

### 1: ANPT Outcome Measures Recommendations (EDGE)

*Two recent World Bank documents provide recommendations for integrating environmental flows into hydropower dam planning, design, and operations (Krchnak et al. ), and support improved protection of environmental flows across projects, plans, and policies (Hirji and Davis ).*

Recommendations The financial risks associated with continued dependency on hydropower development in the face of climate change are increasingly clear. There is a growing consensus, certainly in Africa, that "despite uncertainties about climate change, we know enough to act" Walther et al. By building the "wrong" under- or over-designed infrastructure in the future, or by not modifying existing structures and operations to reflect emerging climate constraints, we may actually limit our future options for climate adaptation. Adaptation attempts to reduce the vulnerability of human livelihoods, economies, and natural systems to the impact of climate-induced changes. Strategies and programs that are more likely to succeed need to link with coordinated efforts aimed at poverty alleviation, enhancing food security and water availability, combating land degradation and reducing loss of biological diversity and ecosystem services, as well as improving adaptive capacity. We recommend the following actions: Assess Hydropower In The Context Of Comprehensive Basin-Wide Planning More than 15, MW of hydropower potential exists in the Zambezi River Basin, but development of that potential would come at significant social and economic cost to many water users in the basin and entail substantial financial risk in the face of climate change. Holistic approaches to future developments are essential to ensure the sustainability of the basin. Planners need to carefully consider how climate change will shape the supply of water in terms of future river flows and shifts in their mean and variability as well as the demand for power, conservation, domestic use, agriculture, industry and other water services. Basin-wide approaches to hydropower and land-use planning are increasingly adopted by decision-makers in other major river basins of the world, notably including the Mekong King et al. Comprehensive basin-wide planning must consider a full accounting of the values of ecosystem services supported by river flows. Community- and ecosystem-based adaptation approaches that integrate the use of biodiversity and ecosystem services into an overall strategy aimed at empowering people to adapt to climate change must be central to any comprehensive planning efforts Girot et al. When these values are fully considered and integrated along with all other management objectives, the prospects for optimizing both dam- and ecosystem-related objectives are greatly enhanced Krchnak et al. Incorporate Climate Change Scenarios into Hydropower Design and Operation The major implication of climate change for dams and reservoirs is that the future is uncertain, and can no longer be assumed to mirror the past. Until now, the design and operation of hydropower dams have been based on the best historic river discharge data obtainable. For the Zambezi River Basin, a substantial time series of monthly flow data is available dating back to These flow data provide a useful picture of the natural variability of river flows over the past century, including several cycles of wet and dry periods. These data are unreliable, however, for predicting the variance of future flows under climate change, including fundamental design criteria such as mean annual runoff and maximum probable floods. Hallegatte notes that new infrastructure not only will have to be able to cope with new climate states, but also a large range of changing climate conditions over time, which will make design more difficult and construction more expensive. The reality of climate change demands more adaptive, flexible water management, which includes the use of both moderate and strong climate change scenarios for estimating future dam safety and reservoir reliability for individual and cascades of dams. The risk assessment must include the safety and operation of cascades of dams, given the heightened potential for catastrophic failure of structures under new climate realities. Uncertainty in future climate makes it impossible to directly use the output of a single climate model as an input for infrastructure design, and the needed climate information will not be available soon Hallegatte New models must be developed to incorporate climatic uncertainty into dam design and management, combining historical records of past flow volumes and periodicities often insufficiently known, due to poor historic records with projections of multiple climate models using stochastic probabilistic elements, driven by multiple climate-forcing scenarios. Research is

