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**THE UNIVERSITY OF AKRON  
SCHOOL OF DANCE, THEATRE, & ARTS  
ADMINISTRATION**



!"#\$%&'(#)\*'+,-./0)-&\$  
12" --3\$-.\$45&2#6\$!"#5+)#6\$5&7\$/ )+\*\$ / 7 8 '&'\*)5+' -&\$

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#U0! 6 "22"34!3C!5U0!< .4=0!>3/>. 6!"2!53! .7I .4=0!>02?0=5! .47!H470>25 .47"4 /!3C!5U0! .>52!W"5U"4!  
=. 6 ?H2X!>0/"34 .9! .47!/93J .9!=3 6 6 H4"5"02!JN!>0? .>"4 /!H470>/>. 7H .50!25H70452X!5U>3H/U!5U0!  
>020 .>=U! .47!25H7N!3C!7 .4=0!"4!5U03>N! .47!>? .>5"=0X!C3>!9"00934 /!/>3W5U! .47!>0>234 .9! .47!  
>?>3C022"34 .9!2H==022!"4!5U0! .>0 .2!3C!7 .4=0!>0>C3>6 .4=0X!7 .4=0!07H=.5"34X! .>52! .7 6 "4"25> .5"34X! .47!  
>0>C3>6 .4=0!50=U4393 /N@!

#U0!< .4=0!->3/>. 6!"2! =3 6 6 "5507!53!5U0!535 .9!70I093? 6 045!3C!25H70452!>0? .>"4 /!C3>! ! =.>00>!"4!  
7 .4=0@! ,5H7"02!"4! /040> .9!07H=.5"34!>3I"70! .!25>34 /! . =. 70 6 "=!C3H47 .5"34!53!JH"97!2Y"992!400707!  
C3>!2H==022!"4!5U0!C"097@!)H>5U0>!"450990=5H .9! />3W5U!"2! . =U"0I07!5U>3H/U! 6 3>0!2?0="C"=!7 .4=0!  
=3H>20W3>YX!WU"=U! .7I .4=02!5U0!25H70452!H470>25 .47"4 /!3C!5U0!7"2="?"9"40!"4! .025U05"=X!U"253>"= .9X!  
=>0 .5"IOX! =H95H> .9X! .47!23=" .9! =3450 [52@! \$! ?UN2"= .9!5> .4"4 /! . /047 .!"2!> /3>3H29N! 6 . "45 . "407!53!  
25>04 /5U04!50=U4"= .9!2Y"992! .2! .4!" 6 ?3>5 .45! ? .>5!3C!5U0!>3=022!5U .5! =H95" I .502!5U0! .>5"25>N!3C!  
.2?">"4 /!7 .4=0>2@! ( IO .99X!5U0! =H>> =H9H 6 !3CC0>07! .5!#U0!M4" IO>2"5N!3C! \$ Y>34!"2!702" /407!53!  
70I093?!5U0!7 .4=0!25H70452!CH99!>35045" .9!53! 6 005!5U0! =3 6 ?05"5"34! .47!70 6 .472!"4U0>045!53!5U0!  
>?>3C022"34!5U0N!W"99!C . =0!H?34! />. 7H .5"34@!

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#U0!>H>?320!3C!5U0!7 .4=0! =H>> =H9H 6 !"2!53!>3I"70!>3C022"34 .9!5> . "4"4 /! .47!"9"JO> .9! .>52!7 .4=0!  
07H=.5"34!C3>!25H70452!>H>2H"4 /! =.>00>2!"4!5U0!C3993W"4 /\!

