: H O F R P H W K H R U Y L H D U Q L Q J R O X Q & W H Q W U H U

7 K L V D Q G E R R N L V G H V D J Q R G W E R U V X E G W H U W V D Q G Y H W H Q L Q J
S U R J U D W L U D & R V W D , Q V H W U X F W R U L V W L F D W K H U Y L F H S H R E H Q L Q J
E \ W K R X J K F R Q V W U X F W P L X Q J L W \ D E V V L H G P H K D W W S U R P R W H D V W L X G J H Q W
R X W F R P H F L Y D L Q G D J H P H Q W

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

,QWHUQVKLSV

,QWHUQVKLSV [illegible] FDUHHU ,QWHUQV L
IRU DQG DUH VHOHFWHG WR ILOO SDLG RU XQSDLG SRVLWLRQV
6LQFH DQ LQWHUQVKLS VWXG\ LV D VWDQGDORQH FRXUVH WKI
KRXUV RI VHUYLFH EDVHG XSRQ WKH GHVLUHG XQLWV &RXUVH
JXLGDQFH RI D IDFXOW\ PHPEHU IURP WKH VWXGHQW¶V LQWHU

3OHDVH QRWH 7KH 6HUYLFH /HDUQLQJ DQG 9RO [illegible]
LQ LQWHUQVKLSV [illegible] WHUQVKLSV [illegible]
WKH 0LUD&RVWD &ROOHJH &DUHHU &HQWHU D

7KH &HQWHU6W [illegible]

6WDII

x 7KH&HQWHU

x 7KH 7KS OOD&RPîÌ D—dtR•u`ÄpUHGRp rs Ý6€pu€ 07KPDIHOW $GZO OHYLGrsØtlfKHOYR

:KDW\SRV HUYLFH RSSRUWXQLWLHVOH"

7KH6HUYLFH DQG 9ROXQWHHUQ&HQWHUSDUWQHUVKLSV ZLWK
GLIIHUQRQSURIJDQL]DWLRQV DQG7KHXHOLFQVLFKRRQV SURYLGH
GLYHUVSHRUWXQLWLHVDQGHYHORSPHQWDUWQHULQJ
RUJDQL]DWLRQVRQGKSURJUDHEVLZZH PLUDFRVWD HGX VHUYH

7KHFKDEUHOSZRYLHGHPSRNVHUYLFHUSULQJHWLWD&RVWD

'LVLSOLQH	7\SHRV6HUYLFH$LYLWLHV
(QJOLVK	x WXWRXSLQRUW x SHQDOHVZWLHSLQRJUDPV x QRQSURIZWOHWDZQHWLQJ
1XWULWLRQ	x IRRG EVDQSSRUW x FRRNLQJ GHPRQVWUDWLRQV IRU \RXWK S x DV@ólVWLQJ Q`R

[redacted]

x

[redacted]

'R DOVHUYLFHDUSRUWJMMVFDWVH SODPSXV'1 FD

1RWDOVHUYLFH SHRMHFWVJRIIHQVSRZORYHN 'DQHGEVGLVUHHUFYLFH
DVVLJQPHQSVUVR YERHGHQLQJHXOSLSRUWXQLWLHV

'LUHFWRVQVL7KHVWXGHQWVRDJRVKMHUYLFXHWKDWPPXQLW\ VLWH
7\SLFDOVKRVDYHVHZRUNFKHGXQGHSHQGLQJRQVKMLUPHNZLOOLQHFWDOJHZQLFK
FOLHQWVMDPSDVWXGHQWVXQDWWHQGHGXQDWWHXVLQJ VHHYHGLFDWXUGD\
PRUQLQJVP D P S P

,QGLUHFWVL7KHVWXGHQWVRJHQHUDWHVRPPXQLW\ VHUYLFH KRXUV
DUHRPSOHWHGGHQGSHQGLQJVHOHFWLYHDEUHWDLVRMHFWVDQGKLFK
GRQRWVRLVGKDHJHQFLHVDFFHSWLQJ RUJHDQLHWDLRQDO
GHVLJQHLVRJXHFWWHUDQVWDQVDQVHDWLRQV

+RZHYHU WKHGVHOLYLWHPSRUWRDQWVDUHEHPSRUWDQLSURFHGLQ
ZKLFKWXGHQWVKXGHQWJQHEDGVDJHQFHVGHWHUPLQH

+RZFDQVHUYLFH DVVELJQLQHQFHRWSLRQWRVHHGV\OOEXV"

0RVWQVWUXFWFFRRUSRVUHDVWOHFEHUQRLQSRQLHQWKRO OZZDL\QJ

&RXU2SHWLSRVQWXGHQWVFHQWVFHWUYOLFFEHUIQULRQPY DULRHDW\VLJQPHQW RSWLRQV
7KHEHQHRIWKDLSURDWFKDSWURYLFKRVEHQWPSRZHUV VWWRXGHQWV
FULWGLHFDLOYDLERQWWRRZQ HDUSQLRQEH7KVH FKDOOHQDHYLQQRJFHM
VWXGHQQJDJHGUYDLQRWKHUSHRSOH

