B B4,5B5HYLHZB:LFKLWDB6WDWHB8QLYHUVLW\B
- .%25B)RUHVLJKWB B2YHUYLHZB
- 35(6B\$\$B\$))\$,56B4,B5HSRUWB
- 35(6B\$\$B\$))\$,56B4,B5HSDUMRXPPEHU
- 35(6B'DWDB\*RYHUQDQFHB&KDUJHB0HPRB

6 &ULWHULRQ 6XPPDU\

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7KH LQVWLWXWLRQ GHPRQVUDWHV UHVSQRVLELOLW\ IRU  
HQYLURQPHQWV DQG VXSSRUW VHUYLFHV DQG LW HYDOX  
SURFHVVHV GHVLJQHJ WR SURPRWH FRQWLQRRXV LPSURYH

6XPPDU\

---

:LFKLWD 6WDWH 8QLYHUVLW\ V 2ILFH RI \$WVHQWPSROO FRF  
DQG EHVW SUDFWLFHV HYDOXDWHV DVVHVVPHQWGDWR  
LPSURYHPHQW DQG DFRXQWDELOLW\ SXUSRVHV DQG NHH  
7KH XQLYHUVLW\ GHPRQVUDWHV FRPSOLDQFH ZLWK &ULW

- \$ UHJODU SDWWHUQ RI UHYLHZ IRU HDFK GHJUHH SUR  
VWXGHQW VXFFHVV UHJDUGLQJ WKRVH RXWFRPHV
- 3ROLFLHV DQG SURFHGXUHV IRU FXUULFXOXP GHYHORS  
DPRQJ IDFXOW\ DGPLQLVWUDWLRQ DQG VXSSRUWLQJ X  
FRXUVH TXDOLW\
- 6SHFLDOLJHG DFFUHGLWDWLRQ IRU DSSURSULDWH SUR.
- 7UDQVIHU HTXLYDOHQF\ SURFHGXUHV FRRUGLQDWHG E\
- (YDOXDWLRQV RI JUDGXDWHV VXFFHVV WKURXJK VXUYI

:KLOH :68 VHHPV WR KDYH PHW &ULWHULRQ WKH XQLYHU  
DVVHVVPHQW DFWLYLWLHV DFURVV GLYLVLRQV SDUWLFXO  
IRUZDUG DV WKH 'LYLVLRQ RI 6WXGHQW \$IIDLUV LV QRZ D  
\$FDGHPLF \$IIDLUV

6RXUFHV

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7KHUH DUH QR VRXUFHV

HLC Accreditation 2016-2017

# Evidence Document



5HVRXUFHV 3ODQQLQJ DQG ,QVWLWX

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7KH LQVWLWXWLRQ¶V UHVRXUFHV VWUXFWXUHV DQG SUR  
TXDOLW\ RI LWV HGXFDWLRQDO RIIHULQJV DQG UHVSRQG  
SODQV IRU WKH IXWXUH

\$ &RUH &RPSRQHQW \$

---

7KH LQVWLWXWLRQ¶V UHVRXUFH EDVH VXSSRUWV LWV FXU  
DQG VWUHQQJKHQLQJ WKHLU TXDOLW\ LQ WKH IXWXUH

7KH LQVWLWXWLRQ KDV WKH ILVFDO DQG KXPdq UHVR  
VXIILFLHQW WR VXSSRUW LWV RSHUDWLRQV ZKHUHYHU  
7KH LQVWLWXWLRQ¶V UHVRXUFH DOORFDWLRQ SURFHV  
DGYHUVHO\ DIIHFWHG E\ HOHFWLYH UHVRXUFH DOORFD  
D VXSHURUGLQDWH HQWLW\  
7KH JRDOV LQFRUSRUDWHG LQWR PLVVLRQ VWDWHPHQ  
UHDOLVWLF LQ OLJKW RI WKH LQVWLWXWLRQ¶V RUJDQL  
7KH LQVWLWXWLRQ¶V VWDII LQ DOO DUHDV DUH DSSUF  
7KH LQVWLWXWLRQ KDV D ZHOO GHYHORSHG SURFHVV

\$UJXPHQW

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2 \$ 2

)LVFDO 5HVRXUFHV

6LQFH WKH +LJKHU /HDUQLQJ &RPPLVVLRQ YLVLW LQ :  
RIIVHW FRQLQXDO UHGFWLRQ RI VWDWH VXSSRUW IRU F  
UHYHQXH IURP RWKHU VRXUFHV RI ILQDQFLDO VXSSRUW  
EXGJHW LV SHUFHQW DQG WKH UHPDLQLQJ SHUFHC  
IHHV VSRQVRUH UHVHDFK UHOHDVH DQG RYHUKHDG IUR  
IHGHDO PDWFKLQJ IXQGV IRU ZRUN VWXG\ VWXGHQWV VV  
:68 )RXQGDWLRQ IXQGV VHH EXGJHWV

:68 KDV REWDLQHG VXIILFLHQW UHVRXUFHV WR PHHW RSHU  
SULRULWL]LQJ H[SHQVHV ZKLOH PDLQWDLQLQJ SURJUDP T  
XQLYHUVLW\ EH SIKPDWLQJ YDULRXWLRQDQFLDO UDWLRV :(  
WHUPV RI WKHVH UDWLRV ,WV RYHUD QH & W, DRPIG GHFWORQH  
)< \$ SRUWLRQ RI WKLV GHFOLQH LV GXH WR WKH LPSC



VWXGHQWV DGYLVHU DQG WKH &ROOHJH RI )LQH \$UWV  
:68 SHHUV LV QRW DYS&SDEOH 1%WVRCDDQ6XUYH\ RI \$FI  
\$GYLV&DUJOVWURP WKH PHGLDQ FDVHORDG RI DG'  
DFDGHPLF DGYLVHU LV %\ LQVWLWXWLRQDO VL]H W  
DQG DGYLVHHV IRU VPDOO PHGLXP DQG ODUJH L  
VRPHZKHUH EHWZHHQ D PHGLXP DQG ODUJH LQVWLWXW  
UDWLRV LQ OLQH ZLWK WKLV GDWD +RZHYHU VRPH DF  
DGGUHVV KLJK VWXGHQW DGYLVHU UDWLRV

3K\VLFDQ DQG 7HFKQRORJLFDQ ,QIUDVWUXFWXUH

3K\VLFDQ ,QIUDVWUXFWXUH

7KH FDP SXV LV FRPSRVHG RI DSSUR[LPDWHO\ DFUHV RI  
6WUHHW DQG +LQOQLHG -DQJHWKOH WURSRORW &RPPHQ  
WKH ODVW VLWH YLVLW WKH XQLYHUVLW\ KDV DGGHG ORF

