

&XUULFXOXP 9LWDH

' \$0, (1 & 2 17 (66\$

GFRQWHVVD#XW HGX

('8&\$7,21

3K ' 6RFLRORJ\  
8QLYHUVLW\ RI 6RXWK )ORULGD  
'LVVHUWDR&OLQJ WKH :LOG 7KH &XOWXUDO /R  
LQ &RQWHPSRUDU\ 6RFLDO /LIH'

0 \$ \$\$\$SOLHG 6RFLRORJ\  
1RUWKHUQ \$ULJRQD 8QLYHUVLW\  
\*UDGXDWHG ZLWK +RQRUDEOH 'LVWLQFWLRQ  
7KHV\$VROI LQ WKH 6KDGRZ RI WKH 0RXQWDLQ 5H  
0HWD\$RQY LURQPHQWDO &RQVFLRXVQHVV

% \$ 6RFLRORJ\  
6WDWH 8QLYHUVLW\ RI 1HZ <RUN DW 1HZ 3DOW]

\* 5\$176 \$1\$:\$5'6

&HQWHU )RU 7HDFKLQJ DQG /HDUQLQJ  
/HDUQLQJ (QULFKPHQW \*UDQW  
8QLYHUVLW\ RI 7DPSD

- 5LFDUG 3LSHU 2XWVWDQGLQJ \$GYLVRU RI WKH <HDU  
6SDUWDQV \$JDLQVW +RPHOHVVQHVV  
/HDGHUVKLS \$ZDUGV 1LJKW  
8QLYHUVLW\ RI 7DPSD

\$\$&6 6WXGHQWR&OLHQWRPISQHWLWLRQ  
)LUVW 3ODFH LQ &RQIHUHQFH DV \$GYLVRU  
\$VVRFLDWLRQ RI \$\$\$SOLHG DQG &OLQLFDO 6RFLRORJ\

3URYRVW\$V \$ZDUG IRU 2XWVWDQGLQJ 7HDFKLQJ  
E\ D \*UDGXDWH 7HDFKLQJ \$VVLVWDQW  
&HUWLILFDWH RI 5HFRJQLWLRQ  
\$FDGHP\ IRU 7HDFKLQJ DQG /HDUQLQJ ([FHOHQFH  
8QLYHUVLW\ RI 6RXWK )ORULGD

'LVWLQJXLVKHG 7HDFKLQJ \$ZDUG  
'HSDUWPHQW RI 6RFLRORJ\  
8QLYHUVLW\ RI 6RXWK )ORULGD

326,7,216(/'

)DOO 3UHVHQW  
\$VVLVWDQW 7HDFK6RQJL3ORUHVVURU RI  
'HSDUWPHLQW6RFLRORJ\ DQG /HJDO 6WXGLHV  
8QLYHUVLW\ RI 7DPSD

9LVLWLQJ ,QIV6RFLRORJ\  
'HSDUWPHLQW6RFLRORJ\  
8QLYHUVLW\ RI 7DPSD

\$5(\$6 2)5(6(\$5&+ 7(\$&+,1\*,17(5(67

(QYLURQPHQWDO 6RFLRORJ\3V\FKRORJ\  
,QWURGXFWRQ WR 6RFLRORJ\0HWKRGRORJ\  
6RFLRORJ\ RI &KLOGKRRG (WKQLF 5HODWLRQV

7(\$&+,1\*(;3(5,(1&(

\$V ,QVWUXFWRU

5DFLDO DQG (WKQLF 5HODWLRQV

)DOO  
0D\ 7HUP  
)DOO  
6SULQJ  
0D\ 7HUP

4XDOLWDWLYH 5HVHDFK 0HWKRGV

6SULQJ  
6SULQJ  
6SULQJ

6RFLRORJ\ RI &KLOGKRRG

6XPPHU RQOLQH  
6SULQJ  
6SULQJ  
6SULQJ

5HVHDFK 0HWKRGRORJ\  
0HWKRGRORJ\

)DOO

6RFLDO 3V\FKRORJ\  
3V\FKRORJ\

)DOO  
)DOO  
)DOO  
)DOO  
6SULQJ



1HZ &ROOHJH RI )ORULGD )DOO

(QYLURQPHQW 6RFLHW\  
'HSDUWPHQW RI 6RFLRORJ\  
8QLYHUVLW\ RI 6RXWK )ORULGD )DOO  
6SULQJ  
6XPPHU

&ODVVLFD 6RFLDO 7KHRU\  
'HSDUWPHQW RI 6RFLRORJ\  
8QLYHUVLW\ RI 6RXWK )ORULGD 6SULQJ  
6XPPHU

(QYLURQPHQW 6RFLHW\  
Online &RXUVH  
'HSDUWPHQW RI 6RFLRORJ\  
1RUWKHURU &QLYHUVLW\  
)DOO  
6SULQJ

6HOI 6RFLHW\  
'HSDUWPHQW RI 6RFLRORJ\  
8QLYHUVRI 6RXWK )ORULGD





)URP 3HVWLOHQFH WR )RON +HUR 1DUUDWLYHV RI 7UDQVIRUP  
0RQNH\ RI 7DPSD %D\  
3DQHO 0HGLD 3RS &XOWXUH DQG \*DPLQJ  
\$VVRFLDWLRQ IRU +XPDQLVW 6RFLRORJ\ \$QQXDO &RQIHUHQFH  
&OHYHODQG 2KLR