5HTXLUHPVHQXGLHQWXLUSHHGUIRVPHUYLFRMLRFWVHRP SOHWH WKH
FRXU7KHE HQHRIWKDLSURDWFKDSWXGHQWVRQOYHGYLFH SURMHFWV
ZKLFKDEUHDWFHKDVVGERHFJGLVDGYDLQWKDJEROLVWRPXQLW\
VHUYLFH YZLWXKSRUQDWQVSRWULPDHWFLRQVWWF DLQWV

([W&DHGVWXSHDQWQ[WFUDHGRLEWRP SOHDWHQYDLFFWLYKMVVDYLJQPHQW
PD\EHDQHLPWURRUHFWXDLVUHQXPEHKURXIKLOH WKLV LDZSURDFK
DWWURSFWILRQVVWUQXFWHVWRHVYOLFHDUQVKHJHQGHUHGVWXGHQWVRI
H[WUDHGLVWLJQLPVHQWWHJUWDKAHRXGLQGQVRW WDVHDQDGHGQ

:KLOH GHZDWLQJRD\PHHPDXQWLQJSRUWKDQWHVH GRFXPHQWV
FRPSOHWHQVXWXGHQWDSSURSULDWHXUDQFHVGGUHVVHG
VHUYLFHUVGRFXPHQWHG

:KDWGRVWXGHQWDQNRXWKH SURJUDP"

LQGLFDWKDWHUYLFH KHDSHQJ
WKHP EHWWHU XQGHUVWDQG FR

ZRXOG UHFRPPHQG WKH SU
IHOOVRZXGHQWV

LQGLFDWKDWG VHUYLFH OHD
KHOSWHGZLWKUHSHDQQLQJ

FLWDQGQFUHDVHGHFLDWLRO
IRUPPXQLQWRROYHPHQW

$UH WKHUH DGGLWLRQDO UHVRXUFHV , FDQ UHYLHZ" <HV &KHFN

v 0LUD&RVWD &ROOHJH 6HUYLFH /HDUQLQJ DQG 9ROXQWHHU &HQW
7KLV ZHEVLWH SURYLGHV LQIRUPDWLRQ IRU WKH 0LUD&RVWD &R

v $VVRFLDWLRQ IRU ([SHULHQWLDO (GXFDWLRQ ZZZ DHH RUJ
7KH $VVRFLDWLRQ IRU ([SHULHQWLDO (GXFDWLRQ LV D PHPEHUV
DQG SUDFWLWLRQHUV WR H[SDQG WKHLU FDSDFLW\ WR HQULFK

v &DOLIRUQLD &DPSXV &RPSDFW ZZZ FDFDPSXVFRPSDFW RUJ
&DOLIRUQLD &DPSXV &RPSDFW &$&& LV D PHPEHUVKLS RUJDQL]
SUHVLGHQWV OHDGLQJ &DOLIRUQLD LQVWLWXWLRQV RI KLJKHU
SURPRWH VHUYLFH DV D FULWLFDO FRPSRQHQW RI KLJKHU HGXF

v &RUSRUDWLRQ IRU 1DWLRQDO DQG &RPPXQLW\ 6HUYLFH ZZZ QD
7KH &RUSRUDWLRQ IRU 1DWLRQDO DQG &RPPXQLW\ 6HUYLFH HQJ
EDFNJURXQGV LQ VHUYLFH WR KHOS VWUHQJWKHQ FRPPXQLWLH

v 0LFKLJDQ -RXUQDO RI &RPPXQLW\ 6HUYLFH /HDUQLQJ ZZZ XPLF
7KH 0LFKLJDQ -RXUQDO RI &RPPXQLW\ 6HUYLFH /HDUQLQJ LV D Q
FRQVLVWLQJ RI DUWLFOHV ZULWWHQ E\ IDFXOW\ PHPEHUV DQG V
WKHRU\ SHGDJRJ\ DQG LVVXHV SHUWLQHQW WR WKH VHUYLFH

v 1DWLRQDO &DPSXV &RPSDFW ZZZ FRPSDFW RUJ
&DPSXV &RPSDFW LV D QDWLRQDO FRDOLWLRQ RI PRUH WKDQ
FROOHJHV DQG XQLYHUVLWLHV 7KLV VLWH SURYLGHG D ZHDOWK
ZRUNVKRSV RXQGHQ W\OODEL E\ GLVFLSOLQH FQH DQG PDQ\ RWKHU

v 1DWLRQDO 6RFLHW\ IRU ([SHULHQWLDO (GXFDWLRQ ZZZ QVHH R
7KH 1DWLRQDO 6RFLHW\ IRU ([SHULHQWLDO (GXFDWLRQ 16((LV
UHVRXUFH FHQWHU WKDW SURPRWHV H[SHULHQFH EDVHG DSSUR