- :68 :HVW ORFDWHG RQ DSSUR[LPDWHO\ DFUHV RI OD  
.DQVDV
- :68 6RXWK KR XVHG LQ D OHDVHG IDFLOLW\ LQ VRXWK 6H
- :68 2OG 7RZQ DU GRZQWRZQ :LFKLWD KR XVHV WKH &RPF  
IRU ODQDJPHQW 'HYHORSPHQW &HQWHU IRU (FRQRPLF  
.08: DQG WKH 7UDLQLQJ DQG 7HFKQRORJ\ 7HDP ,Q  
DQG SK\VLFLDQ DVVLVWDQW ZLOO EHJLQ WKHLU PRYH V
- 7KH 'RZQWRZQ &HQDWHU OHDVHG EXLOGLQJ KR XVLQJ WKH '  
SODQQLQJ WR FORVH LQ )< DV GHSDUWPHQW WUDQ
- \$ QHZ WHVWLQJ IDFLOLW\ IRU WKH 1DWLRQDO ,QVWLWX  
.DQVDV &ROLVHXP LQDQJWRVHQJDOHQD LQJ UHVHDFK
- \$ IDFLOLW\ RQ DFUHV &HQDWHU IRU KR XVWKZHVWH  
&RXQHUYHV DV DQ H[SHULPHQWDO ILHOG VWDWLRQ IRI  
DOVR KDV HGXFWRU DFUHV &HQDWHU WRODV UDQFK
- \$ EDVHDOO SUDFWLFH IDFLOLW\ KDV EHHQ EXLOW RQ  
6WDGLXP

7KH FDP SXV KDV EXLOGLQJ VFRQWEDQD DVVLJQD DFUHV  
VTXDUH IHHW DQG D FXUUHQW LLSHDFH FRQWLRQ  
LPSURYHPHQW DFUHV DQXDOO\ WR .%25 IRU DSSURYD  
/HJLVODWXUH IRU IDFLOLW\ HQKDQFPHQW UHTXHVWV DV :  
7KH FDSLWDO LPSURDFUHV DFUHV WKH 2IILFH RI )  
RQ FRRUGLQDWLRQ ZLWK XQLYHUVLW\ DGPLQLVWUDWLRQ

5HQRYDWL DFUHV DFUHV WKH SUHYLRXV P  
DQG ZDV FRPSOHWHG LQ \$XJXVW 5HQRYDWLRQ LQFUHI  
LQWHU°€0

:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$V VXUDQFH \$UJXPHQW

SULYDWH GRQDWLRQV

6KRUWO\ DIWHU DUULYLQJ LQ ILYHSHVLEPHQRU%BUGWLDHQ  
WUDQVIRUPDWLRQ WKDW KDYH VKDSHG WKH GLUHFWRQ R

- ,PSURYH RYHUDOO TXDOLW\
- ,QFUHDVH HQUROOPHQW
- (QKDQFH EDVLF UHVHDFK
- 3XUVXH WHFKQRORJ\ WUDQVIHU
- ,PSURYH WKH TXDOLW\ RI VWXGHQW OLIH

\$ FUXFLDO IRXQG DWLRQDO FRPSRQH QW IRU WKHVH SULRUI  
H[HFXWLYH WHDP FRPSOHWHG DQ XSGDWHG )DFLOLW\ ODV\  
6\ VWHPDWLF SODQQLQJ IRU IDFLOLWLHV FRQVLGHUH G VXF  
FRQGLWLRQV KLVWRULFDO VHQVLWLYLW\ RSHQ VSDFH FI  
DQG SURMHFWHG HQUROOPHQW

7KH SDUNLQJ JHW FDPSXV LQWR WKUHH JHQHUDO VHJP  
\$UWV DQG 6FLHQFHV &RUULGRU %HFDXVH SDUNLQJ LV DO:  
SDUNLQJ JHW LQFOXGHV URRP IRU H[SDQVLRQ RI DWK  
WR DFDGHPLF EXLOGLQJV DQG UHVLGHQWLDO KRXLQJ DG

&RQVWUXFWLRQ RI D VWXGHQW GRUPLWRU\ DW WKH FHQW  
IDOO 6KRFNHU KDOO LUVW UHVLGHQFH KDOO EXLOW RQ FDP:  
SULPDULO\ ILUVW \HDU DQG LQFOXGHV D VHDW GLQLQJ  
&ROOHJH

\$ QH WHFKQRORJ\ WGHVJQH GIMF H  
TXLFNO\ LQWR WKH PDUNHWSODFH LV WDVNHG ZLWK HQKE  
LQIUDVWUXFWXUH UHTXLUHG WR H[WHQG UHVXOWV RI UHV  
WKDW FDQ EH PDUNHWHG LQ FROODERUDWRQ ZLWK LQGX\  
LQQRWDWRQ HQHYDSSURYH LQ DQG LQFOXGHG EXLOGI  
LQLWLDWLYHV RQH RI ZKLFK ZRXOG KRXVH WKH %DUWRQ  
H[SHULHQWLDO HQJLQHULQJ LV VFKHGXOHG WR EH FRPS

2WKHU SULR LQFUHDVLEPHQRU%BUGWLDHQ WKH RYHUDOO TX  
SURJUDPV \$ PDMRU LQLWLDWLYH DLPHG DW VLJQLILFDQW  
UHFUXLWPHQW HIIRUWV LQ ORFDWRQV RXWVLGH RI VRXW  
VWDWHV DORQJ WKH , FRUULGRU \$V VWDWH UHYHQXHV  
LQFUHDVLEPHQRU%BUGWLDHQ WKH HQKDQFH FRQROO SDUNLQJ WKH  
SURYLGHV DQ HQKDQFHG LQQRWDWLYH RSSRUWXQLW\ IRU  
LQWHUGLVFLSOLQDU\ KRQ FRQROO SDUNLQJ FRQROO SDUNLQJ

7HFKQRORJ\ ,QIUDVWUXFWXUH

7R DVVLVW D VHFUXH LQIRUPDWLRQ LQIUDVWUXFWXUH D F  
FRXUVHV LQ )< LQWHU FRQROO SDUNLQJ FRQROO SDUNLQJ

WHFKQRORURUPDGLRQ 7HFKQ76R VJSSRUWFRU XQLYHUVLW\  
DGGHG LQ )<

,QIUVDWUXFWXUH SODQQLQJ KDV OHG WR VWDWH RI WKH I

- 7KH ZLUHOHV LQLWLDWLYH SURYLGHV D SHUFHQW ;  
FDPSXV WR FRQQHFW WR ODSWRSV RU RWKHU ZLUHOHV
- 7R IXUWKHU SURWHFW WKH XQLYHUVLW\ V LQIRUPDWLR  
EHHQ LPSOHPHQWHG WKURXJK YLUXV SURWHFWLRQ IRU
- ,Q WKH XQLYHUVLW\ PRYHG IURP D PDLQIUDDPH EDV\  
(QWHUSULVH 5HVRXUFHV 3ODQQLQJ (53 V\WHP &RQY  
LQ
- ,Q WKH XQLYHUVLW\ V LQIRUPDWLRQ WHOOLJHQFH I  
UHSRUWLQJ DQDO\VLV VFRUH FDUGLQJ DQG PRQLWRU
- 'XULQJ FDOHQGDU \HDU :68 HQWHUHG LQWR DQ DJL  
.DQ5(1 WR SURYLGH D IXOO\ UHGXQGDQW JLJDELW Q  
,QQRYDWLRQ &DPSXV ZLWK IXOO DFFHVV WR \*% SOC
-

\$IIDLUV DQG 6WUDWHJLF (QUROOPHQW 0DQDJHPHQW

7KH XQLYHUVLW\ KDV DQ DGHTXDWH LQIUDVWUXFWXUH FRF  
PRQLWRUV H[SHQVHV LQ WHUPV RI SK\VLFDQ SODQW DQG V

- [6WXGHQW VSHQGLQJ](#) ~~2XVULFDKOHSSDQW WJOWLR~~ VHDUV  
IDOO VSHQGLQJ RQ WKH SK\VLFDQ SODQW VWXGHQW )  
FRPSDUDEOH WR : [68TSXDUH](#) SMHDEORFSDULVRQ
- [6WXGHQW VSHQGLQJ](#) ~~2XVULFDKOHSSDQW WJOWLR~~ VHDUV  
VSHQGLQJ RQ WKH WHFKQRORJ\ VWXGHQW )7( KDV EHH(  
FRPSDULVRQ LV QRW DYDLODEOH

