6FLHQFH

¾ %LRORJ6WXGHQWV PDMRU7KHLQ PEXLRVWRURORJ\ VR WDNH D VHPHVWHU RI SK\V
  VXFK DV %LRORJ\ %   ³(FRORJ\´ RU ³%DLORG FRQGXFW´)ERXOGV(HZR
  DGGUHVVHV WKH LPSOLFDWLRQV ORRSVFFHLQWVRIQFHDWKLFVDOHFK\QHRV
  WR ELRORJ\ E\ HLWKHU WDNLQJ D ³FRXUVH DQN8HU EDOQ HUHDOO WKURX
  +DYHUIRUG RU ³%LRORJ\ DQG 3XEOLF 3ROLF\´ RIIHUHG DW %U\
  IRU DQRWKHU ELRORJ\ FRXUVH %LFRSRVDJEOHDW %U\Q 0DZU LV

  Recommendation for Haverford majors:I SRVVLEOH +DYHUIRUG ELRORJ\ PDMRU
  IRROORZLQJ FRXUVHVH %ERROGHRX\O-DU %IUDLKQG RJGDLSVWHDWLRQ ³%LRO
  ³7KH &HOO LQ 'HYHORRJRSPHQWV\QLEDLRO UK\LVWRRORRJ\%´R ³+LVWROR

¾ &KHPLV6WWUXGHQWV PDMRUWDQOHFKWKHZRLVWPHV\DWQQGUV RI SK\VLFV

¾ (DUWK DQG 6SDFH6FXVLGHHQQFHPXVW IROORZ WKMHRRODFKKHPDFHHRUWL
  DW %U\Q 0DZU ZKLFK LQFOXGHV WKH IROORZLQJ IRXUWHHQ FL

      *(2/   0$7+   *(2/   *(2/ $'9 *(2/ RU $'9
                                                        %,2 &+(0 0$7+ 3+<6 &2
                                                        03 6&,
      *(2/   &+(0 LQW'URJ $VWURQRP*R(2/
                          ,QWUR
      0$7+   3+<6 LQW'URJ $'9 *(2/

3K\VL6FWVXGHQOOWWVVFRWWKH SK\VLFV PDMRU DQG WDNH WZR VHPHVWH

([WUDFXUULFXODU 7HDFKLQJ ([SHULHQFH

7HDFKHU FHUWLILFDWLRQ FDQGLGDWHV DUH H[SHFWHG WR JDLQ
WLPH LGHDOO\ ZRUNLQJ ZLWK PLGGGODHWRRUOKLFJKDQGVEKGRRDOOHV VWPXGGHPO
UHTXLUHPHQW E\

x >3UHIHUUHG@ 3OD\LQJ WKH UROH RI D WHDFKHU WHDFKLQJ D
   ZLWK JURXSV RI SHRSSOHHJ FUKGXGLOWGHUQQ DOGQXGOWYYLURQQDPHOQW 'XUL
   WKH FHUWLILFDWLRQ FDQGLGDWHDV VKRXROGUE HD OGHQ JFDDUJHGULLQ QSRXOL
   IRU JURXSV RI OHDUQHUV

x 7DNLQJ DQ DGGLWLRQDO HGXFDWLVRFQKRFRRXORVVHRIKWHKZUKLOFHKOULGHQ LQQ
   UHTXLUHPHQW DW OHDVW 3UD[LV ,, OHYHO SUHIHUUHG   KR

x ([WHQGLQJ WKH VWXGHQW WHDFKLQUJHLPSHQWHULRQFVWHZHULROYRPH ZZKLHHHNV
   IRXUWHHQ ZHHNV DOORZLQJ DQ H[SHUDLHUQWFLHHZRHFHHRN \D SDSUWDHWOQLWFLV
   FRRSHUDWLQJ WHDFKHU EHIRUHDWFDNNLQQJ RQ IXOO UHVSRQVLEL