- o -0>C3>6 .4=0!
- o #0 . =U"4 /!7 .4=0!"4!>HJ9"=! .47!>?"I .50!2055"4 /2X! .47! =3990 /0E .7KH4=5!>3C0223>!90I09!
- o ->"I .50!7 .4=0!25H7"3! 6 .4 . /0 6 045

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#U0!%0)@\$!7.4=0!6.K3>!"2!702"/407!C3>!5U0!25H7045!WU3!W"2U02!53! ?H>2H0! ?>3C022"34.9!  
5>."4"4/!"4!7.4=0!5U>3H/U!.4!0 6 ?U.2"2!"4!J.9905!.47!=3450 6 ?3>.>N!7.4=0!50=U4" ]H02@!#U"2!  
?>3/>. 6 !3CC0>2!0[5042" I0!5>."4"4/!"4!50=U4"=.9X! ?0>C3>6 "4 /X!.47!=U3>03 />. ?U"=!2Y"992!.47!  
"2!2H??3>507!JN!. !=3>0!3C!=3H>20W3>Y!"4!7.4=0!U"253>NX!.4.53 6 NX!7.4=0! ^!40W! 6 07" .X!.47!  
35U0>!7.4=00>09.507!90=5H>0!=3H>202@!#U0!%0)@\$!"4!<.4=0! ?>0?.>02!25H70452!C3>!  
?0>C3>6 "4 /X! />.7H.50!25H7"02!"4! ?0>C3>6 .4=0!.47!=U3>03 />. ?UNX!.47!"0972!>09.507!53!  
7.4=0!2H=U!.2!.>52!.7 6 "4"25>.5"34X!7.4=0!U"253>NX! ?UN2"=.9!5U0>. ?NX!7.4=0!5U0>. ?NX!7.4=0!  
00.2 (H??3>5)0.2 (0)73 (7!5)0.2 (3!) ]0.2 (47! (2 (>5)0.2T2 1 T f (!) TjETQq0.24000.248 .50390.0.2 (>.)

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/ ) Q 4 % : Z % 2 . \* % - + [ - % 3 1 + \* - 7 \ % 0 - - Z 7 \ ] ] ^ ^ ^ k : 3 D \* . 4 k + 6 : 1 7 3 2 + - C [ < I 3 1 + \* - k 6 . - %

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B4=3 6 "4 /!7 .4=0! 6 .k3>2! 6H25!04>399!"4!5U"2!=3H>20!5U0">!C">25!20 6 0250>!bC .99!50> 6 c!< .4=0!  
( >"045.5"34! ?>3I"702! ?0>5"4045!"4C3>6 .5"34!C3>!J0=3 6 "4 /! .==9" 6 .507!53!5U0!< .4=0!  
->3 /> . 6! .47!5U0!7 .4=0! ?>3C022"34! .2!W099! .2!90 .>4"4 /! .J3H5!07H= .5"34 .9!0 [ ?0=5.5"342!3C!  
N3H>!7 .4=0!C .=H95N! \$ 2!5U0!=3H>20!349N! 6 0052!C3H>E0" /U5!

F!

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#U0!\*36?H50!&.JX!8T!AQgX!"2!.I."9.J90!C3>H20!WU04!=9.2202!.>0!435!J0"4/!U097@!

!

#U0!M4"IO>2"5N!3C!\$Y>34!<.4=0!\*36?.4N!bM\$ < \*c!

\*U3>03/>. ?U0>2Z! P 3>Y2U3?!

#3H>"4/!' 420 6 J90!

!

'9"/"J"9"5N!53!- .>5"="?.50!"4!<.4=0! (>/ .4" .5"342!

,5H70452! 6 .N!.H7"5"34!.47!J0!2090=507!C3>!?.>5"="?.5"34!"4!340!3>! 63>0!7.4=0!

3>/ .4" .5"342!0.=U!20 6 0250>@! '9"/"J"9"5N!53!.H7"5"34!.47!>0>C3>6!"4!.!7.4=0!3>/ .4" .5"34!

>0]H">02!04>399 6 045!.47!?.>5"="?.5"34!C3>!=>07"5!"4!.5!90.25!340!7.4=0!50=U4"]H0!=9.22!

bJ .9905X! 6 370>4X!5. ?X!K. \_\_X!3>!J .99>33 6 c!7H>"4/!5U0!20 6 0250>!"4!WU"=U!5U0!>0>C3>6 .4=0!