2 § 2

7R HQVXUH WKDW LWV FRUH HGXFDWLRQDO SXUSR VH V DUH  
DOORFDWLRQ SURFHVVHV WR LWV T@`€PU V3 €HPGÅ4@Up VRC



%XGJHW 'HYHORSPHQW 3URFHVV

7\SLFDOO\ WKH .%25 EXGJHW GHYHORSPHQW SURFHVV EHV  
UHTXHVWHG LQFUHDVH IURP WKH VWDWH JHQHUDO IXQG D  
RI WXLWLRQ 7KH .%25 &RXQFLO RI %XVLQHVV 2IILFHUV &2



:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$V VXUDQFH \$UJXPHQW

JXLGH WKHLU GHOLEHUDWLRQV DQG GHFLVLRQ PDNLQJ

2 ,Q IRUPXODWLQJ EXGJHWDU\ GHFLVLRQV WKH XQLYHU  
H[SHQGLWXUH UHTXHVWV WKDW DUH WVHLELQJ WVHLELQJ WVHLELQJ  
GRFXPDQ XVHG WR IRUPXODWH DQG UHFRQFLOH UHFR

- 7KH XQLYHUVLW\ SUHVLGHQW UHYLHZV DQG GLVFXVVHV DSSURSULDWLRQV DQG SRWHQWLDO WXLWLRQ LQFUHDV 8QLYHUVLW\ %XGJHW \$GYLVRU\ &RPPLWWHH WR REWDLQ FKDLUH E\ WKH YLFH SUHVLGHQW IRU \$GPLQLVWUDWL DVVRFLDWH YLFH SUHVLGHQW IRU \$GPLQLVWUDWLRQ D WKH DFDGHPLF FROOHJHV DQG SUHVLGHQWV IURP WKH XQLYHUVLW\ VXSSRUW VWDII DQG VWXGHQW JRYHUQPH
- 7KH XQLYHUVLW\ SUHVLGHQW DOORFDWHV VDODU\ LQFL GLYLWLRQ YLFH SUHVLGHQW
- 9LFH SUHVLGHQWV SURYLGH LQVWUXFWLRQV DQG DOOR UHVSHFWLYH DUHDV
- 'HDQV DQG GLUHFWRUV WKHQ DOORFDWH IXQGV WR GH UHFRPPHQGDWLRQV
- 'HSDUWPHQWDO EXGJHWV WKHQ IORZ XS WKURXJK WKH UHYLHZV DW HDFK OHYHO
- 7KH 8QLYHUVLW\ %XGJHW 2IILFH EDODQFHV DQG ILQDO
- 2QFH WKH ILVFDO \HDU EXGJHW LV IXOO\ DSSURYHG LV H[SHQGLWXUH DUH HQWHUHG LQWR WKH V\ VWHP LW F WKH DPRXQW RI DYDLODEOH EXGJHW IRU D JLYHQ GHSD SHQGLQJ IXUWKHU FRUHFWRQ E\ WKH GHSDUWPHQW

)XQGLQJ RI WKH 8QLYHUVLW\ %XGJHW

:68 LV IXQGHG IURP WZR PDMRU FDWHJRULHV RI UHVRXUFH %RWK IXQGV DUH RQ GHSRVLW LQ WKH .DQVDV 6WDWH 7UH

\*HQHUDO XVH IXQGV DUH GHULYHG IURP WZR VHSUDUDWH IX UHYHQXH DQG WKH JHQHUDO IHHV IXQG VWXGHQW WXLW EH IRU JHQHUDO RSHUDWLQJ SXUSRVHV RU WDUJHWHG IRU

\$W WKH EHJLQQLQJ RI HDFK ILVFDO \HDU WKH XQLYHUVLW FROOHFWHG \$FWXDO WXLWLRQ GOODUV FROOHFWHG DUH HVWLPDWH XVHG IRU EXGJHW SXUSRVHV 7KH XQLYHUVLW\ ,I WXLWLRQ GOODUV FROOHFWHG IDOO VKRUW RI WKH RU

5HVWULFWHG XVH IXQGV ZKLFK UHSUHVHQW UHYHQXH G WXLWLRQ DUH VSHFLDO UHYHQXH WKDW PXVW EH XVHG I H[DPSOHV

- 5HVWULFVHGHQXHW IURP VSHFLDO HYHQWV VWXGHQW I  
VHUYLFHV SHUIRUPHG FRQWUDFWV FRQFHUWV HWF
- 5HVWULFWHG IUDQWV DQG FRQWUDFWV IURP RXWVLGH
- 8QLYHUVLW\ IHUHQW DQG FRQWUDFW IXQGLQJ IURP WKH
- 6SRQVRUHG UHVHUYHU KRIRYGLIQRPH JHQHUDWHG IURP U  
JUDQWV DQG FRQWUDFWV
- )HGHUDO ZRUN)WV DQG DQWYHUQPHQW PDWFKLQJ IXQGV  
ZRUN VWXG\ VWXGHQWV
- 6WXGHQW KRXYLQJ XHQGURP VWXGHQW KRXYLQJ RSHUD
- 3DUNLQJ RSHUDWLRQ IURP SDUNLQJ RSHUDWLRQV VXF

(DFK UHVWULFWHG XVH IXQG KDV LWV RZQ IXQG QXPEHU D  
5HSRUWV DQG PXVW EH LQFOXGHG LQ WKH XQLYHUVLW\ V

- 7KH )< XQLYHUVLW\ EXGJHW LV GLYLGHG LQ
- <sup>2</sup> VWDWH JHQHUDO IXQG DOORFDWLRQ SHU
  - <sup>2</sup> JHQHUDO IHHV IXQG WXLWLRQ SHUFHQW
  - <sup>2</sup> UHVWULFWHG XVH IXQGV

ORQLWRULQJ ([SHQGLWXUHV

([SHQGLWXUHV DUH FODVVLILHG LQ FDWHJRULHV DQG UHSI  
5 r° SUR € €WV €p0À 0 puÀ 3ÁWH 0 AV ±- C90 p€`P€UH€ d5° €ur° •G%`ÀO

:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$V VXUDQFH \$UJXPHQW

H[FHSW VDODULHV DQG IULQJH EHQHILWV

'XULQJ WKH ILVFDO \HDU VHYHUDO SURFHVVHV DUH XVHG

- 'HWDLOHG GHSDUWPHQWDO EXGJHW WR DFWXDO UHSRU UHYLHZ RQ D [PRQWKO± EDVDQLJDWLRQ \)LQDQFLDO 5HSR](#) GHQWDO K\JLHQH EXW FDQ DOVR EH H[HFXWHG GDLO\ PRQLWRUV EXGJHW WR DFWXDO E\ XVLQJ WKH %DQQHU H[SHQGLWXUHV DQ\WLPH WKHUH LV QRQ VXIILFLHQW EX
- 5HVWULFWHG XVH FDVK [GHILFLWV DUJDQGHDWLRQHG RRG 58 IXQG](#) HFRQRPLFV 5HSRUWV DUH DYDLODEOH IRU GDLO\ EDVLV DQG WKH GHILFLWV DUH FORVHO\ PRQLW ZRUNV ZLWK WKH GHSDUWPHQW FKDLU WR FRUUHFW WK
- %XGJHW UHYLHZ RIILFHUV DQG YLFH SUHVLGHQWV XVH HDVLO\ LGHQWLI\ YDULDQFH EHWZHHQ [EXGJHW DQG DFI 2UJDQLJDWLRQ \)LQDQFLDO RRG RPHURI](#) (GXFDW\LRQV\HDO V [6XPPDU\](#)
- )XOO WLPH SHUPDQHQW SRVLWLRQV DUH DVVLJQH SR\ LV DFFRPSOLVKHG DW WKH GHSDUWPHQW OHYHO ZLWK DQ RQOLQH UHDO WLPH IRUP LQ %DQQHU 3:,(%8'

