

A stylized graphic of a pen nib, with a white 'S' on the top section, pointing towards the left. The nib is rendered in shades of beige and brown.

Blended and Flipped: Exploring New Models for Effective Teaching & Learning

July 2014

A MAGNA



PUBLICATION

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Putting the Learning in Blended Learning

ID ;68: 68I>K>I>:H L:G: JH: 9 ID G: =: 6GH: 8DCI: CI ;GDB I=:
7DD@ 7JI 6AHD ID =: AE HIJ9: CIH 6H I=: N LDG@: 9 DC 6 =>=: G
DG9: G 6HH>CB: CI DCA>C: -=: N G: K>: L: 9 6 8JGG: CI 9>: I
7DD@ 76H: 9 DC I=: CJIG>I>DC6A >C;DGB6I>DC I=: N L: G:
A: 6GC>C< >C 8A6HH
O=: C 9: H>C>C< 6 7A: C9: 9 A: 6GC>C< 8DJGH: I=: >CHIGJ8IDG
H=DJA9 G: B: B7: G ID JH: I=:

G@ -=: N G: K>f=~~NI~~>f

BDG: : C?DN67A: 6C9 : ;;: 8I>K: L6N D; I: 68=>C< 6C9 A: 66C>C<
H8>: C8: S E
- =6I H 6C >BEG: HH>K: A>HI D; E6ND;;H 6C9 6 EGD B>H>C<
HDAJI>DC ID I=: IDD BJ8= 8DCI: CI CDI : CDJ<= I>B: 9>A: BB6
>68>C< B6CN I: 68=: GH -=: 6GI>8A: 9: H8G>7: H >C 9: I6>A I=:
K6G>DJH 68I>K>I>;H JH: 9 >C I=: 8DJGH: 6H L: AA 6H I=: >G
G: A6I>K: L: >=I >C I=: <G69>C< H8=: B: : ;DG: I68@A>C< 6
8DJGH: G: 9: H>C EGD?: 8I 8DCHJAI 6GI>8A: H HJ8= 6H I=>H DC:
-=: N 8DCI6>C <DD9 >9: 6H 6C9 L>H: >CH>=IH I=6I 86C EG: K: CI
I=: G: 9>H8DK: GN D; L=: : AH DI=: GH =6K: 6AG: 69N EJI >C
BDI>DC

4 : G<IGDB DCI: CI KH A: 66C>C< C
DA9 9>8=DIDBN >C H8>: C8: 8DJGH: H y6; 85) 36. 0975+08656; 9
-) 8515/ N-:=6829, bf

M) 8?-3-5 (-14-8, P0s 19 :0- -, 1:68 6. %0- %-)+015/
P86.-9968) 5,) 786.-9968 -4-8I:)): P-55 \$:):- p-829

+ : EG>CI: 9 ;GDB %0- %-)+015/ P86.-9968

Blended Learning: Integrating Online and F2F

I>DC6ANN 8DBEA: I: 9 >C 8A6HH 6G: CDL 8DBEA: I: 9 DC HIJ9: CIH
DLC I>B: 7: ;DG: 8A6HH "C B6CN 9: ;>C>I>DCH 6C9 BD9: AH I=>H
B: 6CH HIJ9: CIH L6I8= 6 K>9: D D; EG: G: 8DG9: 9 A: 8IJG: H
7: ;DG: 8A6HH --=: C L=: C I=: N 6GG-K: ID 8A6HH I=: N L DG@
I=GDJ<= 6HH>C B: CIH DG 68I>K>I>: 09<@>I>K J: =H: 8>9: ;DG: 8=: CI9: H@:
EG: G: 8DG9: E: DG: 8 G: 09<@>I>K J: =H: 8>9: ;DG: 8=: CI9: H@:

I=6I "; NDJ =69 D7H: GK: 9 NDJGH: A; L=6I 6G: HDB: I=>C<H
I=6I NDJ LDJA9 7: 67A: ID I: AA NDJGH: A; ID 9D ! DL LDJA9
NDJ HIGJ8IJG: 68I>K>I>: H CDL ID >C8AJ9: BDG: 8=>A9G: C O=6I
HDGI D; HIG6I: <=: H B><=I NDJ : BEADN S "I H 6 L6N D; I=>C@>C<
67DJ I L=6I I=: HIJ9: CIH 6G: <D>C< ID 7: 9D>C< L>I= I=>H
B6I: G>6A >C I=: >G 86G: : GH 6C9 =DL 9D " <: I I=: B ID 9D I=6I
CDL >C I=6I DCA>C: : CK>GDCB: CI