3==H>2@!' [=0?5"342!.>0! 6 .70!.5!5U0!7"2=>05"34!3C!5U0!"425>H=53>!3C!>0=3>7!C3>!5U0!7.4=0!

3>/ .4" .5"34!b"@X!7">0=53>!3C!M\$ < \*X!\* P X!#3H>"4/!' 420 6 J90c@!

'9"/"J"9"5N!3C!<.4=0!B425"5H50! ,5H70452!53!- .>5"="?.50!"4!<.4=0! (>/ .4" .5"342!

<.4=0!B425"5H50!25H70452! 6 .N!?.>5"="?.50!"4!M\$ < \*@!%0=.H20!<.4=0!B425"5H50!25H70452!.>0!

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#U0!7 .4=0!5> . "40>! "2!>02?342"J90!C3>! .99!?U .202!3C!"4KH>N! = .>0!"4=9H7"4 /!OI .9H .5"34X!"4"5" .9!  
5>0 .5 6 045! .2! . ??9"= . J90X! ?UN2"= " .4!>0C0>> .9! .47! . ??3"45 6 045!=33>7"4 .5"34X!5>0 .5 6 045!  
C3993W0H?X!"4KH>N!>0?3>5!>0=3>7"4 /X!25H7045! 6 07"= .9!>0=3>7!Y00?"4 /X! .47!=3 6 6 H4"= .5"4 /!  
7 .4=0>!"4KH>"02! .47! 6 07"= .9!=34=0>42!W"5U!7 .4=0!C . =H95N! .47!2=U339!7">0=53>@!!#U0!7 .4=0!  
5> . "40>! .923!U09?2!=33>7"4 .50! .47!" 6 ?90 6 045!5> . "4"4 /! . =5" I"5"02! .223=" .507!W"5U!)>02U 6 .4!  
, =>004"4 /! .47!"2! . I . "9 . J90!53!7 .4=0!25H7045!2!53!7"2=H22! .47!OI .9H .50! /040> .9!U0 .95U! .47!  
J37N!=34=0>42X!"4=9H7"4 /!0 .5"4 /!7"23>70>2X!W0" /U5!=34=0>42X! .47!5> . "4"4 /!@!!#U0!7 .4=0!  
5> . "40>!U3972!3CC"=0! .47!5> . "4"4 /!>33 6 !U3H>2!W"5U"4!5U0!

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->3934/07!"4KH>N!W"99!J0!70.95!W"5U!34!.!=".200JN0=.20!J.2"2!.47!"4!=342H95.5"34!W"5U!5U0!  
7.4=0!5>."40>X! 6 07"=.9! ?>3C022"34.92X!=3H>20!"425>H=53>!.47!70?>.5 6 045!=U.">!

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=34C0>04=0!W"5U!5U0!"425>H=53>!3C!>0=3>7!)."9H>0!53!.55047!.!2=U07H907!6"750>6!  
=34C0>04=0!>02H952!"4!.!>0=3>707!.J204=0!C3>!5U0!=3H>20@!

