



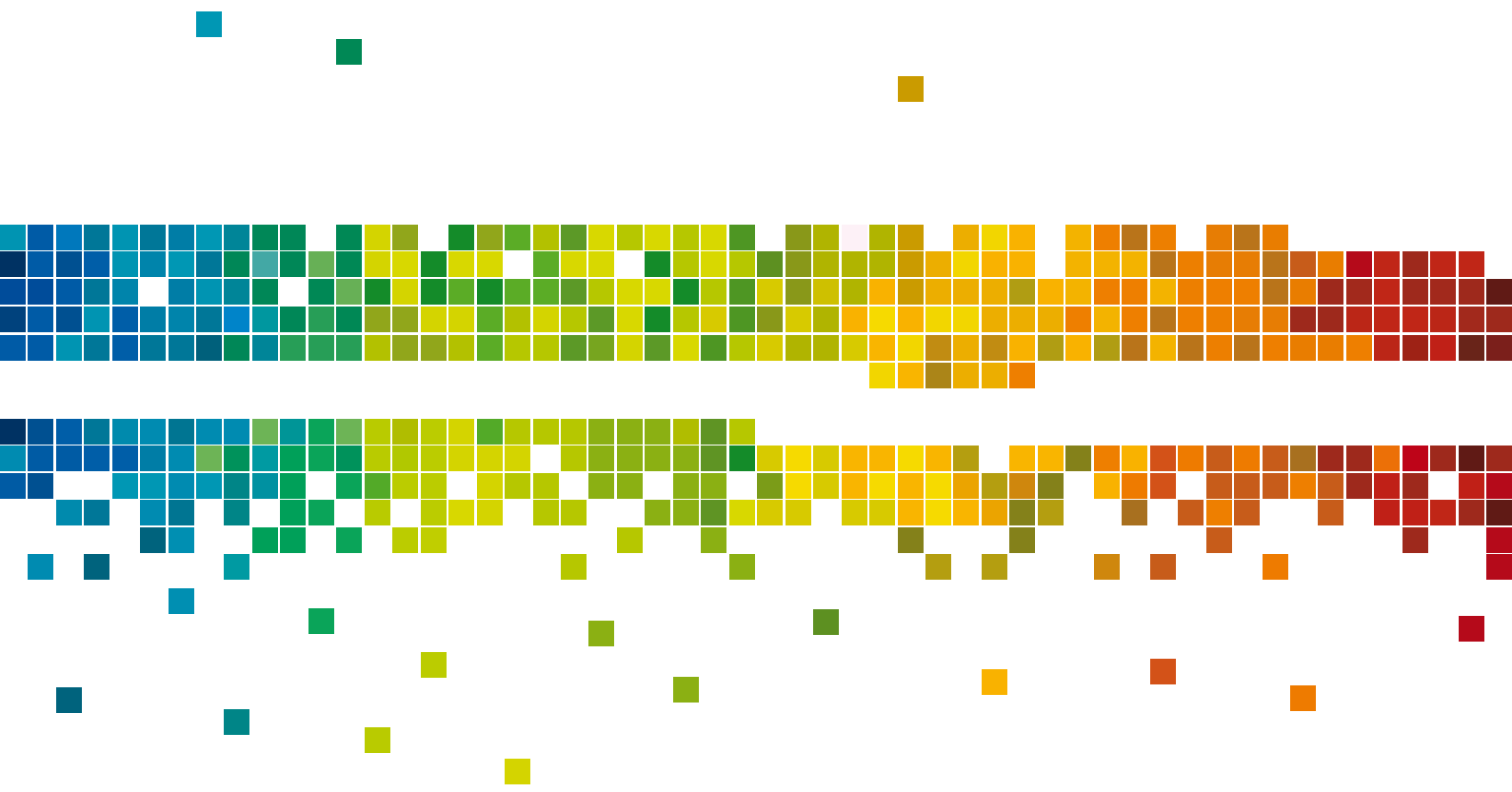
national union of students



QAA

# 7KH 8. GRFW

D JXLGH IRU FXUUHQW DQG SURVSH



# & R Q W H Q W V

:KDW LV WKH SXUSRVH RI WKLV JXLGH"

7KH 8. GRFWRUDO TXDOLÀFDWLRQ

:KDW LV D GRFWRUDO GHJUHH"

