



C I T Y C O L L E G E O F S A N F R A N C I

z (415) 2393611 z Fax (415) 4525115

www.998.com 8- n BT 0 0 - JTJ ET Q q 148.1 687.TT1 8F1102 (5e)6.99 (1)dx(

&XUULFXOXPF'HJUHH 5HTXLUHPHQWV*UDGLQJ 3ROLFLHV*3URJUDP 'HYHOR
\$FFUHGLWDWLRLQ*3URIHVVLRLQDO 'HYHORSPHQW*3URJUDP 5HYLHZ*~~SODAQH~~

x 7KH %DVLF 6NLQHOSRULQWVWUDWHDWH &7KDHQ%BDQDR6NLQO
FRPPLWWHH KDV GRQH DVEHQLFRXNDQDQ VUWHSQHDOIWQH ZL
VNLOOVHQHGLQFOXGLQJ WKH 7UDQVLWLRQDO 6WXGLHV'
%DVLF 6NLLOOV &RPRDWVGHWPLRQDHOUVQIRUPDWLRQ
x 7KH *RDOV DUH QRW UHDG\ WR EH UHYLHZHG E\ WKH ([H
x 6XJJHVWLQRQV ZHUH PDGH WKDW WKH %DVLF 6NLLOOV &R
ZLOO LQIRUP KRZWRQPHM\ UVMKHSRQDNOV

% \$FFUHGLWDWLRQ 8SGDWH

5RDQDS 8SGDWH
.DUHQ 6DJLQRU
x 2QH RI WKH 5RDG 0DS DFWLRQ LWHPV LV WR PDMUHRQVEU
WKH FDPSXVHV 7KLV UHTXLUBQKLFOLDQJV DQGLGWVWQDIO\Q
ODFNLQJ 7KLV LV LVVXHURMUDBRL5QHJYLGQHQWLILHG LQ
x 2QH RI WKH 5RDG 0DS LWHPV H&RTQOUREN WKRYHYUDQDXQDFVH
3DUP@WAPPLDEH

([HFXWLYH &RXQFLO 0HHWLQJ 1RYHPEHU

5HVROXWLRQ 5HVROXWLRQ IRU ,/2V LQ WKH & DWDOR.

5HVROXWLRQ WKH && 6) \$FDGHPLF 6HQDWHDWXWKRUQ] ZLWI
DSSURSULDWH IDFOW\ WR UHYLHZ DQG DSSURYH WKH
,QVWLWXWLRQDO /HDUQLQJ 2XWFRPHV

OR & HGR ORLYU&GROWBNU&0 !Q7TMf\$ ` Ep 0c ,t G H R Y H G WL U&0 5 y-bD° `S @ D

,; 5HSRUWV

5RVDULR 9LOODVDQD

x 7KH KDRGF (GXFDWLRQDO 0DVWHU 3ODQ FRPPLWWHH KDV U
x 7ZR JRRG 5)3V ZHUh VXEPLWWHG 7KH FRPPLWWHH IHOW
SURSRVDO
x 7KH FRPPLWWHH LV EHLQJ UHRUWDRQZRHUGN DZVVRKXUVKXHQ\$FRV
ZKLOH PDLQWDLQLQJ WKH IDFXOW\ YRLFH LQ WKH SURF

/DXUD :DOVK

x 7KH %DVLF 6NLOOV FRPPLWWHH IRXQGS SORUQWJXQDJ HV DM FWD
IXQGLQJ FDQ EH XVHG IRU ERWK FUHGLW DQG QRQFUHG

; 2SHQ)RUXP

x 'LILFXOHWIHHVHSRUWHG UHJDUGLQJ SUREOHGV ZLWK ERF
x ,PSURYHPHQWV ZHUh VXJJHVWHG WR WKH &&6) ZHEVLW
x 7KH DQQXDO (QYLURQPHQWDO +RUWLFXOWXUH)ORULVW
DQQRXQFHG
x)DFXOW\ ZHUh HQFRX\$)DGHG FWRQYHFWHLRQ EDKUJ D L Q L Q J D
x)DFXOW\ ZHUh HQFRXUDJHG WR WXLSQSLQUDRONGTUXKHFNRD
\$)7 FROOHFWLYH EDUJDLQLQJ DJWIKLHMP BQWHILWD SBR

,, \$GMRXUQPHQW

\$SSHQGL[\$

3UHVLGHQW¶V 5HSRUW

± ±

Survivor: CCSF!