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\$99!7.4=0!50=U4"JH0!=9.2202!>0JH">0!.!KH>"07!?.=5"=.9!C"4.9!W"5U!5U0!50.=U0>!3C!>0=3>7!.47!  
.5!90.25!340!35U0>!7.4=0!C.=H95N!=36?>"2"4/!5U0!KH>N@!#U0!C"4.9!0[.6!=3425"5H502!AVm!3C!  
5U0!=3H>20!/>.70@!\$99!25H70452!6H25!J0!>02045!C3>!5U0!C"4.9!KH>N@!B4!5U0!=.20!3C!.4!.J204=0!  
7H0!53!"4KH>NX!"994022X!70.5U!"4!5U0!C.6"9N!3>!.??>3I07!.=5"I"5NX!5U0!25H7045!W"99!J0!  
>0I"0W07!C3>!U"2EU0>!C"4.9!JN!5U0!50.=U0>!3C!>0=3>7!.47!.5!90.25!340!35U0>!7.4=0!C.=H95N!34!  
.435U0>!7.N!7H>"4/!b3>!?"3>!53c!C"4.92!W00Y!.2!=.4!J0!>>.4/07@!,5H70452!.J2045!C3>!35U0>  
>0.2342!W"99!C."9!5U0!KH>N!.47!W"99!435!>0=0"I0!.!?.22"4/!/>.70!C3>!5U0!=3H>20@!' [=0?5"342!  
53!5U"2!?"39"=N!.47!5U0!>0U.J"9"5.5"34!?"39"=N!"4=9H70!5U0!=.20!3C!"4KH>N!W"5U"4!5U0!9.25!5W3!  
W00Y2!3C!>9.2202X!"4!WU"=U!=.20!5U0!25H7045!W"99!J0!/!"I04!.4!B4=36?9050!.47!J0!.993W07!53!  
5.YO!5U0!KH>N!H?34!>0=3IO>NX!N05!J0!04>39907!C3>!=>07"5!C3>!5U0!40[5!2060250>@!)3>!204"3>2!"4!  
5U0">!9.25!2060250>X!.4!025"6.507!C"4.9!KH>N!/>.70!6.N!J0!/!"I04!JN!5U0!50.=U0>!3C!>0=3>7!53!  
.993W!5U0!25H7045!53!/>.7H.50!34!5"60@!

,5H70450C.=H95N!/3IO>4.4=0!JH025"342!W"99!J0!>0?3>507!53!5U0!7">0=53>!W"5U!5U0!Y43W907/0!  
3C!5U0!25H7045!.47!5U0!25H7045!W"99!J0!>0C0>>07!53!5U0!7">0=53>!C3>!.!6005"4/#!#U0!7">0=53>  
W"99!"4C3>6!5U0!C.=H95N!>0?3>5"4/!5U.5!5U0!25H7045!U.2!3>!U.2!435!6.70!.4!.??3"456045!.47!  
U.2!3>!U.2!435!Y0?5!5U0!.??3"456045@!,5H7045!>0JH0252!C3>!=U.4/0!"4!3>!=9.>"C"=.5"34!3C!  
/3IO>4.4=0!W"99!J0!J>3H/U5!J0C3>0!5U0!C.=H95N!C3>!=342"70>.5"34@!\$2!70J.50!34!/3IO>4.4=0!  
"22H02!?">3=0072X!>366H4"=.5"34!53!25H70452!>0/.>7"4/!"52!?">3/>022!6H25!J0!. />007!H?34!  
JN!.!6.k3>"5N!3C!5U0!CH9905"60!C.=H95N!"4!C.">4022!53!.99!?.>5"02@!

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=9.22@!,5H70452!W"99!J0!>0]H">07!53!3J20>I0!=9.22!.47!W"99!U.I0!5U0">!.55047.4=0!>0=3>707!  
.2!..!U.9C!..J204=0!C3>!5U0!7.N@!  
\*342"25045!9.50!..>>"I.92!bV0;V!6"4H502c!W"99!J0!>0=3>707!.2!..J204=02!J0/"44"4/!W"5U!5U0!  
5U">7!9.50!..>>"I.9@!  
,5H70452!WU3!90.I0!=9.22!0.>9N!W"99!J0!=342"70>07!.2!U.I"4/!`?.>5".9!..=5"I"5N!a!.47!5U0">!  
.55047.4=0!W"99!J0!>0=3>707!.2U.9C!.4!..J204=0@!