3

&HUWLILFDWLRQ FDQGLGDWHV WDNXHG HWKM WHHDLF[KHIXOOFODWLRQ FRRUX
VHFRQG VHPHVWHHUD RIRWKKDLVUD VSRQLWRJEGHFGDODXUHDWH

†   I   P
(GXFDWLRQ   &ULWLFDO ,VVXHVHL QI(GXRDWKLRJOKH±J 0XVW HD
3V\FKRORJ\   (GXFDWLRQDO 3V\FKRORJ\
(GXFDWLRQ   6SHFLDO (GXFDWLRQ
(GXFDWLRQ   8 À 0€   †I WKH@LQÅV LÂ!ð„Àp € ô•/ \˜ ˜‰™•PÂ ¬

0DLQWDLQ DQ RYHUDOO *3$ RI   RU DERYH VWXGHQWV ZLV

EXW ZLOO QRW EH DEOH WR DSS*3$IRUDFHUV2LIDFXDWLRLQ\ZQW

RQ WKH 3UD[LV ,, 6XEMHFW $UHD 7HVW

3DVV WKH EDVLF VNLOOV WHVW

&RPSOHWH HGXFDWLRQ FRXUVHV LQ WKH FHUWLILFDWLRQ V

5HFHLYH SRVLWLYH HYDOXDWLRQV IURP ILHOG SODFHPHQW

0HHW UHJXODUO\ ZLWK WKH &HUWLILFDWLRQ 3URJUDP $GYLV

7R DSSO\ IRU 3$ WµŒ švŸ c} u‰o] Pš Œ o vP}v•oo]v‰‰o] Ÿ}v´
,QVWUXFWLRQDO , FHUWLILFDWH QHJOLQ• šZ]Œ µ ŒŸ•Ÿ ‰ Œ}vv Ç oo
'HSDUWPHQW RI (GXFDWLRQ¶V 7HDFKHU ,QIR &}uuµš}]v oš vv}v u
PD\ VXEPLW WKHLU DSSOLFDWLRQ Z]}o šZZ Ç]Œ•šo WGDDo}µ ŸZ u]]

7KH FHUWLILFDWLRQ DSSOLFDWLRQ IHH ZKLFK VWXGHQWV DUH
PRQH\ RUGHU E\ PDLO LV

+RZ WR DFFHVV 7,06

   x   *R šR KWWS ZZZ SGH VWDWH SD XV
   x   8QGHU ³/RJ ,Q ´ FOLFN RQ ³UHJLVWHU´ WR UHJLVWHU IRU D
   x   2QFH UHJLVWHUHG ORJ LQ WR &RPPRQZHDOWK RI 3HQQV\OY
   x   8QGHU WKH :HOFRPH WRD7KH3HUQQVOO RI (G EDQQHU FOLFN
   x   &OLFN RQ WKH EOXH 7,06 LFRQ
   x   6HOHFW ³$FFHVV 7,0XO´ IÐDIURPVWRVZKHUHGVWW WKH WRS IDU ULJ
   x   &OLFN ³KHUH´ ZKHFUUH V]WW VKHDÇ7,06 DSSOLHFUDWLRQ E\ FOLFNLQJ

:KHQ ORJJHG LQ FRPSOHWH D QHZ FUHGHQWLDO DSSOLFDWLRQ
DUHD +DYHIRUG VKRXWX GHRXWV•SURYHUORRX ZLOQ QRQHHGHWR VWDWH W
FRPSOHWHG D WHDFKHU SUHSDUDWLRQ SURJUDP DW %U\Q 0DZU

7KH (GXFDWLRQ 3URJUDP¶V &HUWL6LFFWRVDLSFRJURYHLIDFHHSU]LOHQOWLJRRQQV
JUDGXDWLRQ $SSOHPLEDYHQWWKHVLUKURXOOGVWUXFWLRQDO , FHUWLILFDWH
WKH 6WDWH UHFHLYHV DOO UHTXLUHG LQIRUPDWLRQ E\ DURXQG

6WXGHQWV VHHNLQJ FHUWLILFDWLRQ LQ VWDWHV RWKHU WKDQ 3
'HSDUWPHQW RI (GXPDWLRRQQRIRUU HLTQQRLLRQHPHQ\ WRXWRRJ DSSDWH UHVL
WKHLU 3HQQV\OYDQLD FHUWLILFDWLRQ