:KDW LV WKH GLIIHUHQFH EHWZHHQ D GRFWRUDWH DQG RWKHU

:K\ DUH WKHUH GLIIHUHQW GRFWRUDO TXDOLÀFDWLRQV"

\$UH WKHUH QDWLRQDO VWDQGDUGV IRU WKH PDQDJHPHQW RI 8

5RXWHV LQWR GRFWRUDO VWXG\

+RZ GR , DSSO\ WR GR D GRFWRUDWH"

:KDW DUH WKH HQWU\ UHTXLUHPHQWV IRU GRFWRUDO GHJUHHV

&DQ , VWXG\ SDUW WLPH RU DV D GLVWDQFH OHDUQHU"

&DQ , JHW DFDGHPLF FUHGLW IRU XQGHUWDNLQJ D GRFWRUDW

&DQ , VZLWFK LQVWLWXWLRQ" ,I VR ZLOO WKH UHVHDFK , KD

:KDW GLIIHUHQFH GRHV LW PDNH LI , DP DQ LQWHUQDWLRQDO

)XQGLQJ DQG ÀQDQFH

+RZ PXFK ZLOO WKH GRFWRUDWH FRVW"

:LOO , EH DEOH WR DFFHVV IXQGLQJ IRU WKH GRFWRUDWH"

:LOO , EH DEOH WR XQGHUWDNH SDUW WLPH ZRUN DV D IXOO W

:KDW KDSSHQV LI , GRQ·W FRPSOHWH P\ GHJUHH ZLWKLQ WKH V

7KH GRFWRUDO H[SHULHQFH

:KDW LV WKH UROH RI P\ VXSHUYLVRU V "

+RZ GR , OHDUQ KRZ WR GR UHVHDFK"

,V WKH GRFWRUDWH MXVW DERXW GRLQJ UHVHDFK"

+RZ ZLOO P\ SURJUHVV EH PRQLWRUHG"

+RZ LV WKH GRFWRUDWH DVVHVVHG"

+RZ ORQJ LV D GRFWRUDO WKHVLV"

+RZ DP , UHSUHVHQWHG DW P\ LQVWLWXWLRQ"

4XHVWLRQV WR FRQVLGHU

6RXUFHV RI KHOS DQG LQIRUPDWLRQ

%RRNV

2QOLQH UHVRXUFHV

2WKHU UHVRXUFHV

\$FNQRZOHGJHPHQWV

7KH 8. GRFWRUDW



7R KHOS \RX ZLWK ÀQGLQJ PRUH LQIRUPDWLRQ ZH KDYH DVNHG  
WKURXJK WKH 8. &RXQFLO IRU \*UDGXDWH (GXFDWLRQ ZZZ XN  
RI KHOS 7KXVH DUH OLVWHG DW WKH HQG RI WKLV JXLGH ,W I  
SDUWLFXODUO\ KHOSIXO DQG LW LV QRW LQFOXGHG SOHDVH G  
7KH 4XDOLW\ \$VVXUDQFH \$JHQF\ IRU +LJKHU (GXFDWLRQ 4\$\$  
186 ZZZ QXV RUJ XN KDYH FUHDWHG WKLV JXLGH LQ UHFRJQL  
GHJUHHV WKDW KDYH GHYHORSHG WR DFFRPPRGDWH WKH QHH  
TXHVWLRQV LQ WKLV JXLGH ZHUH LQIRUPHG E\ H[WHQVLYH FRQ  
GRFWRUDO FDQGLGDWHV DQG ZLWK VWXGHQW UHSUHVHQWDWL  
3DUWLFXODU WKDQNV DUH GXH WR 'U 'HEELH 0F9LWW\ DW 186



# 7KH 8. GRFWRUDO TXDOLÀFD

:KDW LV D GRFWRUDO GHJUHH"

\$ GRFWRUDO GHJUHH LV WKH KLJKHVW DFDGHPLF TXDOLÀFDWL  
DJUHHG SURJUDPPH RI VWXG\ 5HJLVWUDWLRQ SHULRGV IRU D  
RU VL[ WR HLJKW \HDUV SDUW WLPH \$ FDQGLGDWH LV H[DPLQ  
FOLQLFDO SUDFWLFH RU RWKHU RXWSXW ZKLFK PXVW GHPRQV  
H[WHQW WR ZKLFK LW KDV EHHQ DGGUHVHG DQG PDNH DQ