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3X1+%. %7-3X)1)<+%-0+%Z+1B)7%346%1. ^+\*%X3,D(^0)1+%)4%8.-).4%. \*%7-37)7K%/0. :16+\*7(%3\*87(%346%. -0+\*%  
3\*+37%. 2%-0+%X.6C%6.%4.-%70. ^%-+47).4%)2%3%634,+\*%)7%7-\*.4QK%50+%8)6I7+,-).4%.2%-0+%X.6C%6.+7%4.-%  
,. 8Z\*+77%. \*%, .113Z7+K%  
&42149@] \* 87%346%1+Q7%3\*+%+[-+46+6%346%\*+3,0%2:11%\*34Q+% .2%8.-).4% ^0)1+%Z+\*2. \*8)4Q%X.-0%363Q).%  
346%311+Q\*. %+ [+\*,)7+7K%S++-%3\*+%2:11C%7-\*+-,0+6(%+7Z+,)311C%6:\*)4Q%-\*347-).47%346%311+Q\*. % ^ . \*D%  
S1+([X)l)-C%)7%)4,1:6+6%)4%-0)7%,3+Q. \*C%S. \*%+ [38Z1+(%3%634,+%7-:6+4-%4++67%LJI6+Q\*+\*+ [+ +47).47%  
^)-0. :-%73,\*)2,)4Q%7Z)431%346%Z+1B),%31)Q48+4-K%

%

, .12=5K%&4+\*QC%)7%, .8Z\*)7+6%.2%3%B3\*+)-C%.2%a:31)-)+7%346%Z0C7),31%3--\*)X:-+7%7:,0%37%\*+7)7-34,+%-.%  
Q\*3B)-C(%-0+%3X)l)-C%. %+ [-+46%+ [-\*+8)-)+7%346%+ [Z346%703Z+7% ^0)1+%0.16)4Q%Z.7)-).47%. \*%)4%  
1., .8.-).4%\*+Q3\*61+77%.2%-+8Z.(%346%Z0C7),31%6C438),7%\_7:7-3)4+6%B7K%Z+\*, :77)B+%+4+\*QC`K%50+\*+  
70.:16%X+%34%)46),3-).4%.2%-0+%XX%346%2l. ^%.2%+4+\*QC%)4%-0+%634,+\*b7%X.6C% ^0)1+%+ [+ ,:-)4Q%  
8.B+8+4-%Z0\*37+7K%

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J7F5\*97.F/4/7./.=X%

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\$!25H7045!6H25!=36?9050!5U0!C3993W"4/!250?2!53!3J5."4!3CC"=".9!25.5H2!.2!.!7.4=0!6.K3>!

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;c -.22!5U0!)>02U6.4!jH>N!.47!B450>I"OW!b200!.J3I0co!

Ac M?34!=36?905"34!3C!DV!..=706"=!>07"52!.47!.4!3I0>.99!8-\$!3C!A@DX!200!eOI"4!  
&OW"2X!N3H>!7.4=0!.7I"23>@!T0!W"99!?!>3=022!N3H>!U.4/0!"4!25.5H2!53!.!%\$!"4!  
<.4=0!6.K3>@!

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%"0>=0!P>"5"4/!\*366342!! ! #U0!-392YN!%H"97"4/X!S336!DVD!  
)3>!.??3"4560452!=.99!! ! )3>!.??3"4560452!=.99!  
DDV0QfA

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,5H7045!M4"34!S33 6!A ; ;!  
-392YN!S33 6!FL ; !

;G!

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M470>!) ' S - \$X!.2!.!25H7045!.55047"4/!.!325020=347.>N!"425"5H5"34X!N3H!.>0!/"/I04!.!>"/U5!
53!?">"I . =N@!#U"2!?">350=5"34!?">3U"J"52!5U0!>090.20!3C!"4C3>6 .5"34!=34=0>4"4/!/>.702X!
.22"/4 6 0452X!N3H>!?">3 />022!"4!5U"2!=9.22X!05=@X!53!.4N340!35U0>!5U.4!N3H@!\$2!.!>02H95X!
C. =H95N!W"99!435!J0!?"325"4/!/>.702!3>!>02?347"4/!53!/>.70!>0]H0252!JN!5090?U340!3>!00 6 . "9@!
) . =H95N!W"99!J0!U. ? ?N!53!7"2=H22!N3H>! />.70!3>! =9.22!W3>Y!W"5U!N3H!34!.!C. =00530C. =0!J .2"2!
"4!5U0">!3CC"=0@!