6WXGHQW WHDFKHUV PHHW RU FSRHQWVXRQOW PYHLHDWHH QPJDLWYO RRRWSSRRO
FROOHJH VXSHUYLZRHUNROQ ROZHOQJGDHWHFKQDOHYHULWLKWH DQHHG DULV
HDFK FROOHJH VXRSOHUYLWVXRGUHRQ EVVHLDWWDRLUWKHX VWVHXUEYPLVRU WK
SODQV IRU WKH GD\ RI WKH YLWLWKM IRO WKRZHLQUHGYDLRXZVWVG.GHG
VKRXOG EH VXUH RVURVJDLQH RWRKHXVWSPLDOOWEHILXVOLVQWKHQ\ WKH GD\ R
KDQGRXWV ERRNV HWF

6WXGHQW WHDFKHUV VKRXOG EHFRRQHVIDPDOOLDYUH ZLWXWKGDGFHLUD
HGXFDWLRQ SHUVRQQHO DV ZHOO7KH\OVKERUXDOGLHDO VDRQGPWLWWGLG
PHHWLQJV DQG GHQSIDUDWQFHOQZKDHO PDSHSVWRSSHULLDQWRIW.EUWVFKRRO
:KHQ SRVVLEOH WDXJGHHUHWVVSRVQONRXLEOGLWW \RIIRWHRFDFKHQ JDYQG VFK
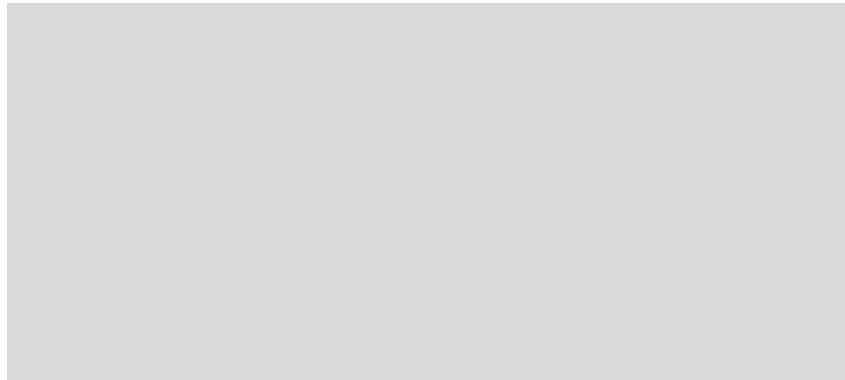
dZ }oo M ^µ‰ ŒÀ]•}Œ–• Z}o

7KH FROOHJH VXSLHEOYLV RU ERRUUHGVLSRLQWLQJ DQG RYHUVHHLQJ WK
7KH VXSHUYLVRU VHUYHV DV WKHRQOLQN EHJHUD ZHHWKH WKXCRHOOHJWH
FRRSHUDWLQJ WHDF7KKHHU FDROOHVVJHVVXSHURYOLVRU LV DQ H[SHULHQF
WKH DUHD RI SURIHVVLRQDO GHYHORSPHQW RI WHDFKHUV

7KH FROOHJH VXKSHHULVVWLXVGRHULQW W DRIELULLFWPLSORRUIWD QWLRRRXODQGEH VXSSRUW
VWXGHQW WHDFKLQJ VHPHVWHU +H RU VKH LV LQ WKH FODVVURR
ZRUNLQJ IRU WKH VWXGHQW DQG SXURROGDQFEJ OVVWXSGRQ WLDVWH DIFKKHHU
H[SHULHQFH DQ\ GLIILFXOWLHV DOFLWQKJHRWVHVFKKSRROO VDRRVVODLQ QRPUHOOODF
WKDW DIIHFW WKHLU DELOLW\ WR IXQFWLRQ HIIHFWLYHO\ LQ WK
FROOHJH VXSHUYLVRUV

