	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQW LWVLRQV RI 5HVS

$FDGHPLF (SHULHQFH

LHQVHWLRXSFW DQ RS QVXSSRUW 'RDQH¶V DFDGHPLF S

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQW LWVLRQV RI 5HVS

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQW LWVLRQV RI 5HVS

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQW LWVLRQV RI 5HVS

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQW LWVLRQV RI 5HVS

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQW LWVLRQV RI 5HVS

| | 7DFWLF | 7DFWLF 0HWULF | %RDUG 0HWULF $OLJQPHOLWVLRQV RI 5HVS |

6WXGHQW (]SHULHQFH

&UHDWH LQFOXVLYH FR FXUULFXODU H[SHU
LQFUHDVH VWXGHQW VDWLVIDFWLRQ DQG V
GHFLVLRQV WR SUHSDUH OHDGHUV WR ZRUN

6WUHQJWKHQ FR FXUULFXODU DQG H[WUD FXUULFXODU RSS
FODVVURRP

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHOLWVLRQV RI 5HVS
6(D	$VVHVV WKH FXUUHQW LPSD LQYROYHPHQW UHVLGHQWL DQG OHYHOV RI LQYROYHPHQ DQG 0D\ 5 'HYHORS D SODQ DQG VHULHV RI SURJU FR FXUULFXODU FRQQHFWH DQG H[WUD FXUULFXODU R RIIHULQJV E\ VSULQJ	1QWOQ RI VWGHQWLDO VXUYH\ LWV WR DQG EORFN LV ELG VHOOLOHO DOO GEQ RQ VLGH Q5WLDO VW E FRPSXUHK WR GH YHRS QHZ UDMUPV WRR SSROWWPHSULQJ KLV WR WSK FOXUDLUFXOOW 6SULQJ	OGDGFXOHGH 6WXGQW VDWLVIDFWLRQ ZLWK WRWD XGGQWOH JUHDGGO WHDWWXGLDOO SURRQJH 8UHU 6HQFH 1HZ 'LUHFWRU (IIHFWLYHQHVV 6W	VDWLVIDFWLRQ ZLWK WRWD $WKOHWLFV ,QV (IIHFWLYHQHVV 6W

(PSKDVL]H DQG HQKDQFH KHDOWK ZHOOQHVV IRU WKH 'RDQ
ZHOOQHVV 3K\VLFDO 6SLULWXDO (PRWLRQDO 6RFLDO &X
,QWHOOHFWXDO

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHOLWVLRQV RI 5HVS
6(E	(QDFW WKH SODQ WKURXJK RXW WKH \HDU WR HGXFDWH WKH 'RDQH FRPPXQLW\ RQ KHDOWK ZHOOQHVV LVVXHV DQG HPSRZHU FRPPXQLW\ PHPEHUV WR LQWHJUDWH KHDOWK\ SUDFWLFHV LQ WKHLU OLYHV WKURXJK SK\VLFDO +HDOWK 6HUYLFHV VSDFHÀPÀ0UDPV WR \ SU p1ô (@€ `€ 0@ÀÀS`	\HDU FRPPXQLW\ SK\Vp À ðRI Xp°WK WKP ðRAF WK€ ÀWR LQ SKX XQLS$	

,QFUHDVH FRKHVLYHQHVV EHWZHHQ 6WXGHQW $IIDLUV DQG $F
IRVWHU VWXGHQWV' DFDGHPLF VXFFHVV

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHOLWVLRQV RI 5HVS

'HYHORS RSSRUWXQLWLHV IRU VWXGHQWV WR LGHQWLI\ DQG K
VWUHQJWKV

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHOLWVLRQV RI 5HVS

	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQW VLRQV RI 5HVS
	&RPPXQLW &XOWLYDWH D WKULYLQJ 'RDQH FRPPXQLW EHORQJLQJ DQG HQJDJHPHQW IRU H		

