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8QLYHUVLW\ RI 1RUWK \$ODEDPD
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Committee Chair 'DWH 6XEPLWWHG

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President, University of North Alabama

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'U -HDQ \$QQ (Faculty, 2018)PHQ

0V %HFF(SGA, 2018)

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'U 0DUN (Faculty, 2018)

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0V 6KDXQ (by position)V

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0V &KULV (Faculty, 2018)\

'U 3DW (by position)

0U 'DYL G (by position)G V

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0V .DWK\ 8 Q (Faculty, 2020)

0V 'HEELH (by position)P V

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0V &KULVWD 5DQHPLWVWHYHH & KDL & RIRU. DWK\ 8QQBUZRRG VHU
9LFH &KDLU IRU LVWD 5DQ&KURU 'B \$-OHQ\$QQ H[ISDFWHG V
DV FKDLU IRU WKH DFDGHPLFK DWDWZR KX \$FRKPLWLVFH&
*HQQGHU (TXLW\ &RPLWVWHYHH0ZDVHFELEL:QDOLWVZSSRHWXQL
&RPPLWWHH ZDV FK\$QQHGHQPVU\$GEBQSSRHVWXQRWLWXE
&RPPLWWHH VSHDUK6V &EBQMK \$WOKLQRWVHVAHQKLFUKLQDV3BKDL
&KULVWD 5DQH\ QQQ'DIGGLWURQ XE FVRIP LZRW NHRV WKKH \$WH
&RPPLWWHH IRFXVHGZGLOVBNVVR RQW XSDUWLVHDXKCOUHWHLQ WKH
UHODWHG WR WKH WUDQVLWLRQ WR 'LYLVLRQ ,

,, &RPPLWWHH↑V &KDUJH

(QVXUH WKH SURSHWUFVURZLW R L O WKK M IRY XLOLO E UPLLWVL R C
(QVXUH WKH LQWMUEVLSURUWKPZLWKKOHHU B B & WKR 1 &
&RQIHUHQFH VWDWRIPISOGDIQHGHUJGQVSSRU XLWRU DWKH
SULQFLSOHV S LHLWJKQW)HRG EG DWKLR Q Q W &URPPQ O MURDWRQ \$
5HYLHZ DQG PRQLW DV V IDWWQHQ FVMSDUDRSEHQ JSUDRFOGFRUPH
UHFRPPHQQ LQFWG WUXDQL F Q D Q JSUVED V B \$\$XSRQHFKDQJH
\$VVLJQ DQG GRFXPHQW UHVSQRVLELELWLHV IRU FRPSC
:RUN WR PDLQWDLQ WKH SURSHU SHLWKSLOF W KYHXRLIL DMUK
RI WKH VWXGHQW DWKOHWH
ORQLWRU WKH DFDGHPLF SHUIRUPD WKH D Q B VSURJUHV V
2YHUVHH DOO SURHQD R M HG WKHJ Q F B G W R I Q D O X G F M M O R S P I
SHUVRQDO ZHOIDUH RI VWXGHQW DWKOHWHV
+DQGOH DOO SURSRVDOV DIIHFWLHFJW & Q Q Y & U V B W D S R G L
*RYHUQDQFH SURFHGXUH IRU 3ROLF\ &KDQJH 5HFRPPHC
7R VXEPLW D ILQD O H Z H E W W R I Q L E D O B D E W W G H R I U W W H F B F
\HDU WR WKH 3 R S V L G H Q W V Z R W K K B G K B Y U R Q D Q F H H Q K H F U X V
&RPPLWWHH

,,, 7KH &RPPLWWHH PHW RQ WKH IROORZLQJ GDWHV

6HSWHPEHU 2F WRYEHLPEHU -DQX)DUEUXDU\
0DUFK DQG OD\
\$ \$ TXRUXP ZDV SUHVHQW IRU HDFK RI WKH DERYH PI

% 7KH PLQXWHV IRU PMKHWLHQ JVR ZPILMWHHEQJRG Z & RE\ 3H
VHUYHV DV WKH OHLQHRQH\$GPIWQDUWWRDI \$WKOHSLDFW
OLQXWHV ZHUH UHYLHZQHG IRUW B H G F H K D WIRDWHKFDIEG P P
SULRU WR HDFK PHHWLQJ

,9 :KDW ZHUH WKH &RPPLWWHH↑V DFWLRQD D Q G H D W R R F E
WKH LWHPV RI WKH FKDUJH"

\$WKOHWLFV &RPPLWWHH OHHWLQJ

6HSWHPEHU

, &DOO WR 2UGHU

7KH UHJXODU PHHWLQJ RI WKH \$W&DUVDFV & RPP IRVW H B QZD
6HSWHPEHU

,, 5ROO &DOO

3UHVHQW OUV &KULVWD 5DQH\ 000LDRPXSDRDPHRU OV (C
7KRUQWRQ OU ODUN /LQGHU OUVRHMEEEK :000ZBEG 9DU8
OU 5RQ 3DWWHUVRQZRRG .DWKAH800G\$IQ'Q +HOP \$R0HHQ 'U 0I
)RVWHU OU 6DPXHO 0DVKE XUQ OV 5HEHFFD %XVK