7KH VXSHUYLVRU¶DVU URGRVOYHHDZOLXOGGHR QHRQEJHGNLLQJ SHHURVSRRQOOHD ORLLWF\D DOQ FGR QLL
WKH FRRSHUDWLRLQQDJ OWHHDFFKOHHUG¶VSHSGHSDJURJLFDO FRQYLFWLRQV WKH
WHDFKLQJ RFFXUWHDGOO GHHWWJKH QWQ WXGH QWKHUHIRUH WKH IROORZLQJ
EH DGDSWHGOWWR RWKH DFKULVYLVDWXWDRWLQQ

7KH VXSHUYLVRU¶V UROH LV WR JRXVSWSLDRSWRHUWW HV WKHF FROQRVOWXHOOWHLDDWQFKHHUV RL
WKH LPSOLFLW VKLIW LQ UROH HUVRP VWXGHQW WR WHDFKHU 7K

x 0HGLDWLQJ EHWZHHQ WKH VWXGHQW WHDFKHU DQG WKH FRRS

x +HOSLQJ VWXGHQW WHDFKHUV OHR WXULGH QZVSKRRQQGVWKLHR UWWKKXGH HOQQHHVV V
DV XQGHUVWDQGLQJ WKH WHKFKRRR\OODQ DPLQG VF FOORDD VVURRP DQG ZKDW URO
FLUFXPVWDQFHV

x +HOSLQJ VWXGHQW WHDFKHUV SXOOW\L HLQ YWDRWLRQ SDUUDDSFFWWULFFHH WWKKHH LDUQ GLH
UHDOLW\ LVVXHV WKH\ KDYH VVWWXXGGLHDHQQGOLFFQO DWWKKH RQH TXXDLFVWLHOVH JH

x 3URYLGLQJ FRQVWUXFWLYH FULWLFDO IHHGEDFN WR VWXGHQ
IHHGEDFN E\ OHDUQLQJ WR DUWLWFFXXOODDWGHR DQG FULWLFDOO\ H[

x 2IIHULQJ VSHFLILF LPRSRGOGHHOV DQDG VVXJVJWHVD WHJLHV IRU SUDFWLFH DQ

x +HOSLQJ VWXGHQW WHDFKHUV UHZ ZKHRIULVWQKOHH ZKDEHDWOVO LLWWHHYYHH\ WWKKHLQKLQFNLQZDWW
DQG KRZ WKH\ FDQ VHH WHDFKLQJ DW WWODQ\HH RRSOJ ORDQ LQ J IRSUUOZ ZKHDOV VWWK
WKH\ KDYH WKHLU RZQ FODVVURRPV

5HVSRQVLELOLWLHV

7KH VXSHUYLVRUWPXHGGHHHWQ WW ZLWWWXL FWX KHHHUD WW GQ\LSG UF \RRVSWWKLHH WWLLWQQXOGJHHQQW WW
WKH EHJLQQLQJ RU MXVW EHIRKJHQ JLVWSMRHVW LVWEHHOOUUHH 7RKLWY LWWRRHHVVWLXQQJG HHQQW WW
VXSHUYLVRU DQHFSRSPHUODWRXQRQJ ODWDUURWLEOV WKK WKH VFKRRO DQG FODV
FRRSHUDWLQJ WHDDOFGGKHHFURRODGOGGLGLQWLFLRXURQVOO HVSRDQODQ GELOGHOTHXLUHPHQW

7KH VXSHUYLVRU PDNHV H[SOLFLW WR WKH VWXGHQW WHDFKH
WKHUH WR VXSSRUW VWXGHQW WLHHPWHDHUFKRKH URURV O HMWDDWWWUKQHHL\QQ QHHHWRR WWLHHDDW
DERYH

11

$W WKH PLG SRLQWW D QG SQHQ WV RD FWKG HLQ VH[SHUDFKHLFUV   FW RSHUDWL
FROOHJH VXSHUYLVRUV PXVW FRPSROQH DDOHGW NKDU 6 WDWG YH QWV S VHH DV FKPH
ERWK WKHVH SRLQW ZWO O FR QG XS WS LUDYLWW KRUUHH ZD\ FRQIHUHQFH LQFO
WKH FRRSHUDWLQJ WHDFKHU   7KHFXFIXRPXHUQ FDW UHHH J ORHULFH WWK GFODXKGHG
EHOLHYH VWXG KQ WWOGHGHFKHORS