7KURXJKRXW WKH \HDU WKH SUHVLGHQW PHHWV ZLWK WKI DQG H[SHQGLWXUHV EDVHG RQ HQUROOPHQW DV ZHOO DV 7KH DVVRFLDWH YLFH SUHVLGHQW IRU )LQDQFH DQG WKH % LQIRUPDWLRQ XVLQJ GDWD DQG UHSRUWV ZLWK [BQ&DKK %D %DODQFH 3URMWHQ RRPSONRUM](#) WKH LQIRUPDWLRQ SURYL DUH LGHQWILHG DFWLRQ FDQ EH WDNHQ WR UHVROYH SR LGHQWILHV D VKRUWIDOO LQ WKH WXLWLRQ IXQG EXGJH\ VSHQGLQJ WR HQVXUH FDVK VKRUWIDOOV GR QRW RFFXU

,Q D UHFHQW H[DPSOH DIWHU D UH [YLGHZ RI±UBV &DWLKW %DGD \)XQG /HYLW](#) ZDV GHWHUPLQH WKDW DFWLRQ QHHGHG WR ZLWKLQ WKH \$GYDQFHG (GXFDWLRQ LQ \*HQHUDO 'HQWLWVI PRVWO\ RQ UHVWULFWHG XVH IXQGLQJ IRU VXSSRUW EXW ZLWK H[SHQVH OHYHOV %\ LGHQWLI\LQJ WKLV VLWXDWLRQ DJUHH RQ D SODQ WR XVH FRQLQJHQF\ FDVK WR FRYHU V ZLWK WKH GHSDUWPHQW IRU UHSD\PHQW ,Q DGGLWLRQ W SURFHVVHV UHFUXLW PRUH UHVLGHQWV DQG LPSURYH RYI

\$V D SXEOLF XQLYHUVLW\ :68 VXEPLWV [ILQDQFLDO VWDW\ WR WKH DXGLWRU RI WKH 6WDWH RI .DQVDV](#) EXGJHW GXULQJ DOO \HDUV RI WKLV DFFUHGLWDWLRQ SHU

6RXUFHV

- [\\$\\$'B\\$\)\)\\$,56B\(XJHQHB+XJKHVB0HWURSRQLWDQ &RPSOH\[B](#)
- [\\$\\$'B\\$\)\)\\$,56B+/&B:25.\\*5283B4,B3URSRVDOB\\*UDGXDWLRQB3](#)



- \$'0,1B),1\$1&(B\*\$6%B)<
- \$'0,1B),1\$1&(B\*\$6%B)<
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- \$'0,1B),1\$1&(B\*\$6%B)<
- \$'0,1B),1\$1&(B\*\$6%B)<
- \$'0,1B),1\$1&(B2)3B)< B&DSLWDOB,PSURYHQB5HTXHV
- \$'0,1B),1\$1&(B2)3B3URMHFWB6WDWXVB5HSRUWB
- \$'0,1B),1\$1&(B2+5B%HQHILWB(OLJLEOHB6HDUFKB6WDJHVB
- \$'0,1B),1\$1&(B3HUIRUPDQFHB(YDOXDWLRQVB
- \$'0,1B),1\$1&(B:68B)LQDQFLDOB5DWLRVB
- %/ \$& .%2\$5'B(QJDJHPHQWB&DPSDLJQVB
- %/ \$& .%2\$5'B+LJKHUB(GB/HDGB\*HQHUDWLRQBDDQGB5HFUXLV
- %/ \$& .%2\$5'B2QHB6WRSB6WXGHQWB6HUULFHV
- %/ \$& .%2\$5'B5HVHDFKBDQGB6WUDWHJ\B
- (//8&,\$1B(OOXFLDQB&50B5HFUXLWB
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- (1\*B([SHULHQWDOB(QJLQHULQJB/DEVB
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- +21256B'RURWK\B%LOOB&RKHQB+RQRUVB&ROOHJHB+RPHS
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- .%25B0HHWLQJB0LQXWHVB SDJH QXPEHU
- .%25B0HHWLQJB0LQXWHVB
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- .%25B3ROLF\B0DQXDOB
- .%25B3ROLF\B0DQXDOB SDJH QXPEHU
- /\$6B%,2B6&,(1&(6B)LHOGB6WDWLRQB
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- /((3)52\*B&RXUVH/HDIB\$FDGHPLFB&DWDORJB0DQDJHPHQWB
- 1\$&\$'B\$GYLVRUB/RDGB
- 183\$5.B/35B7RWD0B3DUNLQJB0DQDJHPHQWB
- 35(6B((2B\$ILUPDWLYHB\$FWLRQB3ODQB
- 35(6B((2B/DZB
- 35(6B330B&K B%XGJHWB
- 35(6B330B&K B%XGJHWB QXPEHU
- 35(6B330B&K B7HQXUHB3URPRWLRQB
- 35(6B330B&K B7HQXUHB3URPRWLRQB

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7KH LQVWLWXWLRQ¶V JRYHUQQDQFH DQG DGPLQLVWUDWLYH  
FROODERUDWLYH SURFHVVHV WKDW HQDEOH WKH LQVWLW\

7KH JRYHUQLQJ ERDUG LV NQRZOHGJHDEOH DERXW WK  
LQVWLWXWLRQ¶V ILQDQFLDO DQG DFDGHPLF SROLFLHV  
UHVSQRVLELOLWLHV  
7KH LQVWLWXWLRQ KDV DQG HPSOR\ SROLFLHV DQG S  
LQFOXGLQJ LWV JRYHUQLQJ ERDUG DGPLQLVWUDWLRQ  
JRYHUQQDQFH  
\$GPLQLVWUDWLRQ IDFXOW\ VWDII DQG VWXGHQWV DI  
SROLF\ DQG SURFHVVHV WKURXJK HIIHFWLYH VWUXFW\

\$UJXPHQW

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:LFKLWD 6WDWH 8QLYHUVLW\ KDV JRYHUQQDQFH DQG DGPLQ  
LWV JRYHUQLQJ ERDUG DW KBRG 5 HW HQW WHUQDO DQG H[WH

.%25 ZDV FUHDWHG E\ \$UWLFOH RI WKH .DQVDV &RQVWLW  
/HJLV•TV &DQVÀ“0c !Q/#@UW

XWLR(ð@`0Àp•€

:LFLKLD 6WDWH 8QLYHUVLW\ .6 \$VUXUDQFH \$UJXPHQW

- 'HYHORSLQJ D XQLILHG EXGJHW IRU VWDWH IXQGLQJ RI PLQXWH XOSK DQGS WHW GRFXPHQW GHYHORSPHQW XQLILHG EXGJHW GLVWULEXWLQJ VWDWH DQG XVH RI WKRVH IXQGV