3DVW 0HHWLQQFQXGQWV

‡ ± ± ([HFXWLYH & RXQFLO PHHWLQJ
‡ 1RY ² \$6&&&)DOO 3OHQDU\
‡ ± ± 2IILFHUV PHHWLQJ
‡ ± ± 0HHWLQJ ZLWK RIILFHUV DQG 7UXVWHH \$JUHOOD
‡ ± ± 0HHWLQJ ZLWK RIILFHUV DQG 9LFH & KDQFHOORU /D
‡ ± ± 3*&
‡ ± ±)DFXOW\ 3URIHVVLRQDO 'HYHORSPHQW \$FWLYLWLH
‡ ± ± &ULVLV 0DQDJHPHQW 7HDP
‡ ± ± (GXFDWLRQ 3ROLFLHV
‡ ± ± 2IILFHUV PHHWLQJ IHDWXULQJ 6LPRQ +DQVRQ
‡ ± ± \$FFUHGLWDWLRQ & RPPLWWHH
‡ ± ± \$)7 & RQWUDFW SUHVHQWDWLRQ

8SFRLQJ PHHWLQJV RI QRWH

0HHWLQJ :RUNVKRS RQ & RQVWLWXHQF\ 5ROHV DQG & RPPXQLF

'UDIW -RE \$QQRXQFHPHQFVMVZUWKLWZJHG VWHG FKDQJHV

‡ 5HJLVWHUHG 1XUVLQJ & OLQLFDO 7 \$ >37@

‡ 2OGHU \$GXOWV >37@

‡ \$GPLQLVWUDWLRQ RI -XVWL FH >37@

1R QHZV \HW RQ)7 KLULQJ :H FRQWLQXH WR UHPLQG DGPLQ
FDQQRW EH DEURJDWHG XQLODWHUDO\ 2\

9DULRXV 2XWFRPHV RI PHHWLQJV ZLWK WKH & KDQFHOORU DQ

‡ ³&OHPHQF\ N' %\ QRZ \RX DOO KDYH KHDUG WKDW WKH & R
FRXUVHV ZKRVH RXWOLQHV KDYH EHHQ VXEPLWWHG WR EX
& RPPLWWHHU +WZHY PXVW ZLQ &&& DSSURYDO EHIRUH EHLQ,

‡ &RQWLQXLQJ (G \$W OHDVW IRU QRZ WKH & ROOHJH PD\ FR
FUHGLW FODVVHV FRQFXUUHQWO\ ZLWK WKH FUHGLW VWXG

‡ 3URIHVVLRQDO GHYHORSPHQW 7KH RIILFHUV FRQW\plQXH WI
:H¶YH JLYHQ WKHP WKH)DFXOW\ 7UDYHO \$JUHHPHQW RI F

‡ ³%ORFN 6FKQ&GDXQEQLV\ LQWHUHVWHG LQ SURSRVLQJ D FODV
FODVVHV FXUUHQWO\ VFKHGXOHG 0:) ZRXOG EH RIIHUHG 0:
)ULGD\V EHFRPH DWK@0