,W LV LPSRUWDQW WKDW HYHU\RQVHSRRVPSLGHWW HE MVFKHX VRHUPD FRVQKV
LQVWUXPHQW RI DVVHVVPHQW DQG HYDOXDWLRQ RI DFWXDO WHI
VWXGHQW WHDFKHVWUFGHFRQPSUDLVLXDOHFRDEOHQMKKOFÉ W FR QQ UPÄHpsXJ-vÀ$mpJ€ãQg

•S FKH TdX V W (OG FQW€À O
PH P`p J W UX  `r€ K`ÏÀ

PH P`p EÉP S lŒ•

3URJUDP &KHFNOLVW

6WDWH 5HTXLUHPHQWV

‰ *3$ RI   WKRVH ZLWK D   ZRQOO EHDDVLPLWWHG RQ D SUR
‰ (QJOLVK FRPSRVLWLRQ FRXUVH
‰ $PHULFDQ RU (QJOLVK OLWHUDWXUH FRXUVH RU RQ $3 (QJ
‰)LUVW RI WZR PDWK FRXUVH 6$7 FRUH DW /HYHO ,& WHVW DQG R
‰ 6HFRQG RI WZR PDWK FRXUVHV
‰   8QGHUJUDGXDWHV RQO\ 3DVVLQJ VFRUH RQ EDVLF VNLOOV W
‰ 3DVVLQJ VFRUH RQ 3UD[LV ,, &RQWHQW .QRZOHGJH WH[DPSOLQJ
‰ ([WUDFXUULFXODU WHDFKLQJ H[SHULHQFH
‰)LHOGZRUN LQ XUEDQ DQG VXEXUEDQ VHWWLQJV
‰ 6XEMHFW DUHD SUHSDUDWLRQ ODQGMSE VVLQLFHU DG GLFDWLRQDO VFXR

3URJUDP HQUROOPHQW WR WKRVSRUH \HDU

‰ 6XEPLW ³/HWWHU RI ,QWHQW´ WR HQUROO
‰ 'HFODUH 0LQRU LQ (GXFDWLRQ 7HDFKHU &HUWLILFDWLRQ 7UD

(GXFDWLRQ FRXUVHV

‰ (GXFDWLRQ   &ULWLFDO ,VVXHV LQ (GXFDWLRQ ± *UDGH RI
‰ 3V\FKRORJ\   (GXFDWLRQDO 3V\FKRORJ\
‰ (GXFDWLRQ   6SHFLDO (GXFDWLRQ
‰ (GXFDWLRQ   (QJOLVK /HDUQHUV LQ 8 6 6FKRROV
‰ (GXFDWLRQ   &XUULFXOXP DQG 3HGDJRJ\ *UDGH RI
‰ (GXFDWLRQ   3UDFWLFH 7HDFKLQJ 6HPLQDU *UDGH RI
‰ (GXFDWLRQ   3UDFWLFH 7HDFKLQJ

3RUWIROLR

‰ 6XEPLW IDOO DQG VSXULQJ SRVVHUVRORWKHRVLPHGOLQH VRRXWOLQHG LQ
      &XUULFXOXP 3HGDJRJ\ DQG (GXFDPWQQRQ   3UDFWLFH 7HDF