- 5HSUHVHQWLQJ :68 V LQWHUH PWX DQGS GRFXPHQW KIG KQ DQG

- &ROOHFWLQJ DJJUHJDWLQJ DQG UHSRUWLQJ FRPPRQ D GRFXPHQLQJ RIHFWK LQVWLW WXWLRQ LQ PHHWLQJ LWV

.%25 DOVR KDV DXWKRULW\ WR FRQWURO VWDWH XQLYHUV LQFOXGLQJ E\

- \$SSRLQV HFKLHI H\FXWLYH RIILFHU DW HDFK VWDWH HPSOR\HU HPSOR\HH UHODWLRQVKLS ZLWK WKRVH RIILF

- 2YHUVHHLQJ PDQ\ RI WKH GDLO\ RSHUDWLRQDO IXQFWL WR GHOHJDWH DFWXDO SHUIRUPDQFH RI WKRVH IXQFWL .%25 PLQXWHV DERYH

- 0DLQWDLQLQJ WKH VWDWH XQLYHUVLWLHV¶ SK\VLFDQ C

- 'HYHORSLQJ SROLF\ RQ D ZLGH UDQJH RI LQVWLWXWLRQ

\$OO SROLFLHV DQG SURFHGXUHV DGRSWHG E\ DQ\ VWDWH .%25 DSSURYDO VKDOO EH LQ FRQIRUPLW\ ZLWK SROLFLH\ .DQVDV DQG WKH 8QLWHG 6WDWHV

2 % 2

:68 3ROLFLHV DQG 3URFHGXUHV

:68 KDV L SWLQDO DQGS DXWKRULW DQG GHVLJQDWH DQ SURFHGXUHV PDQXDO IRU WKH XQLYHUVLW\ GHILQH SROLF SROLF\ IRUPDW UHYLHZ DSSURYDO DQG GLVVHPLQDWLRQ WHDP )DFXOW\ 6HQDWH 8QFODVVLILHG 3URIHVVLQRQDO 6H \*RYHUQPHQW \$VVRFLDWLRQ DUH GHVLJQDWHG DV SROLF\ L WR HQFRXUDJH JRYHUQDQFH DW DOO OHYHOV

.%25 V UROH

.%25 JRYHUQV :68 DORQJ ZLWK WKH 8QLYHUVLW\ RI .DQVD\ 8QLYHUVLW\ )RUW +D\ 6WDWH 8QLYHUVLW\ DQG 3LWWVE\ :DVKEXUQ 8QLYHUVLW\ DQG FRPPXQLW\ DQG WHFKQLFDO LQVWLWXWLRQV ,Q LWV UROH .%25 VHWV WKH VWDWH¶V I FRPPXQLW\ DQG WHFKQLFDO FROOHJHV

%HVLGHV SUHVLGHQWV RWKHU PHPEHUV RI XQLYHUVLW\ O



VWDII RQ D PRQW KOX EFVW WKH % 25 WKH 5HJHQWV ZRUN DQG S UHFHLYH EURDG LQSXW IURP XQLYHUVLW\ FRQVWLWXHQWV

:68 SROLFLHV DQG SURFHG %25 SBOHFHQ VLVVWHQW ZLWK

:68 %RDUG RI 7UXVWHHV

7KH %RDUG RXQUTXVWRQ\ WR :68 LQ .%25 V XQLYHUVLW\ V XQGHUWNLQJV RI WKH XQLYHUVLW\ WKURXJK WKH PDQDJ\ ZKLFK DUH D FDUU\ RYHU IURP ZKHQ :68 ZDV D PXQLFLSDO HVWDEOLVKHG LQ WKH VDPH \HDU WKDW WKH 0XQLFLS DQG EHFDPH :LFKLWD 6WDWH 8QLYHUVLW\

\$GPLQLVWUDWLRQ

7KH SUHVLGHQW DV FKLHI H[HFXYLH RIILFHU RI WKH XQL WKH HQWLUH XQLYHUVLW\ 7KH :68 SUHVLGHQW KDV D PDQ GHOHJDWHV RSHUDWLRQV DQG GHFLVLRQ QPHUHQJWVSRQV YLFH SUHVLGHQWV \$GGLWLRQDO GLUHFV UHSRUWV WR W DQG (TXDO 2SSRUWXQLW\ DQG WKH H[HFXYLH GLUHFWRU 7UXVWHHV 7KH SUHVLGHQW DQG (2 RI WKH :68 )RXQGDW\ WKH XQLYHUVLW\ SUHVLGHQW RQ D UHJXODU EDVLV DQG D 6HH RUJDQLJDWLRQ FKDUW

\$FDGHPLF \$IIDLUV XQGHU GLUHFWRU RI WKH SURYRVW D UHVSQRVLELOLW\ IRU WKH HGXFDWLRQDO DQG SXEOLF VHU WKDQ SHUFHQW RI WKH GLUHFWRUHSRQVSRQV WKH DDM SUHVLGHQW IRU 6WXGHQW \$IIDLUV WKH GHDQV DQG WKH 'HDQV DUH WKH FKLHI DGPLQLVWUDWLYH RIILFHUV IRU WKI

SU P€`À` 0@` €C`Y• P `WHW DPH •0@ •TMLYW €LVWUDWLYH UHLYH HPQG€PHVL •0@F• JH WL p H@p À P`•Lp€@pSWU•@À@LI 6UH WKLYH Àd•0@ p0@X



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- 35(6B:68B3ROLFLHVB3URFHGXUHV B0DQXDOB
- 577B2UJDQLJDWLRQDOB&KDUWB
- 675\$7B&20081,&\$7,216B2UJDQLJDWLRQDOB&KDUWB
- 678'B\$))\$,56B2UJDQLJDWLRQDOB&KDUWB
- 678'B\$))\$,56B6\*\$B WKB6HV VLRQBRIB6WXGB6HQDW H B0LQX
- 83B6(1\$7(B0LQXWHVB
- 866B0HHWLQJB0LQXWHVB

& &RUH &RPSRQH QW &

7KH LQVWLWXWLRQ HQJDJHV LQ V\ VWHPDWLF DQG LQWHJU

7KH LQVWLWXWLRQ DOORFDWHV LWV UHVRXUFHV LQ DC
7KH LQVWLWXWLRQ OLQNV LWV SURFHVVHV IRU DVVHV\
SODQQLQJ DQG EXGJHWLQJ
7KH SODQQLQJ SURFHVV HQFRPSDVVHV WKH LQVWLWXV
LQWHUQDO DQG H\WHUQDO FRQVWLWXHQW JURXS
7KH LQVWLWXWLRQ SODQV RQ WKH EDVLV RI D VRXQG
SODQV DQWLFLSDWH WKH SRVVLEOH LPSDFW RI IOXFWX
DV HQUROOPHQW WKH HFRQRP\ DQG VWDWH VXSSRUW
,QVWLWXWLRQDO SODQQLQJ DQWLFLSDWHV HPHUJLQJ I
JOREDOLJDWLRQ

\$UJXPHQW

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:LFKLWD 6WDWH 8QLYHUVLW\ HQJDJHV LQ V\ VWHPDWLF DQ(
VWUDWHJLF SODQQLQJ SURFHVV DOORFDWHV SOH VWDNHKROGH
:68\ SODQQLQJ SURFHVV VSHFLILFDOO\ WKURXJK VROLFL
DQG SROLWLFDO OHDGHUV DQG HPSOR\HUV