needed into statistical techniques for separating climate-change impacts from natural variability; improvements in regional climate models, with a stronger focus on prediction in the short- to medium-term, and the inclusion of land-use and ecosystem expertise in the prediction of hydrological impacts on hydropower and reservoirs Harrington et al. The information base for developing these models is likely to change rapidly as climate science advances during the coming decades, and will require innovative training of hydrologists, engineers, and managers Milly et al. Projects should be approached with extreme caution. New developments should be subject to substantial analysis of the hydrological and financial risks, performed by expert teams including hydrologists, energy economists and climate-change scientists. As an example, HydroTasmania is already downrating their power production due to climate change. Diversify the Regional Power Pool to Reduce Hydropower Dependency Climate change adaptation requires diversified investments to "avoid putting all eggs into one basket" in a time of increasing hydrological uncertainty Goodland The Southern African Power Pool SAPP was created to provide a reliable and economical electricity supply to power consumers across Southern Africa, and provides an excellent framework for diversifying power production in Southern Africa and reducing dependency on hydropower. In practice, however, the SAPP has emphasized large-scale coal and hydropower development to feed the regional grid, without serious consideration of climate change impacts Hankins SAPP can play a key leadership role in adapting the regional power grid to the realities of climate change and water scarcity by promoting decentralized energy technologies, energy efficiency standards, demand-side management, and feed-in tariff pricing to encourage the adoption of renewable technologies. Region-wide funds are needed to develop renewable energy projects that benefit SAPP. Many SAPP countries have a huge untapped potential for solar, wind, geothermal, and other renewable energy technologies that are well-suited for both urban and rural energy development. In failing to integrate these technologies with the regional grid, Southern Africa is missing out on critical global developments in new clean sources of energy that could benefit its population; create new industry, jobs and capacities, and bring clean power to the region Hankins Improve Existing Hydropower Capacity Rather than Investing in New Infrastructure Existing hydropower structures should be rehabilitated, refurbished, renovated, or upgraded prior to the construction of new hydropower facilities. Adding new turbines or replacing old turbines with more efficient or bigger ones is almost always much lower impact than building new dams. Pumped-storage hydropower is one promising alternative, using off-peak electric power to pump water from a lower elevation downstream reservoir to a higher elevation upstream reservoir for energy production during peak demand Miller and Winters In addition, hydropower can be added to existing water supply dams and water piping systems known as no-dam or "unconventional hydro". For example, Andritz Hydro has estimated that South Africa alone has 63 MW of unconventional hydropower potential in its irrigation canals and industrial water-conveyance systems. Increased spillway capacity at Cahora Bassa Dam to enable passage of the maximum probable flood likewise would enable increased power generation by eliminating the need to dump excess reservoir waters during the dry season according to the design-flood rule curve Beilfuss These and other rehabilitation measures should be considered before new dams are contemplated, just as investments in energy conservation and demand management should be prioritized before new generation is permitted. New legislation limiting the licensing time-period for new and existing hydropower dams also may serve as a tool for encouraging rehabilitation, allowing for regular reviews of safety and risk of failure as well as socioeconomic and environmental impacts Pittock and Hartmann Prioritize Investments that Increase Climate Resilience An estimated 60 to million people in Southern Africa face water stress in the next 50 years due to climate variability and governance issues Arnell Climate models warn about the impact of changing rainfall and runoff patterns on grain yields, water availability, and the survival of plant and animal species that are expected to shift production seasons, alter productivity, and modify the set of feasible crops. A large part of the population is engaged in subsistence agriculture on marginal lands that are particularly vulnerable to the adverse effects of climate change Ndaruzaniye et al. By the s, a significant decrease in suitable rainfed land for agriculture is estimated due to climate change Boko et al. Wheat production is likely to disappear from Southern Africa, and notable reductions in maize production are expected Fischer et al. In this context, it is essential that future investments in the Zambezi River Basin