3UDFWLFH WHDFKLQJ

‰ 3UDFWLFH WHDFK IRU DW OHDVW   ZHHNV IXOO WLPH
‰ &RPSOHWH VHOI HYDOXDWLRQ DW VWXKHGPLQGSRLWHODQVWFKOLQQJ DW WKH

&HUWLILFDWLRQ $SSOLFDWLRQ
‰ $IWHU JUDGXDWLQJ DSSO\ RQ OERPSORHUW3$ FHHUWWLLIILFDWLLRQ DS
      SURFHVV LQ DQRWKHU VWDWH

1$6'7(& ,QWHUVWDWH $JUHHPHQW 6LJQHHV

KWWS ZZZ QDVGWHF QHW

7KH 1$6'7(& ,QWHUVWDWH $JUHHPHQW 6LJQHHV DUH PHPEHUV RI WKH 1$6'7(& DQG KDYH WKHLU RZQ MXULVGLFWLRQV WKDW DUH PHPEHUV RI WKH 1$6'7(& DOO KRXDYH WKHLU RZQ
Kµ   @`pp€` „` À`7€Ð 0

3 U R I H V V L R Q D O   6 W D Q G D U G V   D Q G   3 U D F W L F H V   & R P P L

E   3URIHVVLRQDO HGXFDWRUV DUH H[SHFWHG WR DELGH E\ WKH

   3URIHVVLRQDO HGXFDWRUV VKDOO DELGH 3E\6WKH† 3XEOLF 6FK

RWKHU VFKRRO ODZ DQG WKH &RPPRQZ DDQG E   DQG

3XEOLF (PSOR\H 5HODWLRQV $FW DQG3 6 †DQG E   D   DQG

FKDSWHU

   3URIHVVLRQDE HHG XFDSWRUHG VDQG OOHJDOO\ FHUWL

* X L G H O L Q H V   I R U   : U L W L Q J   W K H   ) L Q D O   (Y D O X D W L R Q /

(for Cooperating Teachers and College Supervisors)

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

% H O R Z   D U H   V R P H   J X L G H O L Q H V   I R U   W K L V   O H W W H U

: HHNO\ 6XSHUYLVRU (YDOXDWLRQ DQG 1DUUDWLYH $

6WXGHQW WHDFKHU _____   _____

'DWH RI REVHUYDWLRQ _____   &ODVV SHULRG _____

Supervisors: 3OHDVH FRPSOHWH WKLV RU D VLPLOHFRUGLRQPKRZWWKHHDFKXG...
LV SURJUHVVLQJ WRZDUGV PHHWLQJ HDFK RI WKH IROORZLQJ JRDOV...
IRUP VXEPLW RQO\ WKH PLG FRXUVH DQG ILQDO HYDOXDWLRQ IRUP...

&DWHJRU\ , 3ODQQLQJ DQG 3UHSDUDWLRQ HLPRRQ\ VWUDXWOHHGWHKVRRUDFKKJKWV...
SHGDJRJLFDO VNLQGOSUHQSDUDDWOLQRQLQOP PDNHXGSHQDWWHHDFKHVHWV JRDOV...
EH WDXJKW OHDUDUHGLJQOHGRZOWGFGHUXFWLRDQOOG WRE VLQWW...

&DWHJRU\ ,, &ODVVURRP (QYLURQPHQWNOVODEOLWKHGMODWQGVWRIDEQMUDLFFOV...
HTXLWDEOH HQYLURQPHQW IRU OHDUQLQJ LQ ZKLFK VWXGHQWV I...
VHWWLQJ FOHDU H[SHFWDWLRQV IRU VWXGHQW EHKDYLRU...

&DWHJRU\ ,,, ,QVWUXFWLRQDFKHU FWODNXQGRHZODDWHGJHWRWKUFRXQJWWHQW SHGDJR...
LQVWUXFWLRQ HQJDJHV VWXGHQWLVQQWWODQXFOHWDLURQQODLDQQOJEWWXXDDWVLWQHHJULDHVDU...

[logo / title box — encoded glyphs]

John Doe	...onomics Government
March	...st Period

Time	Observation	Analysis
	Students enter quietly, go to old... greets... say hi, shakes hands, together	
	"OK guys, I'm going to give you... Good... the complaining you did. Pretty well." Some snickers from students	Again good to preview, give them...
	"OK we're finished with that, we... students what is... to move into government." "what's coming" "What do you know about the... legislat... will... that they kno[w]" few students reply "Here's what we're going too... long"	Again good to preview, give them...
	"As we remember from the... to make connections, keep... have learned	...to make connections, keep... have learned
	J goes through notes on ov[erhead]... overhead to... Students... heard... clear... notes down. As points that were previou[s]... reminds students, asks the...	...students are participating. Again good to keep making connections... connections themselves rather... the connections?"
	J continues to work throu[gh]... continue with... occasional... for the most part A... clarification questions. J sometimes knows answers, sometimes doesn't. Is honest and direct in both cases.	The... students are... Students... scintillating... well... about... students are participating. Again good to keep making connections... have to make connections maybe ask... connections themselves rather... the connections?"