OHYHO ZLWK WKR VH UHTXLUHG RI PRUH H[SHULHQFHG UHVH DU  
5HVH DUFKHU 'HYHORS PHQW )UDPHZRUN 5')

:KDW LV WKH GLIIHUHQFH EHWZHHQ D GRFWRUDW  
+( TXDOLÀFDWLRQ"

7KH H[SHULHQFH RI XQGHUWDNLQJ D GRFWRUDWH YDULHV IRU  
DOO VKDUH WKH H[SHULHQFH RI FUHDWLQJ NQRZOHGJH WKURX  
VFKRODUVKLS 7KLV FUHDWLRQ RI QHZ NQRZOHGJH RU RI DSSO  
H[SHFWHG LQ WKH VDPH ZD\ DW XQGHUJUDGXDWLWJ RU WDXJKW  
RSHUDWH DW D OHYHO RI LQGSHHQGHQFH DQG VHOI GLUHFWRU  
RU WDXJKW SRVWJUDGXDWLWJ VWXGHQW

'RFWRUDO FDQGLGDWHV OHDUQ DERXW UHVH DUFK WKH PHDQ  
WKURXJK XQGHUWDNLQJ LQGSHHQGHQW UHVH DUFK XQGHU W  
QRUPDOO\ ZLWKLQ D ZLGHU LQVWLWXWLRQDO SURIHVVLRQDO  
+ROGHUV RI D GRFWRUDO TXDOLÀFDWLRQ ZRXOG EH H[SHFWHG  
DQG RU DSSOLHG UHVH DUFK DQG GHYHORS PHQW DW DQ DGYDQ  
GHYHORS PHQW RI QHZ WHFKQLTXHV LGHDV RU DSSURDFKHV 7  
MXGJHPHQWV RQ FRPSOH[ LVVXH V SHFLDOLVW ÀHOGV RIW  
EH DEOH WR FRPPXQLFDWH WKHLU LGHDV DQG FRQFOXVLRQV F  
QRQ VSHFLDOLVW DXGLHQFHV

:K\ DUH WKHUH GLIIHUHQW GRFWRUDO TXDOLÀFDV

'RFWRUDO GHJUHHV IXOÀO D ZLGH UDQJH RI SXUSRVHV :KHUH  
GRFWRUDO GHJUHH PLJKW KDYH EHHQ VHHQ VROHO\ DV D ZD\ F  
LV QRZ MXVW RQH RI WKH PDQ\ RSWLRQV DYDLODEOH WR GRFW  
GLIIHUHQW GRFWRUDO TXDOLÀFDWLRQV KDYH HYROYHG 'RFWR  
3K' WKH SURIHVVLRQDO GRFWRUDWH WKH SUDFWLFH EDVHG G  
<RX FDQ ÀQG RXW PRUH DERXW GLIIHUHQFHV EHWZHHQ GRFWR  
*characteristics* DYDLODEOH DW ZZZ TDD DF XN \$VVXULQJ6WDQGDUGV\$  
GHIDXOW DVS[

\$OO GRFWRUDO GHJUHHV SUHSDUH WKH FDQGLGDWH WR PDNH  
DQG LQGSHHQGHQW UHVH DUFK +RZHYHU WKH FRQWH[W LQ ZK  
UHVH DUFK PD\ YDU\ EHWZHHQ WKH GLIIHUHQW U WKH FRQWH[W  
Z @đ0p€ PH€p0 %,,H DUQ ° `pp€ PHHV SUHSDUH tpÀp@rV WH HU



research programmes ZZZ TDD DF XN 3XEOLFDWLRQV ,QIRUPDWLRQ\$QG \* X  
VHFWLRQ DVS[ 706le of practice FERQUM WKH IROORZLQJ DUHDV  
‡



# 5RXWHV LQWR GRFWRUDO VW

+RZ GR , DSSO\ WR GR D GRFWRUDWH"

7KHUH LV QR QDWLRQDO DSSOLFDWLRQ VFKHPH IRU GRFWRUD  
FDQGLGDWHV DSSO\ GLUHFWO\ WR WKH LQVWLWXWLRQ V RI W  
UHTXLUHPHQWV IRU HQWU\ DQG DSSOLFDWLRQ ZKLFK PD\ GLI  
DUH FOHDUO\ SXEOLVKHG IRU H[DPSOH RQ LQVWLWXWLRQDO Z  
DSSOLFDWLRQV DOO \HDU URXQG ZKLOH RWKHUV KDYH DSSOL  
W\SLFDOO\ 2FWREHU -DQXDU\ DQG \$SULO