\$ + " ' " ! & " % # + % + , \$ ' % ! & % & "
" \$ & % % # # % -

2 " I=>C@ NDJ =6K: ID C6GGDL >I 9DLC 6C9 NDJ =6K:
ID H6N P DG I=>H L: G: <D>C< ID JH: I=: L>@> 6C9 : K: GNDC:
C: : 9H ID G: HEDC9 6I I=>H I>B: S 6C9 I=: C G: EAN ID I=6H: 6C9
<: I HDB: HDGI D; HNCI=: H>H ;GDB I=6I (G > ; >I H 6 8=6I
H: HH>DC I=: G: 6G: HD B6CN A>IA: >9: 6H I=6I 8DB: >C I=6I "
A>@: ID =6K: I=: B 7: 67A: ID EGD8: HH I=6I 6; I: GL6G9 6C9 EJI
ID<: I=: G HDB: INE: D; HJBB6GN , D NDJ =6K: ID I=>C@ 67DJI
I=: IDDAH 6C9 =DL I=: IDDA 6AMD L H NDJ ID 9D 8: GI6>C I=>C<H
6C9 =DL >I B><=I A>B>I NDJ ;GDB 9D>C< : K: GNI=>C<

4 ! DGIDC O>A>6B : %: 6GC>C< 7N : H>C<
) ; : > ; : G

6* -33? 19 :0- -, 1:68 6. 05315- r3) 998664.

+ : EG>CI: 9 ;GDB 05315- r3) 998664

Expanding the Definition of a Flipped Learning Environment

p? p) 8*1 w65-?+; ::, P0s) 5, y-551.-8 v) 88-::

=: I: GB ;A>EE: 9 8A6HHGDDDB =6H 7: 8DB: 6 =DI IDE>8 >C
=><=: G : 9J86I>DC "9: 6H 67DJI 6C9 DE>C>DCH 67DJI
;A>EE: 9 A: 6GC>C< : CK>GDCB: CIH K6GN , DB: 8DCH>9: G >I
H>BEAN 6CDI=: G L6N D; I6A@>C< 67DJI HIJ9: CI 8: CI: G: 9
A: 6GC>C< (I=: GH K>: L ;A>EE: 9 8A6HHGDDDBH 6H I=: BDHI
8JII>C< : 9<: 6EEGD68= ID A: 6GC>C< , I>AA DI=: GH H: : ;A>EE>C<
6H ?JHI 6CDI=: G ;69 I=6I L>AA : K: CIJ6ANN GJC >IH 8DJGH:
--=: BDHI L>9: AN JH: 9 9: H8G>EI>DC D; I=: ;A>EE: 9 8A6HH >H 6
A: 6GC>C< : CK>GDCB: CI >C L=>8= I=: 68I>K>I>: H IG69>I>DC6ANN
8DBEA: I: 9 DJIH>9: D; 8A6HH 6H =DB: LDG@ 6G: CDL 8DBEA: I: 9
>C 8A6HH 9JG>C< >CHIGJ8I>DC I>B: C9 I=: 68I>K>I>: H IG69>

9JG>C< 8A6HH G 6G7>! DC:N8JII G:;;GH ID I=: %) 6H
D8JH>C< DC NDJG %: 6GC: GH 7N "CKDAK>C< I=: B >C I=:
)GD8: HH ;I: G 6AA ;A>EE: 9 8A6HHGDDDBH G: 6AAN 6G: HIJ9: CI
8: CI: G: 9 A: 6GC>C< : CK>GDCB: CIH I=6I >C8DGEDG6I: 68I>K:
A: 6GC>C< HIG6I: <>; H 9JG>C< 8A6HH I>B: -=>H 6AADLH HIJ9: CIH
ID HE: C9 I>B: EGD7A: B HDAK>C< 8G: 6I>C< 8G>I>FJ>C< 6C9
HNCI=: H>O>C< >C 8A6HH L>I= I=: >G E: : GH 6C9 L>I= I=: >G >C
HIGJ8IDG , IJ9: CIH 6G: BDG: 68I>K: >C ;A>EE: 9 : CK>GDCB: CIH
L=>8= 699 6 C: L A: K: A D; 8DBEA: M>IN ID I=: 8A6HHGDDDB
+: <6G9A: HH D; I=: 9: ;>C>I>DC DG ;G6B: DACC00>J J O. 296 00 T d(>) 1J J O. 277 O T d(C) J J O. 574 O T d(8 O T d(0