5HVRXUFH \$OORFDWLRQ SURFHVV

,Q DIWHU WKH LQDXJXUDWLRQ RI 3UHVLGHQW -RKQ %D
VWUDWHJLF SODQQLQJ HIIRUW HQYLVLRLQLQJ D G\QDPLF I)
SKDVHV , D YLVLRLQ PLVVLRLQ DQG VWUDWHJLF JRDOV ,
FROOHJHV DQG 6WXGHQW \$IIDLUV SURJUDPV DQG ,, SO

3KDVH , ZDV FRPSOHWHG LQ VSULQJ HVWDEOLVKLQJ W
HVWDEOLVKHG XQLYHUVDO YDOXHV WKDW XQGHUOLH EHKD
LQWHJUDO WR DFFRPSOLVKLQJ WKH VWUDWHJLF SODQ DQ
7KH 3UHVLGHQW V ([HFXWLYH 7HDP XVHG WKH LQLWLDO VV
VWXGHQW VHUylFHV DQG KHOS :68 EHFRPH D PDMRU DFDG

3KDVH ,, EHJDQ LQ IDOO DQG ZDV FRPSOHWHG LQ IDOO
XQLWV WKDW UHSRUW WR YLFH SUHVLGHQWV )RU H\DPSON
ZHUH WUDQVIHUHG WR FROOHJH OHYHO

(DFK XQLW IROORZHG WKH VDPH JHQHUDO SURFHVV

- \$ VWUDWHJLF SODQQLQJ VWHHULQJ FRPPLWWHH ZDV IR
XQLW V YLVLRLQ PLVVLRLQ JRDOV DQG YDOXHV WR DOL
DQG YDOXHV
- 8QLYHUVLW\ HPSOR\HHV RI VXE XQLWV GHSDUWPHQWV

WR GHYHORS VWUDWHJLF SODQV WKDW DOLJQHG ZLWK  
VWHHULQJ FRPPLWWHH

6LQFH LQLWLDWLQJ 3KDVH ,,, LQ DQG RQJRLQJ WKH |  
XVHG GDWD IURP WKHLU XQLWV WR DVVLVW LQ HYDOXDWLI  
DOORFDWLRQ RI UHVRXUFHV [SQRJHFW](#) WR DLFH XQVHMHUWIDV  
EXGJHW SURSRVDO LV EDVHG XSRQ FDUHIXO UDWLRQDO I  
XQLYHUVLV\ UHVRXUFHV FRXOG EH XVHG LQ WKH PRVW HII  
D@UR'''0 ```€?0`FÀ0p€P ep@?€ À•€lgtLW°`€^

:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$V VXUDQFH \$UJXPHQW

RWKHU DFWLYLWLHV GHSDUWPHQWV PD\ GHWHUPLQH WKD  
OHDUQLQJ 7KH 2IILFH RI \$VVHVVPHQW WQGLVQGHVHRLDQVH  
GHSDUWPHQWV LQ DVVHVVPHQW DFWLYLWLHV ZLWK PRUH '  
7KXV WKH OLQNDJH EHWZHHQ DVVHVVPHQW RI VWXGHQW (   
GRFXPHQWHG E\ WKH SURYRVW

2 & 2

7KH VWUDWHJLF SODQQLQJ HIIRUW WKDW VWDUWHG LQ  
WKH XQLYHUVLW\ V SUHVLGHQW 7KH<sup>2</sup>FRPPXQWLW\HMHQJ DVH  
EXVLQHVV DQG FRPPXQLW\ OH<sup>2</sup>FRUHQDQGHQWHLGHVUDDWS  
DQG LQWHUSUHW UHVXOWV 'DWD IURP GLVFXVLRQV ZLWK  
VXUYH\ V RI IDFXOW\ VWDII VWXGHQWV DQG DOXPQL DQG  
6WUDWHJLF SODQQLQJ \$UJXPHQW FRQVWUXUH WKH  
6WHHULQJ & RPHSLRQVHEIOH WKH FRQVWUXUH VWUDWHJLF SO  
\_\_\_\_ IDFLOLDWLQJ WKH FROOHJH DQQXDO UHYLHZ SURFH'  
DQG PHWULFV IRU FKDQJHV

2 & 2

:68 KDV SURFHVVHV IRU SODQQLQJ DQG WKH SRVVLEOH LP  
VWDWH HFRQRP\ DV GHVFULEHG LQ \$ 6\ VWHPDWLF UHY  
WUHQQV KDYH DOORZHG :68 WR HQJDJH LQ D G\QDPLF SOD  
HQYLURQPHQW RI QYLURQPHQWDOVWUWV HG GXULQJ W  
DFDGHPLF \HDU DQG DVVLVWHG WKH XQLYHUVLW\ V OHDG  
:68 FRQVWLWXHQW DV ZHOO DV UHFUXLWPHQW DQG UHW  
LGHQWLILHG LQ WKH VWUDWHJLF SODQ

\$ PDMRU LQLWLDWLYH WKDW JUHZ RXW RI WKH HQYLURQPH  
LQFUHDVH UHYHQXHV WR RIIVHW GHFUHDVHV LQ IXQGLQJ I  
PHWKRQV VHOHFWHG DV LQFUHDVHV LQ HQUROOPHQW WUDC  
WKH \$PHULFDQ \$VVRFLDWLRQ RI & ROOHJLDWH 5HJLVWUDU'  
6WUDWHJLF (QUROOPHQWDOVWUWV WKH X  
HQUROOPHQW VXFFHVV 7KH FRQVXOWDWLRQ KDWHUWHXJLD  
VWUDWHJLHV DQG PDVFKLEW V PLVLRQ YLVLQJ VWUHQQW  
DQG H\SHFWHG WR EH IRUZDUGHG WR WKH SUHVLGHQW LQ  
ZLOO EH LPSOHPHQWHG WKHUHDIWHU WR DIHFW HQUROOP

(QYLURQPHQWDO VFDQQLQJ RFFXUV WKURXJK GDWD DQG II  
WKH 68 )RXQGDWLRQ V 1DWLRQDO \$YLVRU DQG SURII  
GUDZQ IURP VWDWHV DFURVV WKH QDWLRQ 7KH FRXQFLO

- 3URYHV HIIHFWLYH LQ NHHSLQJ WKH XQLYHUVLW\ DEUH  
GHPRJUDSKLF VKLIWV DQG JOREDOLJDWLRQ DQG :68 V
- 6HOHFWV D PHPEHU ERDUG WKDW RY 68 )RXQGDWLRQ (   
PHHWV WZLFH DQQXDOO\

•

:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$V VXUDQFH \$UJXPHQW

:68 V DGPLVLRQV SURFHVV IXQFWLRQV EXW LW GRHV QR  
DIIHFW WKH DFKLHYHPPHQW OHYHO RI ILUVW WLPH VWXGHQ  
PLQLPDO FKDQJH V L Q P H Q W S W L Q F R U H V  
/RFDO 1DWLRQDO DQG \*OREDO )RUFHV

:68 UHFHQWO\ FRQGXFWHG D F R P S R G K H U Q L Y L Q E B Q F M P L Q W H  
IRRWEDOO D VSRUW GLVFRQWLQXHGE \ :68 LQ 6SDUNF  
H[SHULHQFH JRDO RI WKH VWUDWHJLF SODQ WKH VSHF  
DQ HQGHYRU ZLWK DQDO\VLV RI HVWLPDWHG UHYHQXH  
FRPPHQFH IDOO WR GHWHUPLQH LQWHUHVW DQG IHDVL