0p

9'HGX¤°URIRP` `ÀHVQQEHDLQ CVF4•W p€¤ HV[QW pE¤KH R@ W¶V

([HFXWLYH & RXQFLO 0HHWLQJ 1RYHPEHU

\$SSHQGL[%

1RYHPEHU

5HSRUW RI)LUVW 9LFH 3UHVLGHQW RI WKH \$FDGHPLF 6HQDWI
.DUHQ 6DJLQRU NVDJLQRU#FFVI HGX

3DVW 0HHWLQJV DQG (YHQWV

1RYHPEHU &RPPLWWHH RQ &RPPLWWHHV

1RYHPEHU \$FDGHPLF 6HQDWI ([HFXWLYH &RXQFLO PHHWLQ

1RYHPEHU \$6&&&)DOO 3OHQDU\

1RYHPEHU 2IILFHUV PHHWLQJ ZLWK 6SHFLDO 7UXVWHH &K

1RYHPEHU 2IILFHUV PHHWLQJ ZLWK 9LFH &KDQFHOO RU 6XV

1RYHPEHU 3DUWLFLSDWRU\ *RYHUQDQFH &RXQFLO

1RYHPEHU \$FFUHGLWDWLRQ &RPPLWWHH

1RWHV 5HSRUWV DQG 'UDIWV

7KDQNV WR &DUROH 0HDJKHU DQG .LP *LQWKHU :HEVWHU IRU
PHHWLQJV

KWWS ZZZ FFVI HGX 2UJDQL]DWLRQV \$FDGHPLFB6HQDWI

KWWS ZZZ FFVI HGX 2UJDQL]DWLRQV \$FDGHPLFB6HQDWI

\$FDGHPLF 6HQDWI IRU WKH &DOLIRUQLD &RPPXQLW\ &ROOHJH

&RPPLWWHH :UDQJOLQJ \$FWLYLWLHV

\$UUDQJHPHQWV PDGH IRU &XUULFXOX P &RPPLWWHH 6SHFLDO
RI FRXUVH RXWOLQHV

YROXQWHHUV GHQWLILHG WR VWDUW QRZ

&RPPLWWHH 9DFDQF\ /LVW XSGDWHG DQG SRVWHG

\$SSRLQWPHQW OHWWHUV VHQW LQWHURIILFH WR DSSRLQWI

(PD0Ã WR \ 6r°ð

([HFXWLYH &RXQFLO 0HHWLQJ 1RYHPEHU

D 'LG WKH FRPPLWWHH XVH GDWLanguageW R ISRSRURJ\DR DD SVRHOULYFL F IS R OHDUQLQJ WKLV \HDU" < 1

E ,I \HV SOHDVH FKRRVH IURP WKH IROORZLQJ OLVW RI TXD WKDW DSSO\ 'DWD FROOHFWHG DQG DVVHVvhG E\ DQ LQVWUXFWLRQDO RU 'DWD FROOHFWHG DQG DVVHVvhG E\ D FROOHJH SURJUDP RU 'DWD FROOHFWHG DQG DVVHVvhG IRU VWXGHQW OHDUQLQJ R 'DWD FROOHFWHG DQG DVVHVvhG IRU SURJUDP OHYHO RXWFR 'DWD FROOHFWHG WKURXJK WKH SURJUDP UHYLHZ SURFHVV \$ VXUYH\ RI VWXGHQWV DQG RU HPSOR\HHV 'DWD SURYLGHG E\ WKH 5HVHDFK DQG 3ODQQLQJ 2IILFH 2WKHU

D :HUh WKH FRPPLWWHH V SURFHVVHV DGHTXDWH WR DFKLH

E ,I QR ZKDw SURFHVV DOWHUDWLRQV RU PRGLILFDWLRQV IURP WKH IROORZLQJ OLVW VHOHFW DOO WKDW DSSO\ 'HFLVLRQ PDNLQJ 5HVRXUFH DOORFDWLRQ)DFLOLWLHV SODQQLQJ +XPdq UHVRXUFH SODQQLQJ 3K\VLFDO UHVRXUFH SODQQLQJ 7HFKQRORJ\ SODQQLQJ 3URJUDP DQG RU VHUYLFH LPSURYHPHQWV 6WXGHQW OHDUQLQJ RXWFRPHV 3URJUDP OHYHO RXWFRPHV 2WKHU

&RQVXOW \RXU FRPPLWWHH\|V RK\W\SDOWQHQVXUOSFWRPRQFDDY&RQVXOW\RXU

)LQG WKH DFFUHGLWDWLRQ VWDQGDUGV WR ZKLFK \RXU FR GHVFULEH KRZ \RXU FRPPLWWHH\|V DFWLRQV WKLV SDVW DFD

>VSDFH IRU IUHH UHVSRRQVHV@

D 'RHv \RXU FRPPLWWHH ZLVK WR FKDQJH LWV RIILFLDO GH\ E ,I \HV GHVFULEH WKH GHVLUHG FKDQJH V

>VSDFH IRU IUHH UHVSRRQVHV@