\$EVHQW OU 'DYL G 6KLHOGV OU 'DQWH +XJR

,,, \$SSURYDO RI PLQXMOHWILFRP &WRP \$WVWH PHHWLQJ RQ \$

'U -HDQ \$QQ +HOP \$FOVLRQ PVR HD \$SKUR7KHH WKE XPLQX W H V H D S
DV UH DG

,9)DFXOW\ \$WKOHWF 5HSUHVHQWDWLYH 5HSRUW

'U 3DW 5RGHQ VVWDLQJGI RUK DLW LW KRUWLH L&RDDVLRHQ/ ZDV
FRPSOHWHG &RDFFHJWR XLVVD \$DRQF DQNUW FELKIRW HR W KFD PSXV
PXVW EH WDNHQ \HRDFXHV 1HX WM HDV VFRVDFK HLW IEVILRW LILFDW

'U 5RGHQ VWDWHGG DWKRDQY M K M DWLRI QDZ LWKDV Q K H6 FLDHQ FHV U
VWXGHQW DWKOHLE VZIL WDM Q UW&HFDNDVUR RUIH,SR U V HG IURP
5XOHV 6HPLQDU ZKVMHG LXW LZQJ VZL R FHOYDHUDWR IR QDM R W HQW
GHFODUDWLRQFD PKLXW LZLVGH LLW DE ZDQR M[SHUH VRIQG FUH ODW
FXUULFXOXP FKDQJLQJ LQ WKH PLGRGJWH RRI SDQR \$HF D GHPYLFV MH
UHODWHG WR FDWHDGORD MIRDUZ D Q GD G V R CGLV FXVVHG

OUV &KULVWD 5DQ \$WKOFKDLBVR&RPPHWDVHHM W ZLUDHGD D D G LQJ
FKDQJLQJ 2QFH WKEI Q&KW WWHUDE ZLVQDDHVP B LWKW \$W&OHWFV
&RPPLWWHH :KH Q HWHQ UHYW MZHUG KDDG WDSW Z Y G G EMKVH QW
3UHVVLGHQW

9 0LQRULW\ 2SSRUWXQLW\ &RPPLWWHH 5HSRUW

&KULVWD XSGDWHG WKH FRPPLWWHQWRHQ W Z HOFCH Q M R G HQW S
WKH VJUDGH FKHFN KDR FE M K Q UHWKXGHWBLOU \$LOI0 EH VHQW W
IRUPHU PHQWRULSDUJLVFKSD ZWXOEV Q LQ W KHR PFRQXKQWLQJ SU
DJDLQ \$Q H[LW VR WYKH ZBQ WBYHWQL Q WYK R SWK Q JV RUYH\ V
WKH PHQWHHV VWDV K G WW W KH G LGRUJSDPHZBZF DWBRQ FRPSRQ
EH DGGHG WR WKH FDCQV RRULFCHJUSPHRQUBPWRZ V S 0 DEN VDR WKH
PHQWHHV IRU

9, *HQQGHU (TXLW\ 5HSRUW

,Q WKH VSULQJ RIG FRQFRHDFKHV UHUIU GRIQD VW K M WDDDD UF R D F K
FRPSDULVRQ GDWD Z*HQGHML(TZHLQ\ E & RPPLJKWHHR DQG WR W
\$WKOHWLFV &RPPLWWHH 7KH \$WKOWW LFXS & RPPLWQ\ HLO YRH
E\ 81\$ +XPDQ 5HVRXU FVW WWD G RP SDD FSHUJ LVDDDLW M W LVR QV

2Q -XO\ FRDFKHV ZHUH DEQHE DWRHGHFQ LYHD UDQ RLIHF LSH
FRDFKLQJ 7KH SDDFKHV WWRPUBVSRU QMD ED VHIGHRSCHWIKHHQFH
\HDUV ZRXOG URFHL\YHDUV ZRWOG UHHUHLVHDUDQG RY

0UV 'HEELH :LOOLDPV VWDWHG WKDWKMGXOHG GWRJ RFXILWWR
6HSWHPEHU

9,, \$WKOHWLF 'LUHFWRU TV 5HSRUW

7KH \$WKOHWLFV &RPPLWVWHVWHSBWWVHWKH 1&\$\$ UXOHV VW
3UHVVLGHQW PXVW RYHUVHH WKH \$WXKEOFIRPLFLW&RFPPL W W W K H
&RPPLWWHH WKH *PIQGMH(TX(LW\ DQGB WRUWOLQLRWL &R P2PLWW
02& 7KH SXUSRVMRIDWKHH*(8 JMQGHLQWHFDEWQOQJILDWH D
SURJUDPV DQG WR PDNH VXUH WKSOW ZLWAKLQ&\$\$LRVSHULDRVLQ
SULQFLSOHV UHJDWGBQJRWZIRPSDDWQFIDGSKHOUHARLFOVHDQG ZLW
UHJXODWLRQV 7KH&SLXU SRRVHXRGWRWHRUBQKYSQUVELDAD LQ LW
FRQWLQXLQJ HIIRLQVU WWR BISISRHUYOXLQVWLDQVBUHFRXLOVJILDWH
SURJUDPV DQG WRVHQLWXXVWLRQDFRZLWHLQX8\$\$SWRSFBDSQJ S
UHJDUGLQJ WKH SDUWLFLLSDWLKORWPEQRUWKMLHLVQROLLQW6H
\$WKOHWH OHQWROLLQVWLBVLDYH LRUDWKQLOWQ&BEPVAVZSIRI 7K
SURJUDP SURYLGHVSH\$ ZLWXGHOVXEDVCOXHDVLEWHY MUKHGD\ O
LQFOXGLQJ WLPH PIPQDDUHEAOV@VRADD RI 1T@P@ D OD pL