increase the resiliency of agriculture and water sectors to climate change. Yet large hydropower dams threaten to decrease, rather than enhance, climate resilience especially for the rural poor. There often are inherent incompatibilities between generation of electricity and provision of water supply during the dry season, when water is scarce but most needed. When dam operators must choose one over the other, electricity generation almost always supersedes water supply Harrison et al. Hydropower dams diminish or eliminate the annual flood pulse downstream, reducing the productivity and extent of floodplain and riverbank agricultural systems, an important alternative to drought-prone rainfed cropping practices Scudder Evaporative water loss from large reservoirs further decreases water availability for downstream use. Integrated river basin development investments should be prioritized to enhance climate resilience by helping poor and vulnerable communities prepare for, withstand, and recover from the negative effects of climate change African Development Bank et al. While more water storage will be needed World Bank , decentralized solutions that preserve river-based ecosystem services are better suited to the needs of the rural majority, who face the greatest adaptation challenges. Resilience strategies should be an integral part of research, development, planning, training, capacity building, and implementation in Zambezi Basin countries. Implement Environmental Flows for Climate Resilience Environmental flows are an important tool for restoring river systems and the goods and services they provide Arthington et al. Environmental flows describes the quantity, timing, and quality of water flows required to sustain freshwater and estuarine ecosystems and the human livelihoods and well-being that depend on these ecosystems. Maintaining and strengthening the delivery of ecosystem goods and services is an important aspect of adaptation to climate change Bergkamp et al. Environmental flow requirements will be critical to help communities living downstream of dams adapt to a changing climate, and therefore should be incorporated into existing hydropower operations, as well as future infrastructure planning and design. Two recent World Bank documents provide recommendations for integrating environmental flows into hydropower dam planning, design, and operations Krchnak et al. Reoperation of existing infrastructure to realize environmental flows may include redistributing the spillage of excessive reservoir waters to better mimic seasonal fluctuations, or setting specific targets for outflows to meet stakeholder-defined goals for ecological, social, or economic outcomes. For cascades of dams, dam operators and water managers should investigate opportunities to re-regulate flows by capturing flows in the lowest dam of the cascade and then releasing flows to mimic natural patterns. Opportunities for integrating groundwater storage with dam storage should also be investigated. Releases may be timed to coincide with periods when downstream tributaries are contributing peak flows, or "piggy-backing" water releases with water diversions for human use, to increase opportunities for overbank flow to reach floodplains and wetlands. Conversely, environmental flow strategies may target dry-season releases to enhance water security. Future structures should be designed to ensure compatibility with environmental flow releases, including adequate outflow capacity to realize a range of target outflows; multi-level intakes to allow for water releases corresponding to a range of reservoir storage levels, to improve downstream water quality; and designing dams that enable movement of fish and other organisms and sediments around dam walls. Where possible, existing dams should be retrofitted to achieve these outcomes. Within the Zambezi River Basin, environmental flows were first considered in the Kafue River as early as the s. The World Wide Fund for Nature WWF is now working with dam operators to further modify these releases to improve the timing of outflows to better restore ecosystem services downstream Schelle and Pittock SWECO recommended an environmental flow release freshet from Cahora Bassa to coincide with high flows from downstream tributaries, aimed at reducing the impact of soil salinization on natural vegetation, improving agricultural productivity and the carrying capacity of grasslands, expanding floodplain waterbodies, and reducing the growth of invasive aquatic macrophytes in river channels. More than 50 participants from government agencies, academic institutions, and development NGOs concluded that environmental flow releases from Cahora Bassa Dam were necessary to restore human livelihoods and ecosystems downstream Davies Managing releases to avoid the reservoir reaching unsafe levels. Provide adequate capacity to safely store and pass the design flood; Flood management: Avoiding loss of life and reducing socio-economic impact; Environmental management: Providing quantity and quality of water required to maintain ecosystems and enable them to provide sustainable services and good quality water; Dry season floodplain agriculture:

Accommodating the harvest period in release management; Plantation irrigation: Providing adequate yield for crop production, and Water supply: Setting priorities based on economic or social considerations, including poverty alleviation. Simulation modeling of the Zambezi system dam operation Beilfuss indicates that modest environmental flow releases from Cahora Bassa Dam can be realized without a significant reduction in hydropower production, by revising the operational rule curve to redirect the spillage of excess reservoir waters from the dry season to early wet season. Beilfuss and Brown demonstrate that the majority of Lower Zambezi water users would benefit from annual flood releases, that the trade-offs among different water users is minimal in terms of the timing, magnitude, or duration of releases, and that the economic value of releases to downstream users exceeds the value of waters used solely for hydropower production. In practice, dams of the Zambezi basin have been operated fairly independently, without regard to economic requirements of other stakeholders in the basin. Dam operations have focused primarily on dam safety and maximizing hydropower production on a one-year operating window. New modes of operation which consider multiple-objective environmental flows over a multi-year operating window should be considered for the Zambezi River system. A unique partnership between the Zambezi River water authorities, dam operators, and power companies, NGOs the World Wide Fund for Nature, International Crane Foundation , and regional universities is uniquely positioned to build on these findings and implement environmental flows in the Zambezi River Basin. The partnership seeks to incorporate environmental flows into the operating rules of hydropower dams in the Zambezi Rver Basin, and ensure that essential freshwater resource areas in the Zambezi Rver Basin are well protected and properly managed. This partnership could play a vital role in facilitating climate change adaption for vulnerable Zambezi Basin communities, and illustrates the potential for environmental flows to overcome conflict in shared water resources and create opportunities for cooperation. Ensure that Monitoring and Evaluation Systems Support Adaptive Management Climate-change adaptation requires adoption of an iterative, risk-based approach to water management Le Quesne et al. Monitoring and evaluation systems are an essential element of this strategy. The monitoring and evaluation system should help society understand clearly whether current water management practices are delivering on their "promised" outcomes, and enable decision-makers to apply any lessons learned to improve present and future management. Monitoring is critical to building trust and confidence among riparian states, and it is absolutely necessary for developing and implementing water allocation plans. A system for information collection and sharing in the Zambezi Rver Basin would serve to: Monitoring and evaluation systems are most effective and informative when designed to answer clear, focused management questions Cottingham et al. The monitoring system should be based on specific hydrological, socio-economic, and ecological indicators that will respond to water flows in a clearly discernible manner that reveals the direction of the response e. Careful monitoring of these indicators contributes to three important actions: Quantifying the benefits and costs of different water management alternatives, for dissemination to decision-makers and stakeholders; Applying the monitoring results to improve the management of flows through an adaptive-management framework; and Evaluating and improving the monitoring system over time. These indicators also serve as early-warning indicators of climate-change-related shifts in important traits in systems, as adaptive management requires constant attention to new signals that conditions are changing. Rethink Flood Management Strategies Many hydropower projects, including Kariba and Cahora Bassa dams, are justified on the basis of providing flood control in addition to energy generation.