&DQGLGDWHV RIWHQ KDYH WR ÀQG WKHLU RZQ IHHV DQG PDLQ  
DGHTXDWH IXQGLQJ EHIRUH WDNLQJ XS WKHLU SODFH +RZH  
,Q SDUWLFXODU VRPH VXEMHFW PD\ KDYH D EXUVDU\ RU ÀQD  
SURFHVV LI WKLW LV WKH FDVH VSHFLÀF GHDGOLQHV XVXDOO\

6RPH LQVWLWXWLRQV ZLOO DGYHUWLVH IRU D GRFWRUDO FDQ  
XQGHUWDNH UHODWLYHO\ VSHFLÀF UHVHDUFK ZLWKLQ WKDW S  
OLNHO\ WR KDYH IHHV DQG PDLQWHQDQFH IXQGLQJ DWWDFKHG  
DGYHUWLVHPHQW IRU DQ\ VXFK VWXGHQWV KLS

,I \RX GR QRW LQWHQG WR DSSO\ IRU D VSHFLÀF VWXGHQWVKL  
ZLVK WR DSSO\ WR FDQ RIIHU GRFWRUDO VXSHUYLVLRQ LQ WK  
\RXU UHVHDUFK ,QVWLWXWLRQ VWDII UHVHDUFK SURÀOHV DUH

\$SSOLFDQWV IRU GRFWRUDO VWXG\ PD\ EH DVNHG WR VXSSO\ D  
WKHLU DSSOLFDWLRQ

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‡‡ EORI&LÀ V@ Ð‡

\$S

Q FD%p 3U U‡





&DQ , VWXG\ SDUW WLPH RU DV D GLVWDQFH OHD

'LIIHUHQW PRGHV RI VWXG\ DUH SRVVLEOH IRU GLIIHUHQW GRF  
LQVWLWXWLRQ LQWHQG HG VXEMHFW RI VWXG\ DQG WKH TXDO  
WR H[SORUH ZKHWKHU SDUW WLPH RU GLVWDQFH OHDUQLQJ LV  
WKHVH PRGHV RI VWXG\ DIIHFW WKH IRUP \RXU GRFWRUDO SUR  
QXPEHU RI SURJUDPPHV EHIRUH \RX ÀQG RQH WKDW VXLWV \RX  
,W LV LPSRUWDQW WKDW DV D SDUW WLPH RU GLVWDQFH OHD  
UHVHDFK FRPPXQLW\ E\ VRPH PHDQV DV WKLV LV D FUXFLDO  
UHVHDFK 'LIIHUHQW LQVWLWXWLRQV KDYH GLIIHUHQW ZD\V R  
IRU SDUW WLPH GRFWRUDO FDQGLGDWHV ZZZ YLWDH DF XN SR

&DQ , JHW DFDGHPLF FUHGLW IRU XQGHUWDLQJ

,W LV XQXVDO IRU GRFWRUDO GHGXIHHWRWRKFDQDW XUDGRHPLK  
DQG LWV EDVLV LQ RULJLQDO UHVHDFK ,W PD\ EH SRVVLEOH  
GRFWRUDO ZRUN VXFK DV DVVHVVHG UHVHDFK VNLOOV WUDL



,I D GRFWRUDO FDQGLGDWH FDQQRW FRPSOHWH WKH SURJUDP  
PLQLXP UHTXLUHG OHYHO RI DFKLHYHPHQW LW PLJKW EH SRV  
VXFK DV D SRVWJUDGXDWH FHUWLÀFDWH RU GLSORPD \$Q\ FUH  
VFFHVVIXO FRPSOHWLRQ RI DVVHVVHG HOHPHQWV RI UHVHDF  
DQ\ VXFK DZDUGV ZLOO EH GHWDLOHG LQ LQGLYLGXDO LQVWLW