,Q -XO\ 81\$ \$WKOH\$GLFG/DWLF\$E\$W\$K\$D\$F\$W\$Z\$E\$W\$K\$R\$V\$K\$H\$Q\$W\$K\$H\$
81\$ \$WKOH\$W\$F\$W\$Z\$H\$D\$D\$E\$K\$O\$E\$K\$E\$D\$G\$L\$U\$D\$H\$E\$W\$O\$X\$S\$U\$R\$O\$R\$H\$G\$L\$G\$D\$V\$
H[D\$F\$W\$G\$D\$W\$H\$R\$R\$O\$U\$K\$M\$K\$H\$H\$W\$U\$D\$Q\$R\$V\$E\$W\$L\$G\$H\$W\$H\$U\$P\$L\$Q\$H\$G\$

\$ 'LYLVLRQ , WUDQVLWLRQ FRPPLWMMHHZZDOOEIHG HQ HQR SX-
DQG LW ZLOO EH D \HDU WUDQV DOLRQ D\$R\$P\$R\$L\$Q\$W\$H\$H\$G\$E\$W\$K\$H\$
,I \$WKOH\$W\$F\$V\$ & R\$Z\$R\$X\$O\$G\$H\$O\$L\$R\$H\$P\$E\$R\$U\$R\$Q\$Y\$,H\$W\$R\$O\$Q\$K\$H\$W\$'L\$R\$Q\$V\$F\$R\$P\$P\$
DUH WR FRQWDFW ODUN /LQGHU

6WXGHQW DWK\$Q\$W\$H\$V\$ I\$B\$Y\$H\$U\$H\$H\$G\$B\$D\$ \$35\$R\$S\$F\$D\$G\$H\$P\$W\$H\$U\$R\$J\$U\$H\$V\$
LV FULWLFDO D\$W\$H\$W\$K\$H\$6\$E\$K\$B\$O\$D\$R\$O\$W\$R\$L\$G\$R\$S\$S\$R\$G\$U\$S\$R\$Q\$W\$W\$L\$H\$D\$V\$ F\$R\$X\$O\$
SHUIRUPDQFH LQ W\$K\$R\$F\$O\$D\$W\$W\$R\$M\$R\$H\$G\$R\$H\$Q\$L\$S\$P\$P\$V\$W\$D\$Q\$G\$D\$U\$G\$

7KH \$681 FRQIHUHQFHPIEVH OVRINSL QJSDMXLR QJHZKLOFK ZQ PRUH
IRU 81\$ \$WKOH\$W\$F\$V\$ LQ

,Q WKH VXPPHU RIDOO Z\$O\$Q\$H\$E\$H\$V\$U\$H\$R\$O\$R\$Z\$I\$D\$O\$A\$H\$G\$H\$U\$K\$B\$O\$D\$R\$H\$G\$D\$Y\$
EOHDFKHUV 7KH KRVSLWDOLW\ Q\$W\$H\$D\$U\$Z\$L\$O\$U\$L\$E\$H\$W\$K\$H\$G\$G\$D\$W\$D\$E\$
\$WKOH\$W\$F\$V\$Z\$L\$O\$R\$E\$D\$O\$R\$ \$S\$X\$U\$F\$S\$D\$R\$G\$X\$D\$F\$W\$L\$R\$Q\$V\$W\$X\$G\$L\$R\$

\$681 YLVLWHG WKH FDPSXV RQKHX\$6\$8\$Q\$W\$Y\$Z\$M\$O\$W\$Z\$H\$G\$U\$H\$S\$R\$U\$W\$
RQH FRQFHUQ 7KH\W\$U\$H\$Q\$F\$R\$D\$P\$S\$R\$O\$G\$H\$W\$Z\$E\$D\$U\$H\$D\$W\$W\$K\$H\$F\$U\$H\$E\$H\$V\$D\$G\$H\$G\$
PHPEHU IRU FRPSOLDQFH IRU WKH \$W\$W\$K\$O\$U\$H\$W\$R\$L\$Q\$F\$V\$X\$O\$S\$D\$U\$X\$V\$S\$R\$Q\$
UHFRPPHQGDWLRQ Z\$R\$K\$O\$G\$W\$D\$H\$IT\$R\$H\$P\$E\$E\$S\$U\$H\$Y\$L\$R\$X\$D\$Q\$R\$S\$V\$K\$U\$L\$H\$ L\$W\$

\$WKOHWLFV &RPPLWWHH 0HHWLQJ

2FWREHU

; &DOO WR 2UGHU

7KH UHJXODU PHHWLQJ RI WKH \$WKOHWLFV &RPPLWWHH 0HHWLQJ
2FWREHU

;, 5ROO &DOO

3UHVHQW 0UV &KULVWD 5DQH\ 0UWR 06K0UX Q0DD UNP HLQ 00HU (
'HEELH :LOOLDPV 'U 8OULFK *URHWQ F30 W0WHU 7R 00 00DU G D W
8QGHUZRRG 'U 3DME 5RFDH 0XVK 0U +XJR 'DQWH