### 2: AM-PAC "6-Clicks" functional assessment scores predict acute care hospital discharge destination.

*Non-Drying Concrete Thermal strain of non-drying concrete is the strain determined during heating at a constant rate "R" (see Tables 1 and 2) without external load and.*

Sunday, December 21, Part 7: Recommendation Intelligence in vRealize Operations Manager 6. These usage patterns are the key to register anomalies or abnormal behaviour of a metric which helps in proactive detection of an issue which might hit that metric source. While all this sounds fantastic, one thing which always worried me was the one track approach of this learning behaviour. In other words, if you have an environment which has issues and you drop in vCenter Operations Manager 5. In usual terms this is defined as a cooling off or first time collection period and we tend to sit back and relax while the analytics engine is crunching away the numbers. A risk with this approach is that you might end up telling vCOps 5. While data collection for a longer period is good to learn cyclical behaviour, it is important that you iron out all these early alerts which you get from vCOps 5. With the release of vRealize Operations Manager, the product engineering group has done a great job of taking this weakness of the earlier versions and making it a strength of this new release. This recommendation engine ensures that you get immediate recommendations about the issues which vROps thinks are not normal and you should act upon them either using your own intelligence or on the advice given by this recommendation engine itself. We all know that the proof lies in the pudding, hence without further a do, let us see what happened as soon as I deployed vRealize Operations 6. As soon as you launch vROps 6. Here is the screenshot from my lab which shows this dashboard. You will immediately notice that I have got a bunch of issues highlighted in my infrastructure. In my case I have a single datastore running all the virtual machines hence the latency. As my next step, I will click on one of the virtual machine win2k8temp to see what recommendations I get for this virtual machine. I can also see that the VM has low CPU swap wait indicating towards another symptom which could lead to a performance issue. If you notice, there is another option to click on which says "Other Recommendations". Let us expand that option to see if we have more recommendations from the tool about the issue. The other recommendation shows some more options which could help you resolve the issue. If you notice, these recommendations are intelligent in nature and are based on recommended best practices. This recommendation engine is smart and as I said based on experience. This is truly next generation. With this, I will close this post. Hopefully you will enjoy the read and implement some of the learnings within your operations manager deployment. Will come back soon with deep dive into other new features.

### 3: Hospital Readmissions

*Vaccines for Travel: If you are pregnant and planning international travel, you should talk to your doctor at least 4 to 6 weeks before your trip to discuss any special precautions or vaccines that you may need.*