)RUFHV LQ WKH ZRUNSODFH KDYH LQFUHDVHG GHPDQG IRU  
ODWKHPDWLFV JUDGXDWHV 6SLUDOLQJ WHFKQRORJLFDQ  
DQG PDWKHPDWLFLDQV WR ILOO YDFDQFLHV LQ WUDGLWLR  
SRVLWLRQV LQ DQ HTXDOO\ UDSLJ JURZLQJ QXPEHU RI QH  
OHJLVODWRUV DQG .%25 VKDUH DQ LQWHUHVW LQ LQFUHD'  
.DQVDV ZRUNIRUFH WR PHHW DQWLFLSDWHG IXWXUH HPSO  
.DQVDV LQLWLDWLYH WR VXSSRUW HQJLQ L Q H Q L R Q L G H G X F D W D  
EHWZHHQ :68 .DQVDV 6WDWH 8QLYHUVLW\ DQG WKH 8QLY

\*OREDOLJDWLRQ RI WKH HFRQRPL\ KDV FUHDWHG D QHHG W  
FXOWXUH 1R GRXEW V W K S H : 6 H F O U G O F S O D M B R P O H D U Q L C  
5HFHQW H[DPSOHV LQFO X R G R F R X U V F D O Q W K H D Q H Z Q Q R Y D W I  
'HVL SOURJUDPV

### 6RXUFHV

- [\\$\\$&5\\$2 6\(0 5HDGLQHVV 5HSRUW IRU :LFKLWD 6WDWH](#)
- [\\$\\$&'B\\$\)\)\\$,56B\\$FWLRQVB6WHSVBWRB\(\[SDQGB2QOLQHB/HDU](#)
- [\\$\\$&'B\\$\)\)\\$,56B&RPPXQLW\B\\$IIDLUVB3URJUDPB5HYLHQB](#)
- [\\$\\$&'B\\$\)\)\\$,56B&RPPXQLW\B\\$IIDLUVB3URJUDPB5HYLHQB](#)
- [\\$\\$&'B\\$\)\)\\$,56B,76B2UJDQLJDWLRQB&KDUWB](#)
- [\\$\\$&'B\\$\)\)\\$,56B2QH6WRSB3ODQQLQJB](#)
- [\\$\\$&'B\\$\)\)\\$,56B22/B2QOLQHB\(GB2UJDQLJDWLRQBB\)XQGLQJB6](#)
- [\\$\\$&'B\\$\)\)\\$,56B23\\$B&ODVVURRPB8WLOLJDWLRQB5HSRUWB](#)
- [\\$\\$&'B\\$\)\)\\$,56B23\\$B&ORVHGB&RXUVHB5HSRUWB](#)
- [\\$\\$&'B\\$\)\)\\$,56B23\\$B\)LUVWB7LPHB\)UHVKPHQB\\$&7B6FRUHV](#)
- [\\$\\$&'B\\$\)\)\\$,56B23\\$B\)RUHQVLFB6FLHQFHB3URJUDPB+HDGFRX](#)
- [\\$\\$&'B\\$\)\)\\$,56B23\\$B6WXGHQWB\)737B6WDWXVB\\$JHBRQB\)DOO](#)
- [\\$'0,1B\),1\\$1&\(B%8'\\*\(7B\)< B2SHUDWLQJB% XGJHWB](#)
- [\\$'0,1B\),1\\$1&\(B%8'\\*\(7B\)< B2SHUDWLQJB% XGJHWB](#)
- [\\$'0,1B\),1\\$1&\(B%8'\\*\(7B\)< B2SHUDWLQJB% XGJHWB](#)
- [\\$'0,1B\),1\\$1&\(B%8'\\*\(7B\)< B2SHUDWLQJB% XGJHWB](#)
- [\\$'0,1B\),1\\$1&\(B%8'\\*\(7B\)< B2SHUDWLQJB% XGJHWB](#)
- [\\$'0,1B\),1\\$1&\(B%8'\\*\(7B\)< B2SHUDWLQJB% XGJHWB](#)
- [\\$'0,1B\),1\\$1&\(B%8'\\*\(7B\)< B2SHUDWLQJB% XGJHWB](#)
- [\\$'0,1B\),1\\$1&\(B%8'\\*\(7B\)< B2SHUDWLQJB% XGJHWB](#)
- [\\$'0,1B\),1\\$1&\(B%8'\\*\(7B\)< B2SHUDWLQJB% XGJHWB](#)
- [\\$'0,1B\),1\\$1&\(B%8'\\*\(7B\)< B2SHUDWLQJB% XGJHWB](#)
- [\\$'0,1B\),1\\$1&\(B%8'\\*\(7B\)< B2SHUDWLQJB% XGJHWB](#)
- [\\$'0,1B\),1\\$1&\(B%8'\\*\(7B\)< B2SHUDWLQJB% XGJHWB](#)





' &RUH &RPSRQHGW '

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7KH LQVWLWXWLRQ ZRUNV V\ VWHPDWLFDQO\ WR LPSURYH I

7KH LQVWLWXWLRQ GHYHORSV DQG GRFXPHQWV HYLGH  
7KH LQVWLWXWLRQ OHDUQV IURP LWV RSHUDWLRQDO F  
LQVWLWXWLRQDO HIIHFWLYHQHV FDSDELOLWLHV DQC

\$UJXPHQW

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š ' š

:LFKLWD 6WDWH 8QLYHUVLW\ VWULYHV FRQWLQRRXVO\ WR  
OHYHOV DQG IHGDFN IURP IDFXOW\ VWDII DQG VWXGHQ  
ZLWK UHSUHVHQWDWLRQ IURP DOO GLYLVLRQDO YLFH SUH  
\$VVRFLDWLRQ DQG \*RYHUQPHQWDO 5HODWLRQV ,QWHUQD  
DVVXUDQFH DQG FRQVXOWLQJ DFWLYLW\ GHVLJQH WR DG

7KH [2ILFH RI 3ODQQ 23\\$ SURYDQHV](#) SSRUW IRU HYDOXD  
LQVWLWXWLRQDO UHVHDFK VHUFLFHV DQG VHUFLFHV DV W  
RI LQVWLWXWLRQDO GDWD WR WKH .DQVDV %RDUG RI 5HJF  
FRQVRUWLD RU RUJDQLJDWLRQV RI ZKLFK WKH XQLYHUVLW  
GDWD GULYHQ SODQQLQJ SURFHVV

8VH RI WKH 23\$ V EXVLQHVV LQWH [030KDFMDDGSRUHLG](#) W



8QLYHUVLW\ \$GPLQLVWUDWLRQ

6LQFH WKH ODVW VLWH YLVLW DQG EDVHG RQ IHHGEDFN I  
7HDP KDV UHVWUXFWXUHG DGPLQLVWUDWLYH UROHV WR E  
LPSRUWDQW FKDQJH KDV LQFOXGHG HQKDQFHPHQW RI WKH  
SURYRVW DQG VHQLRU YLFH SUHVLGHQW ZKR LV QRZ UHVS  
6WXGHQW \$IIDLUV 5HVHDFK ZDV VHSUDUDWHG IURP \$FDG  
SUHVLGHQW IRU UHVHDFK 8QLYHUVLW\ 5HODWLRQV ZDV  
QHZ YLFH SUHVLGHQW IRU 6W