\$EVHQW 'U -HDQ \$QQ +HOP \$OOHQ 0U 6DPXHO 0DVKEXUC

;,, \$SSURYDO RI PLQXWHWILFRP &RPH \$WWWH PHHWLQJ RQ 6

0U 'DYLQ 6KLHOGV PDGH WKH PRWLRQ W 0W 00 00 00 00 00 00 00 00
PRWLRQ 7KH PLQXWHV ZHUH DSSURYHG DV UHGD

;,,,)DFXOW\ \$WKOHWLF 5HSUHVHQWDWLYH 5HSRUW

0UV &KULVWD 5DQH\ GUDIWHG OHWWH

FKDLU IRU WKH 02& 7KH \$WKOHWLFV &R P-HLDQW\$HQY-RHWPGRS
WR VHUYH DV WKH 02& FKDLU

0U 'DU\O %URZQ ZL O R V D I Q G O W \ O H Q W M P O X Q W H F X W V M U W K H
6WXGHQW \$WKOHWH 0HQWRULQJ SURJUDP

;9 *HQQHU (TXLW\ 5HSRUW

7KH *HQQHU (TXLW\F&R P-LWVGHWR L P H H W B W 'H F H S P E H U K H
FRPPLWWHH ZLOO (TXLW\Z&R R FL*W O G H D W W W K D W P H H F V S Q D

;9, \$WKOHWLF 'LUHFWRU\ V 5HSRUW

0U 0DUN /LQGHU GLVFXVVHG WKH \$Z B W D Q G K H Y \$ W K R Q W I D F F P
'LYLVLRQ , SURJUDPV DUH KHOG WR KLJKHU DFDGHPLF VWD

,QLWLDO (OLJLELOLW\
&RQWLQXLQJ (OLJLELOLW\
7UDQVIHU (OLJLELOLW\
)

81\$ \$WKOHWLFV ZLVQ R D Q G W Z R D S U R R F C E H U H [Z L H W K H I Q Y L H V

&RPSOLDQFH
\$FDGHPLF \$GYLVRU

\$35 LV D WHDP E D V D I S W P D W R U L W W M D H O W L R E Q O L W H D F Q G W M G H C
HDFK DFDGHPLF WHDP

3RLQW V\VVWH P S K O H W H K S H Q W H P H V W H U
V E W H S H U V H P H P U L [p 0

7KH QH[W \$WKOHWLFV &RPPLWWHH ZLOO PHHWKRQH H W Q Q V G
DGMRXUQH G

\$WKOHWLFV &RPPLWWHH 0HHWLQJ

1RYHPEHU

;; &DOO WR 2UGHU

7KH UHJXODU PHHWLQJ RI WKH \$WKOHWLFV &RPPLWWHH H B Q Z H
1RYHPEHU

:: 5ROO &DOO

3UHVHQW 0V &KULVWD 5DQH\ 0V \$WKOHWLFV (YDQ 0LN
7KRUQWRQ 0U 0DUN /LQGHU 0V 'HPDEQLH 0VL 0GKLDUPL 0H V W
.DWK\ 8QGHUZRRG 'US 0-0H 0 \$00Q 6-DH 0XHU 0DYLIGE &KIQH 0GV

\$EVHQW 'U 8OULFK *URHWVFK 0U 'U X 3D WD Q R V H Q V 5HEH

;;, \$SSURYDO RI PLQXWHWILFV &RPPLWWHH H H W L Q J R Q 2

7KH IROORZLQJ FKDQJHV ZLOO EH W D G V &R P P L W W H H P H H W L Q J
2FWREHU 8 Q Q 2 S S R U W X Q L W \ & R P P L W W H H Q J H Q Q + H O P
YROXQWHHUG WR RMHWKH 0LQW K H R V R D S R H M X O L W U & W R W K H
&RPPLWWHH PHHWLQJ RQ 2FWREHU WKH PRWURQDWIRGDSKSLR
PLQXWHV ZLWK WKH DPHQGHG FKDQJH Q G W K H - H P R Q S R Q -
PLQXWHV ZHUH DSSURYHG

;;,,)DFXOW\ \$WKOHWLF 5HSUHVHQWDWLYH 5HSRUW

'U 5RVV \$OH[DQGHU W 9 R F H \$ F D G V H P G Y F R M W D L E R / Q D Q G F W H B 0 V 8
5DQH\ UHJDUGLQJWV Q H D H W O V H W I L F H H F H S R W L W I L Q Q R I Q W K H 5
RIILFH ZLWK WKH GHVLJQDWHG U H D W S K R Q H W E L I O R P S O R I D R Y H I U V
\$OH[DQGHU V W D W W G I R U K D W H W S K R I U V Q B Q Z Z O O E S I W R Y H H G E \ V
VSULQJ

7KH FRPPLWWHH GLVFXVVG WKH HKR Q R V U D F G X Q W L R Q W K H
ZLOO EH DVNHG V R Q J L K H B R Q R S G / D W R H G G X D W G W \$ W K O H [W L F V &
PHHWLQJ