Key Recommendations Over the past century, deficiencies of essential nutrients have dramatically decreased, many infectious diseases have been conquered, and the majority of the U. At the same time, rates of chronic diseases—many of which are related to poor quality diet and physical inactivity—have increased. About half of all American adults have one or more preventable, diet-related chronic diseases, including cardiovascular disease, type 2 diabetes, and overweight and obesity. However, a large body of evidence now shows that healthy eating patterns and regular physical activity can help people achieve and maintain good health and reduce the risk of chronic disease throughout all stages of the lifespan. The Dietary Guidelines for Americans reflects this evidence through its recommendations. The statute Public Law , 7 U. The edition of the Dietary Guidelines builds from the edition with revisions based on the Scientific Report of the Dietary Guidelines Advisory Committee and consideration of Federal agency and public comments. The Dietary Guidelines is designed for professionals to help all individuals ages 2 years and older and their families consume a healthy, nutritionally adequate diet. The information in the Dietary Guidelines is used in developing Federal food, nutrition, and health policies and programs. It also is the basis for Federal nutrition education materials designed for the public and for the nutrition education components of HHS and USDA food programs. It is developed for use by policymakers and nutrition and health professionals. Additional audiences who may use Dietary Guidelines information to develop programs, policies, and communication for the general public include businesses, schools, community groups, media, the food industry, and State and local governments. Previous editions of the Dietary Guidelines focused primarily on individual dietary components such as food groups and nutrients. However, people do not eat food groups and nutrients in isolation but rather in combination, and the totality of the diet forms an overall eating pattern. The components of the eating pattern can have interactive and potentially cumulative effects on health. A growing body of research has examined the relationship between overall eating patterns, health, and risk of chronic disease, and findings on these relationships are sufficiently well established to support dietary guidance. As a result, eating patterns and their food and nutrient characteristics are a focus of the recommendations in the Dietary Guidelines. The Dietary Guidelines provides five overarching Guidelines that encourage healthy eating patterns, recognize that individuals will need to make shifts in their food and beverage choices to achieve a healthy pattern, and acknowledge that all segments of our society have a role to play in supporting healthy choices. These Guidelines also embody the idea that a healthy eating pattern is not a rigid prescription, but rather, an adaptable framework in which individuals can enjoy foods that meet their personal, cultural, and traditional preferences and fit within their budget. Several examples of healthy eating patterns that translate and integrate the recommendations in overall healthy ways to eat are provided. The Guidelines Follow a healthy eating pattern across the lifespan. All food and beverage choices matter. Choose a healthy eating pattern at an appropriate calorie level to help achieve and maintain a healthy body weight, support nutrient adequacy, and reduce the risk of chronic disease. Focus on variety, nutrient density, and amount. To meet nutrient needs within calorie limits, choose a variety of nutrient-dense foods across and within all food groups in recommended amounts. Limit calories from added sugars and saturated fats and reduce sodium intake. Consume an eating pattern low in added sugars, saturated fats, and sodium. Cut back on foods and beverages higher in these components to amounts that fit within healthy eating patterns. Shift to healthier food and beverage choices. Choose nutrient-dense foods and beverages across and within all food groups in place of less healthy choices. Consider cultural and personal preferences to make these shifts easier to accomplish and maintain. Support healthy eating patterns for all. Everyone has a role in helping to create and support healthy eating patterns in multiple settings nationwide, from home to school to work to communities. Key Recommendations provide further guidance on how individuals can follow the five Guidelines: Consume a healthy eating pattern that accounts for all foods and beverages within an appropriate calorie level. A healthy

eating pattern includes: Saturated fats and trans fats, added sugars, and sodium

**Key Recommendations that are quantitative are provided for several components of the diet that should be limited. These components are of particular public health concern in the United States, and the specified limits can help individuals achieve healthy eating patterns within calorie limits:**

- [2] Consume less than 10 percent of calories per day from added sugars
- [3] Consume less than 10 percent of calories per day from saturated fats
- [4] Consume less than 2,300 milligrams mg per day of sodium

If alcohol is consumed, it should be consumed in moderation—up to one drink per day for women and up to two drinks per day for men—and only by adults of legal drinking age. Americans should aim to achieve and maintain a healthy body weight. The relationship between diet and physical activity contributes to calorie balance and managing body weight. These terms are essential to understanding the concepts discussed herein:

**Nutrient dense—**A characteristic of foods and beverages that provide vitamins, minerals, and other substances that contribute to adequate nutrient intakes or may have positive health effects, with little or no solid fats and added sugars, refined starches, and sodium. Ideally, these foods and beverages also are in forms that retain naturally occurring components, such as dietary fiber. All vegetables, fruits, whole grains, seafood, eggs, beans and peas, unsalted nuts and seeds, fat-free and low-fat dairy products, and lean meats and poultry—when prepared with little or no added solid fats, sugars, refined starches, and sodium—are nutrient-dense foods. These foods contribute to meeting food group recommendations within calorie and sodium limits.