,Q IDOO :68 FRQUDFWHG ZLWK &%, = +XPDQ &DSLWDO  
FODVVLVLRQ 8QLYHUVLW\ 6XSSRUW 6WDII DQG 8QF  
)DFXOW\ DFDGHPLF VWDII DQG VWXGHQW HPSOR\HHV ZHUH  
VWXG\ ZHUH WR

- 'HYHORS DQG GHILQH :68 V FRPSHQVDWLRQ SKLORVRSK
- 'HYHORS D SRVLWLRQ FODVVLILFDWLRQ DQG WLWOH VW SDWKV DQ HTXLWDEOH FRQVLVWHQW DQG FRPSHWLWL FRPSHWHQFLHV IUDPHZRUN VWDQGDUGLJHG E\ SRVLWLF
- (QVXUH WKH SODQ VXSSRUWV VRXQG SULQFLSOHV RI FF
-

:LFKLWD 6WDWH 8QLYHUVLW\ .6 \$V VXUDQFH \$UJXPHQW

XQLYHUVLW\ WUDWHJLF SODQ LV IRUJLQJ D QHZ PRGHO RI I  
DQG UHVHDFK DQ LQQRYDWLRQ XQLYHUVLW\ LV QHFHVVD  
ZHOFRPLQJ HQYLURQPHQW ZKHUH LGHDV DQG LQQRYDWLRQ  
QHZ LGHDV DQG DGYDQFH WKHP DQG ZKHUH WKH\ FDQ FRC  
FRQQHFWRQV

7ZR H[DPSOHV RI WKDW ZHOFRPLQJ HQYROYHG WQLQV  
(PHUJLQJ 7HFKQRORJ\ DQG ODUNHW 6ROXWLRQV ZKHUH JU  
PDMRUV DQG FRPSXWHU VFLHQFH HQJLQHUV DUH ZRUNLQ  
1HWZRUNLQJ 7HFKQRORJ\ DQG WZLWJHQV DQG HUZRQV  
SURLGHV D VWUXFWXUH IRU QHZ LQWHUGLVFLSOLQDU\ G  
WR EH GHYHORSHG LPSOHPHQWHG DZDUGHG DQG DGPLQL  
SURLGHV RSSRUWXQLWLHV IRU IDFXOW\ DFURVV FDPSXV  
GHYHORS DFDGHPLF SURJUDPV DQG UHODWHG UHVHDFK

5HWHQWLRQ DQG \*UDGXDWLRQ 5DWHV

,QFUHDVLQJ UHWHQWLRQ DQG JUDGXDWLRQ UDWHV KDV EH  
WKH XQLYHUVLW\ V +/& 4XDOLW\ ,QLWLDWLYH VHH & %  
LQFUHDVH UDWHV E\ SHUFHQWDJH SRLQWV IUHVKPHQ U  
JUDGXDWLRQ IURP SHUFHQW UDGDWHV DZDUGHG GHYHORS  
DGGUHVV WKLW 7R GDWH HYLGHQFH LQGLFDWHV WKH XQL  
SHUFDQV WKH VL\ \HDU JURJZWK WKLW WKLW WKLW \HDU URO  
GDWD DUH FRPSDUDEOH WKH WKH XQLYHUVLW\ V

,Q :68 UH HYDOXDWHG LWV VFKRODUVKLS SURJUDP VX  
RSSRUWXQLWLHV IRU SURVSHFWLYH DQG DFDGHPLFDOO\ T  
SURJUDP LV WR UHZDUG D ZLGHU UDQJH RI VWXGHQWV IRU  
UHIRFXVLQJ :68 V VFKRODUVKLS SURJUDPV VR WKDW VM  
PHULW VFKRODUVKLS GXULQJ D IRXU \HDU SHULRG DQG  
VHSDUDWH VFKRODUVKLS DSSOLFDWLRQ \$OO QHZO\ DGPLQ  
VFKRODUVKLS RIIHU DV ORQJ DV PRQH\ LV DYDLODEOH

67(0

2QH RI :68 V SHUIRUPDQFH JRDOV LV WR LQFUHDVH WKH SI  
RI .DQVDV 8QLYHUVLW\ (QJLQHULQJ ,QLWLDWLYH \$FW RI  
HQJLQHULQJ JUDGXDWLV E\ DOPRVW SHUFHQW LQ .DQV  
VHFUHWDU\ RI WKH .DQVDV 'HSDUWPHQW RI &RPPHUFH WR  
8QLYHUVLW\ RI .DQVDV DQG :68 WR GHYHORS D SODQ WKD\  
HFRQRPLF JURZWK DQG EXVLQHVV VXFFHVV LQ .DQVDV

7KH :68 &ROOHJH RI (QJLQHULQJ KDV GHYHORSHG VHYHUI  
JUDGXDWLV E\ LQFUHDVLQJ HQUROOPHQW ZKLOH KLULQJ  
ODEV DQG RWKHU VXSSRUW QHWZRUNV 7KH FROOHJH MRL  
QRQ SURILW SDUWQHUV LQHYLWLDQWV HFRQRQ RQDWL  
&RPSHWZWHV DOLWLRQ ZLOO VKDUH PLOOLRQ LQ ILQDQ  
RYHU WKH QH[W \HDU WR ODXQFK 67(0 PHQWRULQJ SODQV  
SURIHVVRURQDOV ZLWK \RXWK DW VFKRROV DQG WKURXJK \I  
RQ XQGHU UHSUHVHQWHG JURXS V H J IHPDOHV EODFN C  
RQ ORFDO \RXWK



- ,, &B, QVWLWXWHBIRUB, QWHUGLVFLSOLQDU\B&UHDWLYLW\B
- .\$16\$6B.%25B8QLYHUVLW\B(QJLQHHULQJB, QLWLDWLYHB\$F
- .\$16\$6B.%25B8QLYHUVLW\B(QJLQHHULQJB, QLWLDWLYHB\$F
- .%25B)RUHVLJKWB B2YHUYLHZB
- .%25B0HHWLQJB0LQXWHVB)<
- .%25B0HHWLQJB0LQXWHVB)XPEHU
- 35(6B%XVLQHVV&RQWLQXLW\B3ODQB
- 35(6B%XVLQHVV&RQWLQXLW\B3ODQB0HPRB
- 35(6B,QQRYDWLRQB8QLYHUVLW\B:HEB3DJHB
- 35(6B636&B6WUDWHJLFB3ODQB\$QQXDOB5HSRUWB
- 35(6B636&B6WUDWHJLFB3ODQB\$QQXDOB5HSRUWB
- 35(6B636&B6WUDWHJLFB3ODQQLQJB0RQLWRULQJB
- 35(6B:68B2UJDQLJDWLRQDOB&KDUWB
- 35(6B:68B2UJDQLJDWLRQDOB&KDUWB
- 577B(1129\$5B+RPHSDJHB
- 678'B\$))\$,56B',9(56,7<B,1&/86,21B&DPSXVB&XOWXUHB
- 86 B1DWLRQDOB&LW\B&RPSHWLWLRQB

6 &ULWHULRQ 6XPPDU\

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7KH LQVWLWXWLRQ¶V UHVRXUFHV VWUXFWXUHV DQG SUR  
TXDOLW\ RI LWV HGXFDWLRQDO RIIHULQJV DQG UHVSRQG  
SODQV IRU WKH IXWXUH

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