E6HH>DCH I=6I 7GDJ<=I JH ID DJG LDG@ O: 6G: CD ADC<:G I=:
HDA: HDJG8: H D; >C;DGBCH

ID B6@: B: 6C>C< ;DG NDJGH:A; ' DL >I H NDJG HIJ9: CIH IJGC
A>E >I ID I=: B

p) 8*1 w65-?+; ::, P0s, 19 :0- .6; 5, -8 6. u37 x: r659; 315/
) 5, :0- , 18-+:68 6. /8), ;) :- 786.-99165) 3, -<-3674-5:) 5,
:-)+015/ 786/8) 49) : N68:0 r) 8635) S:):- &51<-891:?.

+ : EG>CI: 9 ;GDB u) +; 3? u6+; 9 &668=

The Flipped Classroom: Tips for Integrating Moments of Reflection

p? p) 8*1 w65-?+; ::, P0s) 5, \$) 8) 0 t/) 5 () 88-5

P, IJ9: CIH >C >CK: GI: 9 8

68=>:K: B: CI 8DB: ;GDB 6 <G: <6G>DJH EA68: "I =6H B6CN
EDL:G;JA 69KD86I:HS E ! DL:K:G 6G: L: B>HH>C<
K6AJ67A: 8DCIG>7JI>DCH ;GDB HIJ9:CIH L=D 9DC I HE: 6@ JE
DG I=6>K: >C I=:H: =>=AN >CI:G68I>K: H>IJ6I>DCH 6>C
8DCI>CJ:H P"CI GDK:GIH EG: ;:G ID LDG@>C9:E:C9:CIAN 6C9
HDA>IJ9: 86C 7: 6 86I6ANHI ID >CCDK6I>DCS E ,DB: D;
I=: 7:HI >9:6H B6N 8DB: ;GDB 6 HIJ9:CI L=D LDG@: 9 DC 6
8G:6I>K: I6H@ 7N =>BH:A; =:GH:A; 7JI 9>9C I H=6G: >I L>I=
>H =:G <GDJE "; L: C:K:G <>K: I=: HIJ9:CIH 6C DEEDGIJC>IN
ID G: ;A: 8I DG LDG@>C9>K>9J6AN >C I=: ;A>EE: 9 HE68: I=: C
L: G: 9D>C< 6 9>HH:GK>8: ID 7DI= >CIGDK:GIH 6C9 :MIGDK:GIH
AA HIJ9:CIH 7:C: ;>I ;GDB G: ;A: 8I>DC CDI ?JHI >CIGDK:GIH
+: ;A: 8I>DC 6AMD LH HIJ9:CIH I>B: ID E6JH: I=>C@ B6@: 8DC
C: 8I>DCH 6C9 LDG@ I=GDJ<= 6C >9: 6 7: ;DG: DI=: GH =6K: 6CN
>CEJI DG 8G>I>8>HB

" ; L: G: ;:G 768@ ID I=: DE: C>C< FJDI: ;GDB , IG6N: G
I=: FJ:HI>DC L: H=DJA9 7: 6H@>C< DJGH:AK: H>H PI DL 9D L:
8G: 6I: I=: G: ;A: 8I>K: HE68: >C I=: ;A>EE: 9 A: 6GC>C< : CK>GDC
B: CI S H@>C< I=: FJ:HI>DC >C I=>H L6N EJIH I=>H : BE=6H>H
DC I=: G: ;A: 8I>DC 6C9 G: ;A: 8I>DC >H 6 H@AA 6AA A: 6GC: GH C: : 9
: HE: 8>6AN >C 68I>K: A: 6GC>C< : CK>GDCB: CIH 6C9 ;A>EE: 9
8A6HHGDDBH H@>C< I=: FJ:HI>DC >C I=>H L6N 6AHD : C8DJG
6<: H JH ID ADD@ 86G: ;JAN 6I =DL L: 9: H>C DJG I>B: >C 8A6HH
L>I= DJG HIJ9:CIH ,>BEAN BDK>C< 6AA D: I=: G: ;A: 8I>K: 68I>K
>I>: H DJIH>9: D: 8A6HH I>B: >HC I 699G: HH>C< I=: C: : 9H D: DJG
HIJ9:CIH