**Variety—**A diverse assortment of foods and beverages across and within all food groups and subgroups selected to fulfill the recommended amounts without exceeding the limits for calories and other dietary components. For example, in the vegetables food group, selecting a variety of foods could be accomplished over the course of a week by choosing from all subgroups, including dark green, red and orange, legumes beans and peas, starchy, and other vegetables. An underlying premise of the Dietary Guidelines is that nutritional needs should be met primarily from foods. All forms of foods, including fresh, canned, dried, and frozen, can be included in healthy eating patterns. Foods in nutrient-dense forms contain essential vitamins and minerals and also dietary fiber and other naturally occurring substances that may have positive health effects. In some cases, fortified foods and dietary supplements may be useful in providing one or more nutrients that otherwise may be consumed in less-than-recommended amounts. For most individuals, achieving a healthy eating pattern will require changes in food and beverage choices. This edition of the Dietary Guidelines focuses on shifts to emphasize the need to make substitutions—that is, choosing nutrient-dense foods and beverages in place of less healthy choices—rather than increasing intake overall. Most individuals would benefit from shifting food choices both within and across food groups. Some needed shifts are minor and can be accomplished by making simple substitutions, while others will require greater effort to accomplish. Although individuals ultimately decide what and how much to consume, their personal relationships; the settings in which they live, work, and shop; and other contextual factors strongly influence their choices. Concerted efforts among health professionals, communities, businesses and industries, organizations, governments, and other segments of society are needed to support individuals and families in making dietary and physical activity choices that align with the Dietary Guidelines. Everyone has a role, and these efforts, in combination and over time, have the potential to meaningfully improve the health of current and future generations. To build a healthy eating pattern, combine healthy choices from across all food groups—while paying attention to calorie limits, too. Check out the 5 Guidelines that encourage healthy eating patterns:

### 4: vXpress: Part 7 : Recommendation Intelligence in vRealize Operations Manager !

*The following recommendations were not reviewed in For more information, see the AHA Guidelines for CPR and ECC, "Part 7: CPR Techniques and Devices"*

The two primary recommendations—to create a single vision for the programs and to provide a continuum of educational support—speak to the entire portfolio of corporate programs. The suggestions for implementation address specific programs or aspects of the programs that will help ensure that they meet the primary objectives. ONR needs a clear, integrated vision for what it wants to accomplish with these programs, including ways to use them to increase the number of women and minorities in science and engineering. It should then design a plan to make such changes as may be required. This plan should tie each program clearly to the research and development interests of the Navy, especially at the more advanced postdoctoral levels where ONR recruits. It will also create a framework for making decisions about when and whether to add or phase out programs and can provide a basis for ONR to resist ad hoc requests for new programs targeted at less essential needs. This recommendation is not limited only to programs that ONR funds; the agency should exercise a leadership role, encouraging the Office of the Secretary of Defense to align all such programs with the long-term goals of the Department in the area of scientific and engineering personnel. This might include visits to fellowship recipients at the undergraduate and graduate levels on college Page 80 Share Cite Suggested Citation: Building a Diverse Work Force: Scientists and Engineers in the Office of Naval Research. The National Academies Press. This outreach will also increase the visibility and presence of ONR on college campuses. Similarly, graduate students with ONR or NDSEG fellowships are not necessarily connected in a systematic way to postdoctoral or other research opportunities. ONR needs to be visible and active at each level in the educational process. The effectiveness of funds invested at one stage can be amplified by channeling some of the same students through multiple levels of ONR programs. In addition, academic year programs can be leveraged by providing recipients with follow-up internships or summer jobs at Navy facilities. At the very least, students who receive ONR funding should be made aware more systematically. The greatest break in support seems to come at the undergraduate level. The committee recommends that ONR consider creating undergraduate scholarships or a summer intern program at selected universities or Navy laboratories. As with employment decisions, it is easy in fellowship or research programs to fall back on two or three quantitative measures of potential success such as grades and test scores or, at a more advanced level, to rely solely on the opinions of trusted colleagues. Such methods of recruiting and selecting participants for these programs can, however, eliminate strong candidates from consideration. In the first instance, those eliminated candidates may not have the highest quantitative measures of success, even though they show great potential or evidence of success in other ventures. In the second instance, they are seldom known to a group of peers that consists primarily of white males. Page 81 Share Cite Suggested Citation: Large urban institutions, and others with especially strong track records of success in educating minority Ph. If ONR is to use its corporate programs to increase diversity in its work force and, more specifically, to expand the pool of potential employees, it will need to target a much wider audience of minority graduate students and researchers. One effective way to do this is through predoctoral and postdoctoral training grants to universities that have a history of, or creative mechanisms for, educating scientists who are underrepresented in ONR. The NIH has now created comparable initiatives to try and increase the pool of underrepresented minorities at the doctoral level who will have the best education possible in the area of biomedical sciences. Although data collection has occurred in some programs, it has been uneven in others. Data on the gender and race of participants will allow managers to identify members of underrepresented groups for potential future recruitment. It will also allow some evaluation of the effectiveness of each program in helping to increase the diversity of the pool from which ONR recruits. With these data as sparse as they currently are, there is no way to assess the effectiveness of these programs in reaching a diverse clientele. While there are privacy rights to be respected, the committee believes it is possible to collect these data by a process that is separate from, but parallel to, the application process for each award so that individual applicants will be assured that selection