;;,, 0LQRULW\ 2SSRUWXQLW\ &RPPLWWHH 5HSRUW

7KH 0LQRULW\ 2SSRUWXQLW\ &RPPLWWHH H H W L Q J R Q 2
FRPPLWWHH UHYLH S S R U W X Q L W \ & R P P L W W H H Q J H Q Q + H O P
DGG FRPSOHWL R Q W G I D W H \$ O D R Q W K R H D W R Z R S U R W U H P V I R R U W K H 0

7KH QH[W \$WKOHWLFV &RPPLWWHH FZW O O J P Z H W D L G M R D Q X Q H U G

\$WKOHWLFV &RPPLWWHH OHHWLQJ

-DQXDU\

::9,, &DOO WR 2UGHU

7KH UHJXODU PHHWLQJ RI WKH \$WKOHWLFV &RPPLWWHH H G Z D D
-DQXDU\

::9,,, 5ROO &DOO

3UHVHQW OV &KULVWD 5DQH\ OV Q6 K O U X Q O D U D N P H L V Q G O H U U (O V D
'HEELH :LOOLDPV OU 7RGG 9DUGDP D O 6 K H U L L O L O L H D Q W \$ N L Q O
.DWK\ 8QGHUZRRG 'U -HDQ \$QQ +HOP 3 \$ V O 5 R G H Q V 7 5 D V E H I F R D
SUR[\ IRU OU +XWR O D Q W H R V W H U

\$EVHQW 'U 8OUL F K O P X R I O W D F M K E X U L Q H O O G V 'D Y L G 6 K

::,; \$SSURYDO RI PLQXW H W L F R P & R K R P L \$ W W H F E H H U H W L Q J R Q 1

7KH PLQXWHV WR WKH PHHWLQJ RQ 1 R ' Y H F O D H U N) R V W H Z U O O Q
ZLOO EH DGGHG W R R W K W K S I U \$ W K O M W O E V Q & R R P L R W W H P H H P U
3DW 5RGHQ PDGH V R Y H H P R W H L R Q Q W W H D S Z U K Q W K V D R Q G ' G - H
+HOP \$OOHQ VHFRQGHG WKH PRWLRQ 7KH PLQXWHV ZHUH

:::)DFXOW\ \$WKOHWLF 5HSUHVHQWDWLYH 5HSRUW

'U 3DW 5RGHQ XSGDWHG WKH FRPPLWV O R F L H R O \ W R K H & W X \$ O S
DWKOHWHV \$Q\ 1 & \$ \$ P R U W \$, \$ P S F O K R V R O D D V E R I Q E H Q G D H S O R O Q P L
7KH LQLWLDO DSSOLFDWLRQ 7 I R H P D R Q W K O L L Q H P U P L E M U H V K
LQVWLWXWLRQ D Q Q X D O W I S H \ R D Q K W Z R R X L Q G O V H L W L X W L R Q V
RI WKH &KL \$OSK R F L H W D + R Q R U F 6 R Q \$ V Z R O Y W R D Q X O W L
'U 5RGHQ ZLOO FRPSOHWH WKH DSSOLFDWLRQ IHH DIWHU

0XVW KDYH HDUQHGLDWOHQWHLUF R Q Q R N B G W E A W S R H U W
1&\$\$ RU WKH 1\$, \$
0XVW KDYH DFKLHYHG DW OHDVW WIK Q HRH VDF B G HRPL
VHYHQWK TXDUWHU DV GHWHUPLQHG E\ WKH FHUWL
0XVW KDYH DFKLHYH G D W R L Y Q L P X R U F X S T R L L Q W D O H Y Q W D J U
E\ WKH WLPH RI WKH V / H R O F D O W L R D S I S D H R H R H U H P L X Q L L P
FXPXODWLYH JUDGH SRLQW DYHUDJH LI WKH\ FKRR
0XVW KDYH HQGRUKHDPGIFRDIHRIRWKLH KHU VSRUW
0XVW KDYH RIILFLDUR B R F K X P H Q W I D W W L B R O D W R I V L V F D I Q D
DQG JUDGH SRLQW DYHUDJH
0XVW EH UHFRPPHQ B H R G U E X Q W K H U F R L O W H & K D S W H U \$ G Y
0XVW EH RI JRRG PRUDO FKDUDFWHU

'U 3DW 5RGHQ VW D Q L J G W K R U W V D W D G C H P W G X O W K G H R W H V K X U V G
)HEUXDU\ D Q G L Z L J O I O D D H W K L P O G I G D X N K W E P D Q Q J W D P H L Q) C
+DOO 'U 5RGHQ S H B S R R I H G K M K S W K B H P E H F U H & R R P J L L W H G D W
81\$)DFXOW\ VWDII V D K C H G \$ P H K P E H W V F R H & R R P L M W H H W Z L O X H E
JDPHV RQ)HEUXDU\ 7KH FRPP'LUW W R I G H Z D J W I S O D S R B W I D C