, D L=6I 86C L: 9D -D HI6GI I=: 8DCK:GH6I>DC =:G: 6G:
I=G: : HIG6I: <>:H ID >CI: <G6I: G: ;A: 8I>DC >CID I=: ;A>EE: 9
8A6HHGDDB

,>B>A6G ID I=: EDEJA6G P->=>C@

0/

J @a p O T d (>) 1 T J O . 277 O T d T d (;) 1 T J O . 313 O T d O O > T J O . 2964 @ + O T d (D) T J O . 537 O T d (") 1 T J O . 628 O
T d (>) 1 T J O . 277 O T d (C) T J O . 574 O T d (<) T J O . 5 O T d O O > T J O . 296 O T d (I) O T d (:) T J O . 481 O T d (G)
T O L O d (5) T J O . 201 T J O . 120 O O d T d (8 5 4) T J O . 22 (6) T O d (2 0 8) T d (3 5 - 1 2 8 5 5 0 : T 8 d (: 0 8 T T d (9 2 0 1 5 0 4 6 . 6 6 1 8) T J O . 30 30

T J O . 518 O 3:

Survey Confirms Growth of the Flipped Classroom

p? M) 8? p) 8:

HJGK: N 8DC9J8I: 9 7N I=:)

Can Your Flip an Online Class?

*p? p) 8*1 w65-?+; ::, P0s) 5, \$) 8) 0 v36<)*

O : G: 8: CIAN 6H@: 9 6 <GDJE D; I: 68=>C< 6HH>HI6CIH
PI DL 9D NDJ I=>C@ ID96N H 8DAA: <: 8A6HHGDDB >H
9>;: G: CI I=6C L=: C NDJ L: G: 6C JC9: G<G69J6I:
HIJ9: CI O=6I >H I=: BDHI H>C>;>86CI 8=6C<: NDJ K:
CDI>8: 9 S
-=: CJB7: G DC: 6CHL: G -: 8=CDAD<N
-=>H >H CDI 6 HJGEGH: O=6I H BDHI >CI: G: HI>C< >H I=6I
B6CN D; I=: H: <G69J6I: HIJ9: CIH L: G: JC9: G<G69J6I: H ?JHI
6 ;; L N: 6GH 6<D N: I I=: N HI>A H: : I: 8=CDAD<N 6H I=: BDHI
H>C>;>86CI 8=6C<: >C I=: 8DAA: <: 8A6HHGDDB O=N
, =DJA9C I DJG HIJ9: CIH 7: JH: 9 ID >I 7N CDL , =DJA9C I L:
>I=: G I: 8=CDAD<N >H 8=6C<>C< HD G6E>9AN I=6I L: 6AL6NH H: :
>I 6H PC: L S DG L: G: HI>A HIGJ<<A>C< ID >CI: <G6I: I: 8=CDAD<N
: ;; 8I>K: AN 6C9 H: 6BA: HHAN >CID I=: A: 6GC>C< : ME: G: C8: (G
B6N7: >I H 7DI=
&6CN =6K: 6G<J: 9 I=6I : 9J86I>DC H: : BH ID 7: 5I=: A6HI
>GDCI>: G ;DG I: 8=CDAD<86A 9>HGJEI>DC A>C &JCGD
=G>HI: CH: C 6GDC A6G@ =G>HI: CH: C
&6<>9 % "H >I 7: 86JH: I=: 8JAIJG: D; : 9J86I>DC >H
G: H>HI6CI ID 8=6C<: G: L: L6>I>C< ;DG G: H: 668= ID H=DL
=DL I=>H 8=6C<: >C;AJ: C8: H A: 6GC>C< G: L: G: 8: >K>C< I=:
HJEEDGI L: C: : 9 ID >BEA: B: CI I: 8=CDAD<N : ;; 8I>K: AN G:
L: 8DC8: GC: 9 67DJI I=: 6JIDB6I>O6I>DC D; : 9J86I>DC D
L: HIGJ<<A: ID JH: ID96N H I: 8=CDAD<N 7: 86JH: BDHI D; >I
L6HC I 6K6>A67A: L=: C L: L: G: HIJ9: CIH G: L: H: :>C<
I: 8=CDAD<N 6H 6 76G<: G 7: IL: : C I=: HIJ9: CIH 6C9 JH
-=: 6CHL: G ID I=: H: FJ: HI>DCH >H BDHI A>: AN HDB: 9: <G: :
D; P2: H S O: @CDL I=: 8=6AA: C<: H 6C9 7: C: ;>IH D; I: 68=>C<
6C9 A: 6GC>C< L>I=: I: 8=CDAD<N JI L: 6AHD @CDL I=: G: H
HDB: I=>C< HE: 8>6A 67DJI I=: A: 6GC>C< : ME: G: C8: H L: H=6G:
L>I= DJG HIJ9: CIH >C I=: ;68: ID ;68: 8A6HHGDDB -=: ;68:
ID ;68: A: 6GC>C< : ME: G: C8: ?JHI 86C I 7: G: EA>86I: 9 N: I
B6CN D; JH @: : E IGN>C< ID G: 8G: 6I: >I L>I=: I: 8=CDAD<N
JI B6N7: I=6I H I=: LGDC< 6EEGD68=): G=6EH L:
H=DJA9C I IGN ID PG: EA>86I: S I=DH: ;68: ID ;68: A: 6GC>C< : ME:
G: C8: H "CHI: 69 L: H=DJA9 IGN ID ;>C9 I=: I: 8=CDAD<86A
IDDAH I=6I 6AMD L JH ID 696EI I=: HIG6I: <>: H L: JH: >C DJG
>68: ID ;68: 8A6HH: H ID : C<6<: L>I= 6C9 8DCC: 8I ID DJG
HIJ9: CIH >C I=: DCA>C: : CK>GDCB: CI ?JHI >C 6 9>;: G: CI L6N
(C: L6N ID 699G: HH I=>H >H ID 6EEAN I=: ;>EE: 9 E=>ADHD
E=N ID I=: DCA>C: 8A6HHGDDB -=: ;>EE: 9 8A6HHGDDB BD9: A