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decisions are not influenced by personal characteristics. Equally important is a system to track the progress of program participants. ONR should create, or require its contractors to create, a system by which participants can be followed while they are in the program. They should also create a mechanism for systematic follow-up with a sample of program participants after they complete a program. In addition to providing necessary data for evaluation, tracking program graduates into college, graduate school, or their first careers will allow ONR to create a potential clientele for future research Page 82 Share Cite Suggested Citation:

### 5: Warfarin Management of Elevated INRs, Anticoagulation Clinic | UC San Diego Health

*Part 6: Policy recommendations National Deaf Children's Society report, Getting It Right From the Start: improving early years support for deaf children in Scotland, BSL version.*

### 6: ACIP Contraindications Guidelines for Immunization | Recommendations | CDC

*The committee's recommendations on ONR's corporate programs are of two types: primary recommendations and suggestions for implementation. The two primary recommendationsâ€”to create a single vision for the programs and to provide a continuum of educational supportâ€”speak to the entire portfolio of.*

### 7: No Chorus Pt 6 [www.enganchecubano.com](http://www.enganchecubano.com) Tay Keith by BlocBoy JB recommendations - Listen to music

*Vic Firth presents Gavin Harrison interview Part 6: Recommendations for young students. Gavin has performed with: 05Ric Alice Artful Dodger B.J. Cole Bananarama Black Camouflage Claudio Baglioni.*

### 8: Executive Summary - Dietary Guidelines - [www.enganchecubano.com](http://www.enganchecubano.com)

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### 9: Pratt & Whitney Canada PT6 - Wikipedia

*A comprehensive immunization strategy to eliminate transmission of hepatitis B virus infection in the United States: recommendations of the Advisory Committee on Immunization Practices (ACIP) part 1: immunization of infants, children, and adolescents.*

*Teaching and learning elementary and middle school mathematics Ecofiction's roots and historical development AN INTERESTING DIZEEZ OS/2s Memory Management 53 Door opening alarm project Surviving your thesis I Can Hear the Sun Christopher paolini inheritance My First Guinea Pig and Other Small Pets (My First Pet Library from the American Humane Association) Sitting on a bollard Teaching thinking skills across the early years Dreampower Tarot Deck Bens Trumpet (Live Oak Music Makers) What the I may see : leadership, identity, and representation Zachary Gabriel Green Da vinci code novel bahasa indonesia Rethinking Chicana/o and Latina/o popular culture Labour pains and labour power Fox girl chapter 1 oja keller Primer of Biostatistics, IBM Ch. 1. Education : how to learn what you dont know before opening a gallery A mother in history The Aged person and the nursing process A distributed fair queuing MAC scheduler for wireless ATM network Use of Analogy and Induction (Research Notes in Artificial Intelligence) Walden (Concord Library) Reason and morals. Financing the wage-earners family Basic concepts of educational science Sylvia Robinson Jones, see Amina ORIENTAL-OCCIDENTAL UNITY The Chilling Stars Pike Spanish America 1900 1970 (Paper) Schools for the deaf The Stuff Of Legends 1. Arita, Nakagawa, Sugimoto. Big Dog and His Family Humanity Dick Martin Handbook of research methods in clinical psychology Tears and laughter Ajuriaguerra manual de psiquiatrÃ-a infantil*