2Q WKH /DP 7KH 6KLIWLQJ ,GHQWLWLHV RI WKH 0\VWHU\ 0RQN  
3DQHO 5DQV 5DFH 7HHQ 3UHJQDQF\ D 0RQNH\ \$QDO\]LQJ 0HGL  
6RFLRORJLFDQ ,QVLJKWV  
3DFLILF 6RFLRORJLFDQ \$VVRFLDWLRQ \$QQXDO &RQIHUHQFH  
3RUWODQG 2UHJRQ

8QUDYHOLQJ 0RQVWURXV 6WRULHV 7KH &XOWXUDO /RJLF RI 1  
3DQHO (QYLURQPHQWDO &RPPXQLFDWLRQ  
1DWLRQDO &RPPXQLFDWLRQ \$VVRFLDWLRQ &RQIHUHQFH  
2UODQGR )ORULGD

7KH\ &DPH IURP 2KLR \$QLPDOV 0RQVWHUV DQG 1DUUDWLYHV  
3DQHO ,PSRUWDQFH RI /RRNLQJ DW \$QLPDOV LQ 6RFLRORJ\  
\$PHULFDQ 6RFLRORJLFDQ \$VVRFLDWLRQ &RQIHUHQFH  
'HQYHU &RORUDGR

7KH (QYLURQPHQW )URP %HORZ 6RFLRORJ\ 6RFLRORJ\ 6RFLRORJ\  
3DQHO (QYLURQPHQWDO 6RFLRORJ\ 6RFLRORJ\  
3DFLILF 6RFLRORJLFDQ \$VVRFLDWLRQ &RQIHUHQFH  
6DQ 'LHJR &DOLIRUQLD

:ULWLQJ /LYHV 0LQGIXO ,QTXLU\ LQ (YHU\GD\ /LIH  
3DQHO &RQVFLRXVQHVV DQG 6RFLDO &KDQJH  
3DQHO 6RFLRORJLFDQ \$VVRFLDWLRQ &RQIHUHQFH

Sy, a"ëÅ RT3D0  
F1QV'4QLE W HQ JRV KQ €É /L 7€L RP ç±€1 pRp€\ t0 X1 @ P\ S





WR WKH 8QLYHUVLW\ RI 7DPSD

'HYHORSPHQWWRPSFH2019LQ 6RFLRORJ\ RI &KLOGKRRG &RXUVH

/HDGHUVKLSLSZDWGM OHFWLRQ &RPPLWWHH

\$FWLYH /HDUQLQHVLQ&RFFUWPHH

6WXGHQW \$FDLXDWLRO &RPPLWWHH  
\*URXS ,QWHUYLHZ ZLWK ([WHUQDO 5HYLHZHU

\$G +RF &RPPLWWHGXRO 7RDFN )DFXOW\

±3UHVHQW  
\$GYLVLQJ &RPPLWWHH

6XVWDLQDELOLW\ &RPPLWWHH

&RFKDLU RI 6HDUFK &RPPLWWHH  
'HSDUWPHQW RI 6RFLRORJ\

±SUHVHQW  
6SDUWDQV \$JDLQVW +RPHOHVVQHVV )DFXOW\ \$GYLVRU

WR WKH 6RFLRORJ\ 'HSDUWPHQW RI WKH 8QLYHUVLW\ RI

3UHVHQW  
6RFLRORJ\ &OXE )DFXOW\ \$GYLVRU  
)DFXOW\ \$GYLVRU WRXG8013\$Q&RPSHWLWLRQ  
6RFLRORJ\ 'HSDUWPHQW (YDOLXDWLRO 6XUYH\ &R  
)DOO &RQYRFDWLROQRHISWQDWRUH

WR WKH 6RFLRORJ\ 'HSDUWPHQW RI WKH 8QLYHUVLW\ RI

,QWHUGLVFLSOLQDQWGRUHQVLFUHQFH

\*UDGXDW 7HDFKLQJ \$VVLVWDQW 0HQWRU

)DFXOW\ 0HPEWHURQLVFLSOLQD&XUURFLXDOX&RFLRORJ\ &RPPLWWHH

)DFXOW\ 0HPEHU RQ (YHQWV DQG &ROORTXLXP &RPPLWWHH

\*UDGXDWH 7HDFKLQJ \$VVLVWDQW 0HQWRU

&R)RXQGHU DQGR7IUGHDFLXRU\ \*UDGXDWH 6WXGHQW 0QCE ñ c9W