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQW VLRQV RI 5HVS
&2 E	6WUHQJWKHQ WKH)RUZDUG 6WUDWHJ\ 'RDQH¶V '(, VWU E\ LQFUHDVLQJ WKH QXPEHU RI FROOHJHV GLYLVLRQV OD FRQWLQXRXVO\ HQJDJHG LQ DGYDQFLQJ '(, RXWFRPHV)< VWUDWHJLHV WRJHWKHU)< $QDO\VLV RI VWUDWHJLHV)<	&RPSOHWH WKH '(, VFDQ DQG JHQHUDWH DQG FRQW IRU RXU LQVWLWXWLRQ WKH VWUDWHJLF SODQ LPSOHPHQWHG DQG	ZQ IURP WHQ VRXUFH -RE VOXDWH WR HQVXUH DOO SHRSOH WKURXJK DQDO\]HG	7XUQRYHU UDWH 'LYHUVLW\ (TXLW\ *RYHUQPHQW 5HO
&2 G	6WUHQJWKHQ WKH FXUUHQW VXGHQW JURXSV DQG H[SDQG RSSRUWXQLWLHV IRU QRQ	VUHDVLEOH WLSOR DOO DWLRQ\ DGGUHVV LFFDPSXVHV LQ IDOO UHVLGHQWLDO VWXGHQWV	(QHDVXUHPHQW VXXV -RE RDWLVIDFWLRQ 6XSSRUW	'LYHUVLW\ (TXLW\ 7XUQRYHU HOPHQWH 5HDOV 5HVRXUFH
&2 I	,PSOHPHQW SURFHVV IRU SR DQG FRQVROLGDWH VWDQGDUGL]H DOO SROLFLHV DQG SURFHGXUHV	RPSO\ DOO HGSH FHGXUHV	(QJDJHPHQW VXUYH\ -RE 6DWLVIDFWLRQ 6XSSRUW	3UHVLGHQW\ 2IILFH 7XUQRYHU UDWH 7HFKQRORJ\ 6HU
&2 K	6WUHQJWKHQ VWUDWHJLF DQG PXXDOO\ EHQHILFLDO 'WHJLF'WHJLF'YT @ œF `QV 'LYHUVLW\ (TXLW\ DQG ,QFOXVL... 0 ORYHPHLUOPHQ`V #5H¿ODPVLUOQ D '•0•OP¼DQ¾ @7¾ @ 6DW @ œ € À`ð€ HWUYLp` 0E6DW		

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQW VLRQV RI 5HVS

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQW VLRQV RI 5HVS

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQW VLRQV RI 5HVS

	Tactic	Tactic Metric	Board Metric Alignment	Questions of Resp...