&DQ , VZLWFK LQVWLWXWLRQ" ,I VR\ `pÀ `pÀ RPH

7KH YLVD SURFHVV FDQ WDNH VRPH WLPH VR LW LV DG YLVD EOC  
QHHG WR KDYH D &RQÀUPDWLRQ RI \$FFHSWDQFH IRU 6WXGLHV  
FKRVHQ LQVWLWXWLRQ DQG PHHW UHTXLUHPHQWV IRU (QJOLVI  
VSHFLI\ LQ WKH LQIRUPDWLRQ WKH\ SURYLGH IRU DSSOLFDQW\  
ODQJXDJH UHTXLUHPHQWV DGGLWLRQDO WR WKH YLVD UHTXLU  
VXSSRUW IRU FDQGLGDWHV RQFH WKH\ KDYH UHJLVWHUHG

7KH 8. &RXQFLO IRU ,QWHUQDWLRQDO 6WXGHQW \$IIDLUV **ZZZ**  
LQIRUPDWLRQ IRU FXUUHQW DQG SURVSHFWLYH LQWHUQDWLRQ  
LQ WKH 8. 0DQ\ LQVWLWXWLRQV KDYH DQ ,QWHUQDWLRQDO 2IA  
VWXG\LQJ DW WKDW LQVWLWXWLRQ





# 7KH GRFWRUDO H[SHULHQFH

7KH TXHVWLRQV EHZW WDFNOH FRPPRQDOLWLHV LQ WKH HOH  
H[SHULHQFH ZLOO EH VKDSHG E\ D GRFWRUDO FDQGLGDWH V R  
RI VWXG\ DQG LQ SDUWLFXODU E\ LQGLYLGXDO LQVWLWXWLRQ  
FDQGLGDWHV DWWHQG WKH LQVWLWXWLRQDO LQGXFWRQ IRU  
LQGLYLGXDO LQVWLWXWLRQV. UHVHDFK GHJUHH UHJXODWLRQ

**:KDW LV WKH UROH RI P\ VXSHUYLVRU V "**

\$V DOp OPHIHU WR WKU LVÌYLVRU V "  
RIÀ €



7KH DSSRLQWPHQW [WHUQDO H[DPLQHU UHG IRU HDFK RUDO GRF  
([WHUQDO H[DPLQLQJ LV D NH\ IHDWXUH LQ 8. TXDOLW\ DVVXUD  
RI DFDGHPLF VWDQGDUGV 7KH H[WHUQDO H[DPLQHU V DW D G  
DVVXUDQFH WKDW WKH SURFHVV LV DSSURSULDWH DQG WKDW  
WKH DZDUG RI WKH GRFWRUDO GHJUHH

\$OO LQVWLWXWLRQV KDYH UHJXODWLRQV DQG SURFHVVHV WR  
WUDQVSDUHQW ,QVWLWXWLRQV ZLOO SURYLGH FDQGLGDWHV Z  
WKHLU GRFWRUDO H[DPLQDWLRQ ,W LV YHU\ LPSRUWDQW WR E

‡ D SRVWJUDGXDWH VWXGHQW VRFLHW\ DVVRFLDWLRQ RU FRP  
‡ SRVWJUDGXDWH IRUXPV HYHQWV RU RQOLQH V\ VWHPV GHVL  
'RFWRUDO FDQGLGDWHV DXWRPDWLFDOO\ EHFRRPH PHPEHUV RI  
PRVW FDVHV ZLOO EH DIAOLDWHG WR ~~ZZHXDWRURJQDN~~ 8QLRQ R  
6WXGHQWV XQLRQV IDFLOLWDWH WKH DFDGHPLF UHSUHVHQWD  
SURYLGLQJ DGYLFH DQG DGYRFD\ RQ DFDGHPLF PDWWHUV DG  
)RU LQIRUPDWLRQ RQ KRZ VWXGHQWV XQLRQV VXSSRUW WKH  
LQFOXGLQJ GRFWRUDO FDQGLGDWHV VHH WKH 186 SRVWJUDGX  
FDPSDLJQV ~~SRVWJUDG~~ DIAOLDWH RI WKH ~~ZZHXURSEDRU~~ 6WDEORUV  
(XUR ~~ZZ~~ HXURGRF QHW



# 4XHVWLRQV WR FRQVLGHU

%HIRUH WDNLQJ XS \RXU SODFH RQ D GRFWRUDO SURJUDPPH D  
LQHYLWDEO\ KDYH PDQ\ TXHVWLRQV DERXW WKH H[SHULHQFH D  
7KH TXHVWLRQV EHORZ SURYLGH D JHQHUDO VWDUWLQJ SRLQV  
QHHG WR DVN WKDW UHODWH WR \RXU FKRVHQ VXEMHFW RU W  
DQG \RXU FKRVHQ LQVWLWXWLRQ