6 $ 0 3 / (

:HHNO\ 6XSHUYLVRU (YDOXDWLRQ DQG 1DUUDWLYH $

&DWHJR3UO\D,QQLQJ DQG 3UWHSKHSGHHUODWWLUWLRHD DEKKHU UFDWQLHGLVWGDKWVKRURGGRXJHKRQQ2WLWRZO
FRQWHQW DQG SHGDJRJLFDO VNLOO XVG HLQ WS OWHDODFKLQHJ DPOODGN HSUUHSSODUQ DWUW
EDVHG RQ WKH FRQWHQW WR EH WDXJKWXG HQ WQYH DQGQWR EH LQMHWR IRU

x /HVVRQ SODQV DUH VWLOO ELW VNHWFK\

 QRWHV IRU WKH RYHUKHDG DUH ILQH

 YLGHR ZDVQ¶W RQ OHVVRQ SODQ

 WKH QXPEHU RI PLQXWHV RQ SODQXGRHQ¶WLQDWGLGHXSSHW RRWGKH QXF

x)ROORZ XS RQ VW UTXHWWLRRQV LDQQVWVPDQFWHW JDH %LVWOKODWH [FHUSW IURP
5RFN &KHFN RXW 7/$ YLGHR WKH\PRDZ WVDRYHJHHLWWD 2KURROGGNRWKWW OOEU

&DWHJRU\ ,, &ODVVURRP (QYLURQPHQW 6WXGHQW WHDFKHU FDQQ
DQG HTXLWDEOH HQYLURQPHQW IRUV DOIHHD UYODOOLQJH GLQDZOKGL FUKH VSWHKFXGWHHQW
URXWLQHV DQG VHDWWLRQQV FORHDUVWUHX[SHGHQW EHKDYLRU

ƒ (VWDEOLVKLQJ DQ (QYLURQPHQW ROI5UHDJSHLQQJ W&OODVXVSVSURURUP 3DUQRFH IHHGG
2UJDQL]LQJ 3K\VLFDO 6SDFH

ƒ *RRG UDSSRUW ZEFOKKDVUVWWG HQ WVV WKHHZLWWK WKH -FRORQ GRU ZWDLEO WKHP

&DWHJRU\ ,,, ,QVWUXFWLRQ 6WXGNHOORQRW OWHHGJDFK IRU FRPQ WHGQ DWWLSHWOG\X
LQVWUXFWLRQ HQJHDUHQLQVVLQJWEX\GHHVQWLQQV IDQYDOUDLHW\ RI LQVWUXFWLRQDO

X :KLOH - SRVHG TXHVWLRQV DQG JRW WKH VWV LQYROYHG KH GRH
TXHVWLRQV 7KH GULHV FZKKVLVOLRRO QW VFKGDOLLVGRQDRQOWV JRQ LDYH GOHHS DV LW PLJK
PDPD]LQJO\ HQHUJHWLF DQG WKRXJKHWKHX OOHVGV\HH SDHQOLUG FVRRKFQHH\HUOVLUDLDWLMHLRQOO
WR ZRUN RQ SD\ERQJWFROR ZKEK KHD VDWWWWHQHWQWV¶ VD\ SXVKLQJ WKRVH WKR
VWXGHQWV WR PDFNHKHD OFGRRQOQHJHHFWVLRHQODVWU RHOQWFHU EHLHVW]ZDLHHOGQ LPDNLQJ VWXGHQ
 LQYLWLQJ DQG YDOXLQJ WKHLU LQSXW DQG WDNLQJ WKHP VHULRX
WKRXJKWV VHWWLQJ XS D UHDOXLFOLQFLULWLK FDLOV VLXQFFXLUUDLHVOHGYU-RQVPGGR
WR ZRUN PRUH RQ WKH ODWWHU