\$99!M4"IO>2"5N!3C! \$Y>34!/H"709"402!.47!?"39"="02!34!. =.70 6 " =!U34025N!.47!?"9. /" .>"2 6 !
6 H25!J0!.7U0>07!53!b=3?"02!3C!5U020!?"39"="02!.>0!.I . "9. J90!C>3 6 !5U0! ( CC"=0!3C! , 5H7045!
\*347H=5!.47!\* 3 6 6 H4"5N! , 5.47 .>72c@!#U0!U"/U025!90!I092!3C!05U"=.9!=347H=5!.>0!0 [ ?0=507!
C>3 6 !25H70452@! ( 5U0>2! 6 .N!?">33C>0.7!3>! =U0=Y!W3>YX!JH5!5U0!25H7045! 6 H25!3>"/"4 .50!5U0!
=345045!3C!.99!W3>Y@!B5!"2!5U0!?"39"=N!3C!#U0!M4"IO>2"5N!3C! \$Y>34!5U .5!.!25H7045!WU3!"2!
04/ . /07!"4!. =52!3C!?"9. /" .>"2 6 !.47E3>! =U0.5"4/X! 6 .N!J0!2HJK0=5!53!7"2 6 "22.9!C>3 6 !. !=9.22!
.47!5U0!M4"IO>2"5N!7"2="?"4.>N!?">3=07H>02@!

!
-9. /" .>"26!
\*50!.99!23H>=02!WU040!IO>!N3H!.>0!]H35"4/!3>!?" .>. ?U>.2"4/!5U0!"70.2!3C!35U0>2@!BC!N3H!73!
435!/"/IO!?">3?0>! =>07"5!53!5U0!"47"!"7H.92!C>3 6 !WU3 6 !N3H!.>0!J3>>3W"4/!C>3 6 X!N3H!.>0!
=3 6 6 "55"4/!?"9. /" .>"2 6 @!-9. /" .>"\_4/!"2!.!20">3H2!3CC0420!W"5U!?">3C3H47!=3420]H04=02!
b2H=U!.2!C. "9H>0!3C!5U0!=3H>20!.47!7"2 6 "22.9!C>3 6 !5U0!H4"IO>2"5Nc@!)3>! 6 3>0!"4C3>6 .5"34!
.J3H5!?"9. /" .>"2 6 !/3!53!\!U55?2\EE9"J/H"702@H.Y>34@07HE=@?U?p/nAAGLFF^?n;LVVQ;f!!
#U0!C3993W"4/!"2!.!?">5".9!70C"4"5"34!3C!?"9. /" .>"2 6 !C3H47!"4!DDLQ0F;0V;! \*370!3C! , 5H7045!
\*347H=5!3C!5U0!M4"IO>2"5N!3C! \$Y>34!!
U55?\EEWW@H.Y>34@07HE3/=EM4"IO>2"5NSH902E?7CEF;0V;@?7C!!

!
-9. /" .>"2 6 !"4=9H702!JH5!"2!435!9" 6 "507!53\!

; f!

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!

\$==3>7"4 /!53!5U0!M4"IO>2"5N!.55047.4=0!?39"=N!b% (#!SH90!DDLQ0AV0VL<cX!q.r!25H7045!"2!  
0[?0=507!53!.55047!.99!6005"4/2!3C!.99!=9.2202!C3>!WU"=U!5U0!25H7045!"2!04>39907@!\$!25H7045!  
6.N!J0!7>3??07!C>36!!.!3H>20!JN!5U0!70.4!"C!.J204=02!.>0!>0?0.507!.47!5U0!"425>H=53>!  
>0=3660472!5U"2!.=5"34o!.!25H7045!.=.4!/.4!>0.76"22"34!349N!W"5U!5U0!?0>6"22"34!3C!J35U!  
70.4!.47!"425>H=53>@!\$!25H7045!7>3??07!C>36!!.!3H>20!>0=0"IO2!.4!^ )a!WU"=U!3H452!.2!  
W3>Y!.5506?507!WU040IO>!/>.700?3"45!>.5"3!.=.9=H9.5"342!.>0!6.70@!