%HIRUH VWDUWLQJ DQG DW SRLQWV WKURXJKRXW WKH GRFWR  
PRWLYDWLRQ IRU GRFWRUDO VWXG\ \RXU SURJUHVV DQG \RXU  
FDQ VKDSH DQG GLUHFV \RXU H[SHULHQFH VR WKDW \RX FDQ D

:KDW GRHV WKH LQVWLWXWLRQ H[SHFW RI LWV UHVHDFK VV  
XQGHUWDLQJ WUDLQLQJ RU DWWHQGLQJ ¶WDXJKW· HOHPHQ

:KDW DUH WKH UROHV DQG UHVSQVLELOLWLHV RI GRFWRUD  
SURYLVLQJ LV WKHUH IRU FKDQJH RI VXSHUYLVRU LI P\ VXSH

:KDW IDFLOLWLHV DQG UHVRXUFHV DP , OLNHO\ WR QHHG IRU

:KDW FRVWV DP , OLNHO\ WR LQFXU WKDW DUH QRW LQFOXG  
UHVHDFK SXUSRVHV FRQIHUHQFH DWWHQGDQFH EHQFK IH

+RZ ZLOO , EH VXSSRUWHG LQ ÀQGLQJ RSSRUWXQLWLHV WR  
DQG SXEOLVK"

:LOO , EH JLYHQ RSSRUWXQLWLHV WR WHDFK DQG LI VR KR  
ZKDW VXSSRUW ZLOO EH DYDLODEOH WR PH DV D QRYLFH WH

:KDW VXSSRUW LV DYDLODEOH LQ P\ VXEMHFW IRU UHVHDFK  
VNLOOV GHYHORSPHQW"

+RZ GRHV WKH LQVWLWXWLRQ SURPRWH DQ HQJDJLQJ DQG L  
UHVHDFK HQYLURQPHQW"

+RZ DUH WKH FRQFHUQV RI GRFWRUDO VWXGHQWV UHSUHVH

:KDW SURYLVLQJ LV WKHUH IRU DUUDQJHG VXVSHQVLRQ RI V  
ZLOO , EH DEOH WR UHWXUQ WR P\ UHVHDFK LI , VXVSHQG

:KDW KDSSHQV LI , GRQ·W FRPSOHWH P\ UHVHDFK"