'U 3DW 5RGHQ LV J R L Q R B F R R D B K F R H P R Z O W K D D V E H H D Q W H M V G D W H
ZLWK DEVHQWHH GDWHV IRU VW W X G I G Q W D W M K X M M H Z L : X G Q E F
DWKOHWHV DUH V D E W K B W W I K U R X P O S O B U W O J H L Z K W K O D F W O M L W R I
SRWHQWLDO GDWHV WKH\ ZLOO PLVV FODVV IRU JDPH WUDY

;;;, 0LQRULW\ 2SSRUWXQLW\ &RPPLWWHH 5HSRUW

7KH NLFN RII IRU WKH 0LQRULW\ 6WZ D G W Q H F \$ W E K O U H W H 0 H Q W
0HQWRUV DQG PHZ X W H G R R B H \$ G D H Q W K Q W & H Q W M W H \$ G G P D C
WKH PHQWRUV D W W D H Q D G H G D Q G ' J K O D V H O D L O R Z R Q Z L K O \ X S G
PHQWRUV 7KH FRPPLWWHH GLVFXV V H G V H \$ H Q M V F D R W X P H Q W
WKDW /LJKW W K K H G R X C H G D I R Q L O D V F O G E H D D R B G Z R X H Q W I R U
DQG PHQWHHV WR DWWHQG

;;;,, *HQQHU (TXLW\ 5HSRUW

7KH *HQQHU (TXLW\ W & R P L H F W P E I H U 7KH D F R P P L S W W H H U H Y
WKH *HQQHU (TXLW\ W H & R P S L O D V O H D W W W S G D W H B W H Q G H 7 K H T X L W \
3ODQ ZLOO EH HPDLOHG WR WKH \$ X L K O H & R L F R L W R P P L V Z W O H F
RU IRXU WLPHV D K \ P B U W L Q H I R D H G H D F W Q Z I H P G E H U V R H I W K H * H
(TXLW\ & R P P L W W H H Q G D N L V Q H P I R U R D W K H P H H W L Q J

;;;,,, \$WKOHWLF 'LUHFWRU↑V 5HSRUW

0U 0DUN /LQGHU XSGDWHG WKH FRPPLWWHH RQ WKH IROO
&RDFK 6WHSKDQLHQ5WGHFSRLVKD/LRADDMMOVOKFRDFHGDWRVOK
8QLYHUVLW\ RI 6RSMK8U\$ KD V VLR/VOLHGEVDIOHOFHDFGKY\$R
0DWW 'DQLHOV)DESEUWVHLRQVQEDQPHWURV 8ZLSO\$WUHY
RI 0DUFK +H ZLOO EH WKH QHVL)RQ UHLS DH)DFQV
*DPH 2SHUDWLRQV PDQDJHU ZLOO EH SRVWHG
81\$ \$WKOHWLFV ZLOOYKRLVWQW,KOHQ\$S\$VROS &QDPSLR
0U 0DUN /LQGHU RQ (DQG QKRUDQWBYGKLLHVR ZR PHHMMW V
GLVFXVV 81\$ KRXLVQJ
81\$ \$WKOHWLFV KDV \$RYPRLQDWHLRQVZROZERSMWRQH QVHDMW
WUDFN SURJUDP ZHWHUQYHMO HZQWJLEWODHWRIOBWRQFK
&RDFK +HDWK :KLW,HQWHVULPQHGDGV&VRMVF &BRKQWU\ 7U
\$ SRVLWLRQ IRU WKH KHDG FRDFK IRU FURVV FRXQWU\
\$ 'LYLVLRQ , WUDQVLEHL RQHMDHPSZP7KVH WHUTXQVHGLRQW
\$681
0V 6KHUU\ .HQQHPHU ZDV KLUHG DVLQ\$MFKRWRWGEQDWR
5HQRVDWLRQV RQ WRZHRDLDQDFORXQWQDQEHJLQ RQHOBDLQ
FRXUW LQ)ORZHEM GRQO EKRMOGXDTKLRQHLDQWLDQJ ZLOO
DIWHU 81\$ JUDGXDWH LQ 0D\ DQG VKRXOG EH FRPSOHW
%HDFK YROOH\EDOO DQG ZRPHQTV JIROU 81\$ \$WEKCHQWDEB
0DUN /LQGHU KDV EMKHQ ZRWNLRQJ) BRWHKQFHH VDUVILQHWRL
YROOH\EDOO
7KH FRPSOH[IRU 81\$ 7HQQLV LV LQ QHGG RI UHSDLU

;;;,9 2OG %XVLQHVV

7KH \$WKOHWLFV &RPPHFWVLQH2FWQVHDLQWVWRHJUDU.GILQJ FXU
FRQFHUQV DERXW PDMRU GHFODUDFVDRQ LPHBHQVU FUKDQJW
UHFRPPHQGHG WKDW WKH \$WKOHWLFVU&RQBLQWWRHFRQSDWWH
DQ \$WKOHWLFV &RPPHFWLXUWRIF &QDPAFRQFHQVWVWUHG WKH
LVVXHVDIIHFWHQRVQVWVXGWHQWQW DWKOHWHV

\$W WKH QH[W \$WKOHWLFVJ &RPPHFWLXUWV\ZVOKH IRRPPDQW]H FX
FRQFHUQV 'U 5RVV \$OH[DQGHU DQGHGUW BRQKBD\$WKOHWLQF
PHHWLQJ LQ 0DUFK