x *RRG PDSSLQJ RXW IRU VWXGHQWVGRXUDQOO\WRKHZROHDVWV WRG EWL¶WSVUHFRIO
RYHUDOO SODQ DQG LW¶V JRRG WR OHW VWV NQRZ ZKDW WKDW LV

x *RRG PDNLQJ RI FRQQHFWLRQV WR DSUVHYLRKRLXRXV ZVKRRUZUNV FVRKRPSODWHHWLHVGIH
WKH FRQWLQXLW\ RI WKH FRXUVH DQG WKH PDWHULDO

x *RRG SRVLQJ RI TXHVWLRQV DVNZLQOO JHU VSWHXGGLHHQQWFHV VWR FRQQHFW WL

&DWHJRU\ ,9 ± 3URIHVVLRQDOLVP 6WXXGHGHQ PWH VQ WFVLV FWTFXXOO DFQ\H GW LHUFDHVDLQVVW GF KF
SURIHVVLRQDO SHUVRQ LQ DVSHFW WKDW RFFKXULQ NRQDD EQ, 'WE OFKDV ORGGLQQV
IXUWKHU YDULHW\ FUHDWLYLWUHH DROOO , RDZ QRSWVKKZDKRDJUOO YOHJ HLLQOOLRQIUZ RQ RROQWX 'G7KQ
KLPVHOI IXUWKHU WR PDNH WKLVOO WEXEH KHDLYHYFFLGLG WD QG , & 3WY 7OKW\ OGW YDOXWKHHHOOGH-YURUW
WR NHHS IRFXVHG EXW - LV VWLOO UHVSRQVLEOH IRU EHLQJ PRUH

2YHUYLHZ RI 6WXGHQW 7HDFKLQJ (YDOXDWLRQ 3UR

6WXGHQW 7HDFKLQJ (YDOXDWLRQDO 1DUUDWLYH $VVHVVPHQW	3'( )RUP PLG SRLQW	3'( )RUP ILQDO	)LQDO DWWDFKPHQW OHWWHU	*UDGH IRU OHVVRQ SODQV
&ROOHJH 6XSHUYLVRU	&RPSOHW...	&RPSOHW...	&RPSOHWH HULWHV	6XEPLWV
&RRSHUDWLQ 7HDFKHU	&RPSOHWHV $	1 $	:ULWHV	6XEPLWV
6WXGHQW &RP 7HDFKHU	–Ä,× GHQU€S" ,rh L À `` 0 IBHU '&•Đ@`°À@ð p &RO GH @ €			

+HDWKHU/H&FXUUXOUHU
%U\Q 0DZU +DYHIRUG (GXFDWLRQ 3URJUDP
+DYHIRUG &ROOHJH)RXQGHUV +DOO 5RRP
KFXUO#EU\QPDZU HGX

0DLOLQJ DGGUHVV
(GXFDWLRQ 3URJUDP
+DYHIRUG &ROOHJH
 /DQFDVWHU $YHQXH
+DYHIRUG 3$

$OLFH /HYWXOLFNSURIHVVRU RI (GXFDWLRQ DQG 'LUHFWRU
%U\Q 0DZU +DYHIRUG (GXFDWLRQ 3URJUDP
%U\Q 0DZU &ROOHJH %HWWZV < &RHG
DOHVQLFN#EU\QPDZU HGX

0DLOLQJ DGGUHVV
(GXFDWLRQ 3URJUDP
%U\Q 0DZU &ROOHJH
 1 0HULRQ $YH
%U\Q 0DZU 3$

$QQ 2JSDFHDGHPLF $GPLQLVWUDWLYH $VVLVWDQW
(GXFDWLRQ 3URJUDP
%U\Q 0DZU &ROOHJH %HWWZV < &RHG
DRJOH#EU\QPDZU HGX