86C =: AE JH 9: H>C BDG: >CI: G68I>K: 6C9 : C<6<>C< DCA>C:
A: 6GC>C< : ME: G: C8: H 6C9 DCA>C: 8A6HH: H 86C =: AE JH
>ME6C9 DC L=6I >I B: 6CH ID ;>E : G16>CAN I=: G: >H
HDB: I=>C< ID A: 6GC 7N 8DB7>C>C< I=: H: ILD 8DCK: GH6I>DCH
JG>C< I=: E6HI ILD N: 6GH I=: ;>EE: 9 8A6HHGDDB =6H
7: : C 9: ;>C: 9 6H G: K: GH>C< L=6I =6EE: CH P>CS 6C9 PDJIS D;
I=: 8A6HHGDDB , DB: H8=DA6GH 9: ;>C: I=: ;>E : K: C BDG:
HE: 8>;>86AN 6H G: K: GH>C< =DB: LDG@ 6C9 A: 8IJG: H L=: G:
HIJ9: CIH L6I8= K>9: DH D; A: 8IJG: H ;DG =DB: LDG@ PDJI D;
8A6HHS 6C9 I=: C : C<6<: >C EGD7A: B HDAK>C< 6C9 6C6ANH>H P>C
8A6HHS

JI L=6I =6EE: CH L=: C L: 6EEAN I=>H ;>EE: 9 BD9: A ID
6C DCA>C: 8A6HH -=: P>CS 8A6HH 6C9 PDJI D; 8A6HHS I: GB>CDA
D<N 9D: HC I LDG@ "C I=: DCA>C: 8A6HH L=6I : M68IAN >H P8A6HH
I>B: S 6C9 L=6I >H P7: ;DG: 8A6HH I>B: S " I=: 9: ;>C>I>DC D;
I=: ;>EE: 9 8A6HHGDDB 6AL6NH 9>HI>C<J>H=: H 7: IL: : C P>C
8A6HHS 6C9 PDJI D; 8A6HHS =DL 86C L: 6EEAN I=: ;>EE: 9
6EEGD68= ID 6C DCA>C: 8A6HH -=>H >H L=N L: C: : 9 ID
>ME6C9 I=: 9: ;>C>I>DC D; I=: ;>E

