

PHHW WKLW QHHG DQG WKH LQVWLWXWLRQ VRRQ EHF  
URXQGHG GHHSO\ FRPPLWWHG JUDGXDWLV D WUDGLW  
GD\

\$ WKHDSV DQG QHDZHD F KDQWIRG W, HUUQVARDLW H  
7HDFKHUV † & ROOHJH LQ DQG WKHQ WR :HVWHUQ , O  
RXU PLVVLRQ FRQWLQXDOO\ EURDGHQHG WR LQFOX  
WKSWHSKULHGF KRRHDFKWKHWDWIDH QDQVW W  
VXFFHH\W H S V I R R I O D F O W L J D F H G W H D Q V I R O E H U D O  
DUSURJUDQF YHQVGLDVOLOQFJKO QKHUFWWRHSG W V  
DQGFLHQ%KVLQDQVAFKQRORXJFDWDRGCPDQ  
6HUYDQGV)LQH \$RMAXDQGDWLRQ

7KURXJKRXW WLPH ZH KDYH HDUQHG DQG PDLQWDLQH  
H[SDQGEQWVIRUCDE(Qh.Â •E'c((D0

DURXQG ZRUOG

7RJHWKHU ZH SURYLGH D WUDQVIRUPDWLYH HGXFDWL  
WHDFKFKRFDQWRU PRGH O V W X H P S Q W M DQG JUDGXDWLV W  
EHFRPH HQJDJHG DQG SURGXFWLYH JOREDO FLWL]HQV F  
GLIIHUHQFH LQ WKH GLYHUVH FRPPXQLWLHV DQG SURIH  
2XDOXB QHDG W V L H B G X L S S W B O X H V

(GXF DWLRQ ZH ZLOO DGYDQFH :HVF€ H ZLOO DGH€  
LQ+LJKHU

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9 L V L R Q    ~~DLQ~~DLORXQHV

2X~~9~~LVLRQ

:HVWHUQ , OOLQRLV 8QLYHUVLW\ DLPXQWRHBM LWKHL Q \$DQRYQ G LSQJ  
TXDORLS\RUWXQLW\ DQG DIIRUGDELOLW\

2X~~0~~LVVLRQ

:HVW, HUUQR LYHUP \$ RZHVXGIB E XDCVWV B HG G D B QG LYH B P P XQLWLHV  
:H SURYLGH FHWXIBUHQV XQGHUJUSURXJDV FVDQGD JUDFQXDM H HG E\ LQO  
UHVHDFK DQG VHUFLH JURXQGHG LQ PXOWLGLVFLSOLQDU\  
VWXGLHQV F D W \$ R Q D W X Q G N S H U R I H V D Q B L Y D H F X D C V W I D E I R O O D R U D W L  
ZLW K X B Q R P P X Q D W W Q H U V

2X~~9~~DOXHV

\$FDGHPE#OOHQFH  
&HQWURXQ LVLVWLVWKR PPLWW FQD FVLRK LQ GLYD B D Q Q H B FWLYH  
LQYROYHPHQW LOH DUKL QVH B RIEQ V V :HVWHUQT X OOLQRLG B Q G  
GLYH D F X B U R P R W L H W L F L Q N Q Q D O H G U Q H L Q H D Q F B K H D W Q F K D W O H Q J L Q J  
VXSSRUWLYH OHDUQLQJ FRPPXQLW\ :H DUH FRPPLWWHG WR  
WKDW HQFRXG B I Y H V O S P H H Q B Q H U W H D F K R P U B Q W D R Q G V

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2 X U 3 O D Q

+LJKHU 9DOXHV LQ +LJKHGH G L X F H D W L H R Q W H U Q , O O L Q R W K H 8 Q I H Y W U V  
I L Y H \ H W L V E D V R I G J H V X O R W P S L U H G D O U R Q W F H D Q W E R Q \$ O E I W H K R F L D O  
5 H V S R Q Q Y D E N O ) L W F H F R P S U L V H G R I V W X G H Q W V I D F X O W \ V W D I I  
D F D G H P L F \ H D U D V Z H O O D V O R Q R J P E Z I P S X U G L V F X V V L R Q H Y D O X D W L  
J X L G H G E \ W K H 3 D Q Y R W K H \ 6 V 2 U I D W H 6 W L F H 8 Q D P L 5 6 W M L H V L R Q

7 K L V ~~is a call to action~~ I R U W K H V W X G W Q W V D O X P Q L W D Q G I U Z R Q G W K R I U W K H  
Z H Z L O O D G Y D Q F H R X U W U D G L W L R Q V R I H [ F H O O 8 Q O L F Y H I D R O G W L P S O H  
V W U D Q G V W D L Q D E O H I X W X U H

7 R P D N H W K L V Y 1 6 W L R Q W D H J L H F D O L D W C H X S S O R P X I Q H V L D Q Z L O O  
F R Q W L Q S G R G A F H S K H D E 6 W L X R O X J R K H Q W H G

:HVWHUQ ,OOLQRLV 8QLYHUVLW\ RQV WRHU D OUCH V S\KFG\H Q\MTX L\MD F X\DDQ  
FRPPLWWH\G F\LR F\B S\QLW V\VL RQ HTXLW\ VRFLDO MXVWLFH DQG GL  
YDOXH DQG DV DQ HVVHQWLDO HOHPHQW RI :HVWHUQ V SXEOLF V

:,8 HPEUDFHV LQLTX\H\G\K\D\O\D\G D FXOWXUH RI LQFOXVLRQ WKDW  
LQLWLDWLYHV :HVWHUQ EHOLHYHV LQ WKH HGXFDWLRQDO DQG L  
WKH VXFFHVV RI DOO LQGLYLGXDOV

\$W :,8 ZH ZLOO

ODLQWDLQ D VDIH DQG VHFUXH HQYLURQPHQW IRU DOO PHPE  
(GXFDPWH DQG HPSRZHU VWXGHQWV VWDII DQG IDFXOW\ WR  
3URYLGH FXUULFXOD SURJUDPV WUDLQLQJ UH\WR\X\O\F\W\K\H\O  
GLYHUVLW\ RI RXU FRPPXQLWLHV DQG WR HOHYDWH FXOWXU  
(QVXUH IDLU HTXLWDEOH DQG LQFOXVLYH DFFHVV WR 8Q  
VHU\LFHV  
&UHDWH LQFOXVLYH DQG HTXLWDEOH SROLFLHV DQG SUDFWL  
'LYHUVLI\ WKH 8QLYHUVLW\ V ZRUNIRUFH E\ DVVHVVLQJ KLUI  
WDOHQWHG VWDII DQG IDFXOW\ IURP GLYHUVH EDFNJURXQGV

\$FWLRQ FXV RQ