:KDW HPSOR\PHQW RSSRUWXQLWLHV DUH DYDLODEOH IRU VR  
WKLV GRFWRUDO TXDOLÀFDWLRQ HQKDQFH P\ FDUHHU SURVS

6RXUFHV RI KHOS DQG LQIRU

2QOLQH UHVRXUFHV

7KH 8QLYHUVLW\ RI 2[IRUG·V FHQWUH IRU H[FHOOHQFH LQ SUH  
ZZZ DSSULVH R[ DF XN

7KH 9LWDH SURJUDPPH SRVWJUDGXDWH UHVHDUFKHUV ZHEVLW  
ZZZ YLWDH DF XN 3RVWJUDGXDWH UHVHDUFKHUV KWPO

KWWS YLWDH DF XN UHVHDUFKHUV \*5\$'%ULWDLQ RQOLQH

(OHFWURQLF 7KHVHV 2QOLQH 6HUFLH (WKRV  
KWWS HWKRV EO XN +RPH GR MVHVLRQLG ')\$& % &) (

\$ FDUHHU UHVRXUFH IRU DUWV DQG KXPDLWLHV 3K' UHVHDUF  
ZZZ EH\RQGWKHSKG FR XN

\$ SRVWJUDGXDWH FRPPXQLW\ ZKHUH \RX FDQ ÀQG DQG FRQQH  
ZZZ JUDGXDWHMXQFWLRQ QHW

&RPLF VWULSV DQG KXPRXU WR OLJKWHQ ORDG RI GRLQJ D GR  
ZZZ SKGFRPLFV FRP FRPLFV SKS

0DWW 0LJKW V LOOXVWUDWHG JXLGH WR D 3K'  
KWWS PDWW PLJKW QHW DUWLFOHV SKG VFKRRO LQ SLFWXUH

7KH 5HVHDUFKHU V %LEOH  
KWWS KRPHSDJHV LQI HG DF XN EXQG\ KRZ WRV UHVELEOH KV

+RZ 7R :ULWH \$ 'LVVHUWDWLRQ RU %HGWLPH 5HDGLQJ )RU 3H  
ZZZ FV SXUGXH HGX KRPHV GHF HVVD\ GLVVHUWDWLRQ KWPO

7KH 7KHVLV :KLVSHUHU EORJ E\ ,QJHU 0HZEXUQ  
KWWS WKHWKHVLVZKLVSHUHU ZRUGSUHVV FRP

2WKHU UHVRXUFHV

0RRUH 3 4XDOLW\ 3DSHUV ZRUNERRN DQG &RQIHUHQFH 3RVV

# \$FNQRZOHGJHPHQWV

4\$\$ ZRXOG OLNH WR WKDQN DOO WKRVH ZKR SURYLGHG FRPPH  
RI *The UK Doctorate: A guide for current and prospective doctoral candidates* 3DUWLFXODU WKDQNV J  
'U 'HEELH 0F9LWW\ 5HVHDFK DQG 3ROLF\ 2IÀFHU +LJK  
1DWLRQDO 8QLRQ RI 6WXGHQWV  
7KDQNV DUH DOVR GXH WR WKH PHPEHUV RI DQ H[WHUQDO DGY  
'U ,DLQ &DPHURQ +HDG 5HVHDFK &DUHHUV DQG 'LYH  
&RXQFLOV 8. 6WUDWHJ\ 8QLW  
0V \*LOO &ODUNH +LJKHU HGXFDWLRQ FRQVXOWDQW Y  
\*UDGXDWH 6FKRRO RI (GXFDFWLRQ 8  
DQG '3KLO FDFGLGDWH 8QLYHUVLW\  
3URIHVVRU 3DP 'HQLFROR 'LUHFWRU RI WKH \*UDGXDWH 6FKRRO  
6FLHQFHV DQG 'LUHFWRU RI WKH 3K  
,QWHU 3URIHVVLQRQDO 3RVWJUDGXDV  
7UDLQLQJ 8QLYHUVLW\ RI 5HDGLQJ  
3URIHVVRU &KULV 3DUN +LJKHU HGXFDWLRQ FRQVXOWDQW I  
8QLYHUVLW\ RI /DQFVWHU DQG VS  
+LJKHU (GXFDFWLRQ \$FDGHP\  
3URIHVVRU ,QJULG /XQW 'HSDUWPHQW RI (GXFDFWLRQ 8QLYHU  
'U -DQHW 0HWFDOIH &KDLU DQG +HDG 9LWDH  
3URIHVVRU &OLYH 1HDO 6WUXJLWXV 3URIHVVRU RI 0HFKDQLFD  
8QLYHUVLW\ RI %LUPLQJKDP 9LVLW  
\$XWRPRWLYH 6DIHW\ &RYHQWU\ 8QL  
3URIHVVRU RI &OLQLFDO %LRPHFKDO  
&LW\ 8QLYHUVLW\  
3URIHVVRU 9HUQRQ 7UDIIRU 3URIHVVRU (PHULWXV \$QJOLD 5XVNL  
'U &KULVWLDQ <HRPDQV 3ROLF\ 2IÀFHU 8. +LJKHU (GXFDFWLRQ  
DQG (XURSH 8QLW  
0V -DQHW %RKHU \$VVLVWDQW 'LUHFWRU 5HVHDFK 5H  
'HYHORSPHQW DQG 3DUWQHUVKLSV  
)LQDOO\ VSHFLDO WKDQNV JRHV WR DOO WKRVH LQGLYLGXDOV  
WR ZRUNVKRS GLVFXVVLQRQV DQG JDYH DGYLFH LQFOXGLQJ 0U  
3DUWQHUVKLSV 4\$\$ 0U 'HUIHO 2ZHQ 0XOWLPHGLD DQG 6WXG  
0UV 5DFKHO %HFNHW 0XOWLPHGLD (GLWRU 4\$\$

< 7KH 4XDOLW\ \$VVXUDQFH \$JHQF\ IRU +LJKHU (GXFDWLRQ  
,6%1

\$OO 4\$\$·V SXEOLFDWLRQV DUH DYDLODEOH RQ RXU ZHEVLWH Z  
5HJLVWHUHG FKDULW\ QXPEHUV DQG 6&