!

,5H70452!WU320!4.602!73!435!.??0.>!34!5U0!\*3990/0Z2!3CC"=.9!=9.22!9"25!JN!5U0!C3H>50045U!  
7.N!3C!5U0!2060250>X!bC3>!.99!=9.2202!5U.5!6005!C3>5U0!C">25!5"60!7H>"4/!C">25!W00Y!3C!5U0!  
2060250>c!W"99!435!J0!?0>6"5507!53!?.>5"=? .50!b.55047!=9.22X!5.Y0!0[.62X!3>!>0=0"IO!>07"5c@!  
#U0>0C3>0X!25H70452!2U3H97!6.Y0!2H>0!53!U.IO!.99!C"4.4=" .9!.>>.4/060452!5.Y04!.=.>0!3C!  
?>"3>53!5U0!C3H>50045U!7.N!3C!>9.2202@!

!

B4!.==3>7.4=0!W"5U!H4"IO>2"5N!?39"=NX!25H70452!W"5U!.!73=H604507!7"2.J"9"5N!C3>!WU"=U!  
.==36637.5"342!6.N!J0!>0]H">07!2U3H97!=345.=5!5U0!(CC"=0!3C!\$==022"J"9"5N@!  
,"66342!T.99!;VL!  
\$Y>34X!(T!FFDAL0GA;D!  
R3"=0!DDV0QfA0fQAg!  
##dE#<<!\DDV0QfA0LFGF!  
) . [\!DDV0QfA0LFAA!  
'01."9\!.==022hH.Y>34@07H@!  
P0J\!U55?\EEWW@H.Y>34@07HE.==022E!!!

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\$2!.!20>I"=0!53!"52!25H70452!.47!06?93N002X!#U0!M4"IO>2"5N!3C!\$Y>34!U.2!.!AF0U3H>!  
6022./0!9"40!53!?!>3I"70!=345"4H.99N!H?7.507!"4C3>6.5"34!34!=9.22!.=.4=099.5"342X!  
506?3>.>N!>093=.5"342X!060>/04=N!=932"4/2!.47!W0.5U0>!.7I"23">02@!#U0!4H6J0>!"2!  
DDV@QfA@, + ( P!DDV@QfA@fGGQ!3>!#<<ER3"=0!DDV@QfA@GADg@!-90.20!>.99!DDV@QfA@, + ( P!  
"4250.7!3C!M4"IO>2"5N!-39"=0!C3>!"4C3>6.5"34!34!2=U339!=932"4/2@!\$923X!6.K3>!\$Y>34!>0.!  
>.7"3!25.5"342!W"99!6.Y0!2=U339!=932"4/!.443H4=060452@!  
!

,5H70452X!?.>0452X!C.=H95NX!.47!25.CC!>.4!2"/4!H?!C3>!M\$>2!C>00!t0\$90>5!50[506022./"4/!  
20>I"=0@!  
!  
#0[5!6022./02!W"99!J0!2045!WU04!>.6?H2!=93202!3>!WU04!.!2"5H.5"34!>202!5U.5!  
"6607".509N!.CC0=52!2.CO5N@!U55?2\EEWW@H.Y>34@07HE2.CO5NE\_0.90>5@735

;g!

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!

!  
[U55?\\EEWWW@H.Y>34@07HE>O/"25>.>E7.502E!](#)  
S0/"25>.5"34X!.77!=9.2202X!7>3?EW"5U7>.WX!05=@!

!  
[U55?2\\EEWWW@H.Y>34@07HE735\\$2205EJLAD;CG0;gGC0Fff0.OGC0fD=gDF7A;770@?7C!](#)  
!