"C DJG LDG@ L: 8DCI>CJ: ID EJJH= I=: 8DCK: GH6I>DCH
IDL6G9 BDG: 8DBEG: =: CH>K: 9: ;>C>I>DCH D; I=: ;>E I>H
8DG: I=: ;>E B: 6CH H=>;I>C< I=: ;D8JH ;GDB I=: >CHIGJ8IDG ID
I=: HIJ9: CIH 2DJ 86C 9D I=>H 7N >K: GI>C< I=: 9: H>C D; I=:
8DJGH: HD HIJ9: CIH : C<6<: >C 68I>K>I>: H 6EEAN 8DC8: EIH 6C9
>D8JH DC =>=: G A: K: A A: 6GC>C< DJI8DB: H ! DC: N8JII
6GG: II H>C< I=>H 9: ;>C>I>DC I=: ;>E BDK: H 6L6N
>GDB 7: >C< 9: ;>C: 9 6H DCAN HDB: I=>C< I=6I =6EE: CH >C 8A6HH
KH DJI D; 8A6HH "CHI: 69 L: ;D8JH DC L=6I 6G: HIJ9: CIH
9D>C< ID 8DCHIGJ8I @CDLA: 9<: 8DCC: 8I L>I= DI=: GH 6C9
>C<6<: >C =>=: G A: K: AH D; 8G>I>86A I=>C@>C< 6C9 6C6ANH>H
-=>H 6EEA>: H ID 7DI= I=: DCA>C: 6C9 ;68: ID ;68: : CK>GDC
B: CI -=: G: 6A ;>E >H CDI 67DJI L=: G: 68I>K>I>: H I6@:
EA68: U>I H 67DJI ;>EE>C< I=: ;D8JH ;GDB NDJ ID NDJG
HIJ9: CIH

. H>C< I=>H : ME6C9: 9 9: ;>C>I>DC L=6I ;>EE: 9 HIG6I: <>: H
8DJ9A 9: >CI: <G6I: >CID 6C DCA>C: 8A6HH ! : G: 6G: I=G: :
>EE: 9 HIG6I: <>: H ID HI6GI I=: 8DCK: GH6I>DC

JG>C< I=: ;>GHI L: : @ D;

8A6HH 8G: 6I: 6 H86K: C<: G =JCI L>I= NDJG 8DJGH: L: 7
H>I: H@ HIJ9: CIH ID AD86I: >BEDGI6CI >C;DGB6I>DC 6C
CDJ8: B: CIH 6C9 9: 69A>C: H (;: G 6C>C8: CI>K: ;DG I=:
>GHI DC: ID HJ7B>I I=: 8DBEA: I: 9 H86K: C<: G =JCI
68I>K>I>N "C8: CI>K: H B6N >C8AJ9: I=: ;>GHI 8=D>8: DC
EG: H: CI6I>DC IDE>8H I=: 8=6C8: ID 9GDE 6 ADL FJ>O
<G69: DG I=: DEEDGIJC>IN ID <6>C 6C : MIG6 8G: 9>I ED>CI
DC I=: ;>C6A EGD?: 8I

Povt c0

O=N >I LDG@H , IJ9: CIH 6G: 68I>K: AN AD86I>C< >C;DG
B6I>DC 6C9 8DCHIGJ8I>C< I=: >G DLC B: CI6A BD9: AH D;
I=: 8DJGH: 66I=: G I=6C ?JHI G: 69>C< I=: 8DJGH: L: 7 H>I:
DG A>HI: C>C< ID 6 K>9: D 6H NDJ 9: H8G>7: I=: HIGJ8IJG: 6C9
DG<6C>06I>DC D; I=: 8DJGH:

-

C8DJG6<:

HIJ9: CIH ID JH: I=>H =6H=I6< >; I=: N ;>C9 8DJGH: G: A6I: 9
>I: BH >C 9>;; G: CI HD8>6A B: 9>6 HE68: H DG : AH: L=: G: DC
I=: L: 7 &6@: HJG: I=: =6H=I6< >H JC>FJ: ID NDJG
8DJGH: DCH>9: G G: K>: L>C< I=: EDHIH 6C9 I=: C H=6G>C<
6C >I: B 6 L: : @ L>I= I=: : CI>G: 8A6HH

O=N >I LDG@H , IJ9: CIH 6G: 68I>K: AN 8DCI-LJD<648788I9)=<T 9 @D%4C9F8: GG 2976(C)0B3(F)B]B56GB . 5L(Cc(N)F(D)D37C