0V &KULVWD 5DQHURQMDW&RQHG WDWLQW\&RPPHFWLXUWVWKO7KH
&RPPPLWWHH FRQVLVWV RI ILYH IDFZQV\VHLPYEH EV SRNYWQRV
WKUHH 6*\$ PHPEHUV)DFXOW\ PHPHUVDFIXQWV BHPKUHWR

\$WKOHWLFV &RPPLWVWIDHUFRDQ 9LHFUHYWIKDILUH IDQXOW\ PHPEHU
RII WKH FRPPLWWHSHURZKIHFKV FZLVWVWFKW WUHLQJ7WKH&&RPPLWWH
DURWDWLRQLQ ZKZRKI DFLXVWUHPHIE KRUW DJR O:QWKIWKH VXS
\$WKOHWLFV &RPPLWVWIDHUFRDQ 9LHFUHYWIKDILUH IDQXOW\ PHPEHU
FRPPLWWHH WKD V X V K I G E R I W D H W L R V G A F Z H O V K H U B R U W W K D W
PHPEHU WHUPV H D R U H V Q G W Q Z D E H H J W H D Q G K H G Q V R H U Z R R G S U
WKDW 0V &KULVWD 5DQH\ IRUPDOO Q E H F R P P H L Q G W M R W R H H G
\HDU WR IRU D IDFXOW\ PHPEHUUZ K3RWH 5RIGUHQ ZLHOFOR G G B
PRWLRQ 7KH PRWLRQ ZDV DSSURYHG

;;;9 1HZ %XVLQHVV

\$UHFHSWLRQ ZLOO EH KHOG IRU &RDFJKU 6 W D I S K D Q L X H 5 D G H F
WKH)ORZHUV +DOO +RVSLWDOLW\ 5RRP

;;;9, \$GMRXUQ

7KH QH[W \$WKOHWLFV &RPPLWWHH 5ZLGHQ EFH D G Q I M I E W X P R U W L R
DGMRXUQ WKH PHH \$ Q Q J + H D Q F \$ O O H I D W H R R Q G 7 K G W K H V P L Q J Z
DGMRXUQH G

\$WKOHWLFV &RPPLWWHH 0HHWLQJ

)HEUXDU\

;;;9,, &DOO WR 2UGHU

7KH UHJXODU PHHWLQJ RI WKH \$WKOHWLFV &RPPLWWHH 0HHWLQJ
)HEUXDU\

;;;9,,, 5ROO &DOO

3UHVHQW 0V &KULVWD 5DQH\ 0V &RHWUWH +DQVWPHSOHUSU
7KRUQWRQ 0U 0DUN /LQGHU 0V 'HEQLH'ULG 0DQPS/QDUHOF
\$OOHQ 0V 5HEHFFD %XVK 'U 3DW 5RGHQ 0U +XJR 'DQWH

\$EVHQW 'U 8OULFKD P X R I 0 W D F M K E X U L C H O G V ' D V L G K D X Q D - D P
.DWK\ 8QGHUZRRG 'U 0DUN)RVWHU

;;;,; \$SSURYDO RI PLQXKHVWILFRP &RIP \$SWW H X D R U H H W L Q J I

0V &KULVWD 5DQH\ 0V &RHWUWH +DQVWPHSOHUSU
PHHWLQJ RQ -DQXDUQXWHV ZHUKHDS SURYHG DV UHD

; /) DFXOW \ \$WKOHWLF 5HSUHVHQWDWLYH 5HSRUW

'U 3DW 5RGHQ VW DWHG MHODVR ZV K\$FLKDLQEDRDUV GVR OFKHFNV W
7KH \$WKOHWLFV &RPPLXWVQHFHDOHMFUNVGHQVWHDG RI KDUG
FKHFNV

; /, 0LQRULW \ 2SSRUWXQLW \ &RPPLWWHH 5HSRUW

7KH 0LQRULW \ 2SSRUWXQLW &RPPLWWHHGQHVG D \ 0DUF

0HQWRUV DQG PHQWHG WELW OHEHQG VUOW \ &RQRQQLYDPLQ
&HUHPRQ \ DQG YRXHQWLDKQ WYHQW RQHODRIFKLWWHH GZVFXV
D PHDO ZLWK WKH PHQWRUV LQ WKHDURFPRQV %XLOGLQJ R