B4!3>70>!53!6.[ "6" \_0!5U0!2.CO5N!3C!25H70452X!C.=H95NX!.47!25.CCo!5U0!C3993W"4/!/?>353=392!  
W"99!J0!"4!/?9.=0!C3>!5U0!M4"IO>2"5N!3C!\$Y>34!<.4=0X!#U0.5>0X!.47!\$>52!\$76"4"25>.5"34@!

u (4=0!.4!04206J90!3>!9.22!>0.=U02!gLm!CH99N!I.==4.507X!2.CO5N!/?>353=392!=3H97!J0!  
?35045".99N!W0.Y0407!

uu->3=07H>02!.>0!2HJK0=52!=U.4/0X!/?047"4/!M\$!.47!,H66"5!\*3H45N!/H"7.4=0!

8040>.9!

- o \$9!M\$!U0.95U!/?39"="02!.??9N!53!5U0!<# \$ \$!  
S0.7!.99!"/42!.47!.7U0>0!53!25>"=5!23=" .9!7"25.4="4/!!  
P .50>!C3H45."42!U. I0!J004!7"2. J9070!J>"4/!N3H>!3W4!W.50>!J35590!  
.47!C"99!"5!.5!5U0!J35590!C"990>!J05W004!<# \$ \$!.47!, ( 1!  
<.4=0!,5H7"32!
  - o 1 .2Y2!6H25!.9W.N2!J0!W3>4!JN!"425>H=53>2!.47!25H70452!  
1 .2Y2!6H25!=3IO>!.99!?.>52!3C!5U0!C.=0!b63H5U!.47!4320c!  
8 .53>2!.>0!435!.993W07!
  - o ,5H70452E"425>H=53>2!W"99!J0!>02?342"J90!C3>!2.4"5" \_"4/!"47" I"7H.9!2? . =02!  
J0C3>0E.C50>!0.=U!=9.22!  
#U"2!"4=9H702!733>!U.47902X!J .>>02X!.47!090=5>34"=!0]H"?6045!  
R">0[!6.N!J0!2?>.N07!34!2H>C.=02!.47!40072!.5!90.25!;V!6"4H502!  
53!7>N!  
,.4"5" \_"4/0W" ?0!25.5"342!W"99!J0!/?9.=07!5U>3H/U3H5!8 T!
  - o ,5H70452!W"2U"4/!53!.==022!C.=9"5"02!C3>!47" I"7H.9!/?> .5"=0!3>!C3>!  
=36?905"4/!>06350!W3>Y!WU"90!340=.6?H2!W"99!2=U07H90!5U"2!W"5U!e.5"0!  
&3/2734!
  - o M\$!"2!>0=366047"4/!6."45."4"4/!.!D!C005!23=" .9!7"25.4=0!
  - o ).=H95N!>0!.W.>0!5U.5!7.4="4/!WU"90!W0.>"4/!.!6.2Y!=.4!J0!  
=U.9904/"4/#!#3!2H?/?3>5!25H70452!.2!6H=U!.2!/?322"J90X!C.=H95N!>0!  
?>0? .>07!53!/ "IO!63>0!J>0.Y2!J05W004!0[0>="202!53!/ "IO!25H70452!..!  
=U.4=0!53!>.5=U!5U0">!J>0.5UX!/05!W.50>X!05=@!!
- <.4=0!4340?0>C3>6"4/!C.=9"5"02!
  - o #U0!25H7045!93H4/0!W"99!J0!3?04X!JH5!25H70452!6H25!>06."4!6.2Y07!

;Q!

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!

- \$99!93=Y0>E=U.4/"4/!C.="9"5"02!W"99!J0!3?04!  
-90.20!5>N!53!2?!.=0!3H5!.2!6H=U!.2!?322"J90!WU04!..==022"4/!  
93=Y0>!C.="9"5"02!!
- <.4=0!#>."40>!
  - \$!5>."40>!C>36!\$Y>34!\*U"97>04Z2!T32?"5.9!W"99!I"2"5!W00Y9N@!!13>0!  
"4C3>6.5"34!W"99!C3993W!
- #U0.5>0!
  -

AV!

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