7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQWLQYLRQV RI 5HVS

7HFKQRORJ\ 7UDQVIRUPDWL

/HYHUDJH WHFKQRORJ\ WR LPSURYH WKH V HPSOR\HH SURGXFWLYLW\ LQFUHDVH DOXP 'RDQH DV DQ HGXFDWLRQDO OHDGHU I

&UHDWH DQG LQYHVW LQ DQ DGDSWLYH SODQ IRU WHFKQRORJ\ DGGUHVV WHFKQLFDO GHEW DQG SRVLWLYHO\ LPSDFW

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQWLQYLRQV RI 5HVS
77 E	,PSOHPHQW D SKDVHG DSSURDFK IRU 'DWD *RYHUQDQFH DQDO\WLFV 6HH) D DQG, 7PSOHPHQW DGDSWDEOH VVW D GDWD ODNH DQG DQDO\WLFV 3URYLGH WUDLQLQJ ZLWK WUDLQ WKH WUDLQHU PRGHOV EXLOG UHSRUWV DQG GDVKERDUGV	2SHUDWLRQ 0DUJLQ $QQXDO 7HFKQRORJ\ LQ LHV WPSOHPHQWV, PSOHPHQW XKWR SHUDWLRQ RU FDSLWD ,QVWLWXWLRQDO 7HFKQRORJ\ 6HU\	$QQXDO 7HFKQRORJ\
77 F	$GGUHVV LGHQWLILHG WHFK KLGHGXFH GHFK OLFODFNG EHW SRVLWLYHO\ LPSDFW YROFRQ YHOOHQHGLR RLDO VPOHJLQ IXWXUH HFKQRORJLHV LQ SURGXFWLRQ PDWFK RU H[FHHGV PHGLDQ RI PRGHUQ FRQYHQWLRQDO DGRSWLRQ UDWH E\ 6XPPHU RI	2 HDFDWSODYDEDJLQ 1(: $QQXDO 7HFKQRORJ\ LQYHVORVPHGWR WKURXJK RSHUDWLRQ RU FDSLWDO 7HFKQRORJ\ 6HU\	
77 G	3HUIRUP 6WUDWHJLF $VVHV YDOXH RI2 YDOXH JXVHU DQ 3ODWIRUP WR GHWHUPLQH JKSDWLHQ XSSHV RV VWRSDV DQG WUDLQLQJ QHHG RQ H[LVW EROQ YWHRQ RLDQDORJK D WHU DW HJ\ SDWK IRU PRGXOHV SODWIRUPVRU RULRQ UGLH[W \HDUHDO	3HUDWLYH GLJWDOUDLQJQDQ 1(: $QQXDO 7HFKQRORJ\ FRQYHLVEWHLQVWD WKURXJK RSHUDWLRQ RU FDSLWD FULPLQH WHFKQRORJLHV 6HUYLFH
77 H	(QJDJH D FRQVXOWDQW WR GRHU SOO WR DOO \RUF GDWDV VWDUWHG E\ 6XPPHU RI JRYHUQDQFH WR GHWHUPLQH ZKLOHHFRPSOHWHG E\ 6XPPHU RI ZKHUH ZH DUH JRLQJ	'DWD JRYHUQDQFH SODQ ZL 2WKHU WW LRD ORJLV WDJLQJ	7HFKQRORJ\ 6HU\
77 J	,PSOHPHQW SURFHVV IRU WHFKRRLRJ\ QHHGV WKH FKRR EORJ\ $SSRQMHFWVDWLVIDFWLRQ YHWWHG WKURXJK DFFXOW DOOPO HPHOWVDUGHG Q'WREHU RI LGHDV YHWWHG	$FDGHPLF $IIDLUV 6HUYLFHV
77 K	'HYHORS D SODQ UHJDUGLQJ FXUUHQW LPDJLQJ ,PO2SHHUODWLQJ SODQ DQRULQ GRFXPHQW LPDJLQJ PRGHQV VXPPHU RI	7HFKQRORJ\ 6HU\
77 L	'HYHORS D SODQ IRU WKH IXPSOHPHQWVR SODQ E\ VXPPHU 2SHUDWLQJ 0DUJLQ WHFKQRORJ\ ZLWK WKH ERRR SODPSOHUHV SLRW IRU 2/$ LQ +30< SLORW IRU 2/$ LQ 'HYHORS SODQ IRU XQLYHUVLW\ E\ $XJXVW	7HFKQRORJ\ 6HU\
77 M	(YDOXDWH WKH SURV FRQV RI D YLUWXDO FRPPXQLW\ (YDOXDWLYH UHSRUW FRPSOHWHWHFK ERRR0 6HU\		
77 N	'HILQH ZKDW HQYLURQPHQW'DGYLVHRVDOOEEOXQLH PHDQV WR 'RDQH ERWK LQ WHFKQRORJ\ DQG GHYHORSLQJ PHWULFV WR XQGHUVWDQG 'RDQH¶V XVH RI UHVRXUFHV	1HZ 7HFKQLFDO GHEW H[SHQGLWXUH 7HFKQRORJ\ 6HU\

(QVXUH SULYDF\ DFFHVV F\EHU VHFXULW\ DQG GDWD JRY LQGXVWU\ VWDQGDUG UXOHV UHJXODWLRQV DQG

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQWLQYLRQV RI 5HVS
77 E	&RPSOHWH F\EHUVHFXUO&LE\HUVHFXULW\SODQ DQG DVVHVVOO2\SWHZ DQXPEHU RI QHZ LQLWLDWLYHV WR DQG LPSOHPHQW SODQ FRPSOHWHG HDFK \HDU ZLWK SRVLWLYH SROLF\ DQG RSHUDWLRQDO JDLQV WRZDUG FRQYHQWLRQ DQG *5& UHTXLUHPHQWV		

(PSKDVL]H SURIHVVLRQDO GHYHORSPHQW WR LQFUHDVH DZDUH WHFKQRORJ\ V\VWHP ZLGH IRU D GLJLWDO ILUVW D

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQWLQYLRQV RI 5HVS

'HYHORS D SODQ IRU LQQRYDWLRQ FHQWHUV WR EH XVHG DV D QHZ RSSRUWXQLWLHV

,'	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQWLQYLRQV RI 5HVS

	7DFWLF	7DFWLF 0HWULF	%RDUG 0HWULF $OLJQPHQW	LY WVLRQV RI 5HVS