; /,, *HQQGHU (TXLW \ 5HSRUW

7KH *HQQGHU (TXLW \ &RPPLWWHH ZLCHV WZHDW RQ ODWUFR WKH
(TXLW \ &RPPLWWHHRFHE VHQV UDDUNLQWHV VQEHIRUH WKH

; /,,, \$WKOHWLF 'LUHFWRU V 5HSRUW

0U 0DUN /LQGHU XSGDWHG WKH FRPPLWWHH RQ WKH IROO

0U 7RGG 9DUGDPDQ ZDV WKH FKDLG RRWCH \ EDOO FRBF
SRVLWLRQ)RXU FDQGLGDWHV IRSXWKH SRVLWLRQ ZHU
)RU WKH 81\$ 7UDFN WHDP WR FRPSHKHWH WHDFU H 7KHUWH EL
PHPEHUV RQ WKHHWWDPI W)RHU WSKUH 81\$ 7UDFWRQHDP ZI
QRW FRPSHWH DV D WHDP 7KH WUDWKNPFRFRUV PD \ U
0DWW 'DQLHOV)DESEUWVHLR DQGDQHGHWURV 81\$ DWUHY
RI 0DUFK +H ZLOO EH WKH QHRZQ)8SHUKISV HEVHHQWK
DV WKH)DFLOLWDFWL DQG PDREJ-SUUGQVEBHJLDFGDWH
5HQRYDWLRQV RQ WRZHRJLDQDFOXZFKDQEHJLQ RQHODDLQ
FRXUW LQ)ORZHEM GRQH EKRDGXDWKLRQHLDQWLDJ ZLOO
DIWHU 81\$ JUDGXDWRROGLEHODRDSQHWHG E \ IDOO
7KH 81\$)RRWEDOO VFKHGXOH LV FRPSOHWH
81\$ \$WKOHWLFV UHSHUDHG LQRPV QHDDWQ%UDDS 6WDDGLR
WKH 2IILFH RI &LYDDZ 5LH KXLUHV KHR[USDDQGGQBDSS BFWHV
%HVLGH %UDO \ 6MDLWLERRW KWKWLFF \$SD UNHLYHQVSD
EHVLGH WKH JDVDGMDWHRQ WRLFKHDDUHWDDGG&EWWRKD
KDQGLFDS VSDFHQFOKEHGHFRPISO DQWRWHDWLDJGLQJ%U
6WDGLXP)ORUHQBMRWVWLFKRRD WKH FRPSODLQW
\$FDGHPLF QLJKW ZDV)HEUXDU \ V ZHUZHBFJRJQWJGH
WKHLU DFDGHPLF DFKLHYHHPHQW

;/,9 2OG %XVLQHVV

0V &KULVWD 5DQHW @UOHWHHGH D QBRVJDU/GIHQ5HWKURWRWDLR
RQ WKH \$WKOHWLFV &RPPLWVHH F7K&RIPFLXOWH#HZLEOHUVR
p 0 p P G ..

x \$W WKH 81\$ VRIWEDOO VLHOGV & KPHFRLWV DIOQHW
ORFNHU URRP DQG WKH SUHVV ER[
x 81\$ \$WKOHWLFV KDDPSXV BQ BQ VHRG WZCH FLV DKH VRI
HGXF DWLRQDO VQWVZV D KGHV H W D QIGHDQD HI *DPH
OHDUQLQJ HGXF B WLRQFDOW HRV W Z DWDQ WRDQW KOHWHY
IRXQGDWLRQDO FRXO VLRQ H QK HDVKD W LKQJH VOLFM DI
PHQWRULQJ DQG PRUH \$WKOHWLV PZQ QV H EY LGH
RQ GLIIHUHQW WRS LFV

/,9 \$WKOHWLF 'LUHFWRU TV 5HSRUW

0U 0DUN /LQGHU XSGDWHG WKH FRPPLWWHH RQ WKH IROO

x 7KH 81\$ 6RIWEDOO SURJUDP LV GRVQKHZHUORUSVIRU BDE
6RIWEDOO LV

x 7KH 81\$:RPHQ TV %DVNHWEDOO SURJUDQ GLGHZHUORURGU
WKH ZDV

x 0U 0DUN /LQGHU HOGV'DYQG 6KL (YDEQ ZKHUHQOW RQR PGLHW
RQ FDPSXV KRXLVQJ W 6XUDYK D WLRQZRUWDWV D VL QVUXHCHQW
RQ FDPSXV ,Q WKH HDOODRPH KOH W V D UWHKLSLVY W KJ D WFIKQ F
KRXLVQJ ZLOO EH UHTXLUH G WR QLYFH SVQL RQ F SW R OLYKH
FDPSXV EXW PXVW EH DSSURYHG E\ 0DUN /LQGHU

x 81\$ \$WKOHWLFV GLG %REVE UHQDHS D B Q R H VSRRQWURD WRU
KH DG PHQ TV EDVNHWEDOO FRDFK ZLOO EH SRVWHG LPF

x 7KH SRVLWLRQ IRRJOV KHEK D OOL V EHDQ

x 7KH SRVLWLRQ IRRJOV KHEK F B Q F K D V EHHQ SRVWHG

/9 1HZ %XVLQHVV

0U 'DYL G 6KLHOGV VWDWHG WKDW 8D \$ ZL O DGHUURVPL S K R Q
6RFLHW\ \$W V K G H W D W KOHWHY ZLOO B SEKR P R Q G X V R H G M L X Q W R
VRFLHW\ LQ WKH VSULQJ RI 0U 7' B Q G G B K I G D P Q Z R O Q
VWXGHQW DWKOW W H D W R D W W R H H K R Q B U VRFLHW\

/9, \$GMRXUQ

7KH \$WKOHWLFV M H R P P L W D W H D G M R X U Q H G

\$WKOHWLFV & RPPLWWHH 0HHWLQJ

6HOI)LHOG +RXVH

D 7KH &RPPLWWHH ZL100\$Z\$681 ZLWIKVWRQI , 7UDQVL
7HDP WR HQVXUH WRUW8Q\$0DEDP\PHHWV DOO '