

Law State University at Miami

External Evaluation

August 2023

Page 1 of 12

"#\$%&! (!) '*+&*+,!

! "#\$%&'(#)*%+ +, -.)////////////////////0

12&-34%\$&'32)////////////////////5

! (, 6%, &'32)7\$&'(&'#8), 24) 9 #&: 348)////////////////////5

; '24'2<8)=-3+)0>00?0@)! =3-&8)////////////////////A

! "#\$%&'()\$#####
! "#\$%&'! "(!#(*"#+,-%". /%0&"11% 2 3 . &" ,%43" ,&5%6"-%*)"7#####9
: 377- ; . . %<= 2 3"7"%63>"7&? 3 . &@5")7%" . /%63" . % A '7\$(5'>#####B

! "#\$, (- . \$#####0
2 3 . &'7) . C%@)7#,3(#####DE
; 6 F ; G@H% A 7) . C% I 3&73" &#####D9
*"#+,&-% A '7\$(5'>(J03 ?) . "7(#####EK
L+337) . C%OMH 2 N% ; %4)(&'7-%' 1%&53%L+337% I)C5&(%). %&53%O0 ; %". /%PQ ! MR% ; /S' #"-%) . %OMH 2 #####EB
I 3#7+)& . C% I 3&" .) . C% H . C" C) . C% 6)S37(3%*"#+,&-#####UE
<&537% ; #&S)&3(#####UV

! "#\$%&12&\$#####3+
W' ,)#-#H11' 7&(X%W73()/3 . &=(% A '7\$YP)13%M"(\$%* '7#3#####U9
0>7) . C% ! 73"\$%@ " ?>#####UZ

456&(\$71) 81) 9:\$#####;/
0&337) . C%@ ' ? ?)&&33(#####

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!"#\$%&'(#)*%+,+,-.)

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\$%%&'(!)*'+!, -./+&0.*(!I \$), 2!3 '0!4&' - *+5!'! -67860!*+9*+ -0.6-!6!:%&* ; +&!+9*+ -5!* ; +!
<=>< ?@A!BC< ?D!.-.*.*/+0!.-*6!'! :6%&* ;!(+ '&E!D; .0!+9*+ -0.6-! :6FF63+5!'!G+&.65!6!:
0.4-.:.8' -!*!'886HGF.0;H+ -*0!' -5!/ 'F% 'IF+!F+ '&.-4!+9G+&.+-8+0!:6&!* ; +!F+ '5+&0; .G!*+ 'HE!
D; &6%4; 6%*!* ; +!#J##7#K!'8'5+H.8!(+ '&L! \$), !<=>< ?@A!% -5+&*66M!'!3 .5+!&' -4+!6:!'8*./.*.+0!
' .H+5!'!*+ -; '-8.-4!* ; +!&+8&%. *H+ -*!' -5!&+*+ -*.6-!6:!'3 6H+ -!:'8%F*(L!&+0%F*.-4!.-!-%H+&6%0!
G60.*./+!6%*86H+0E!!

!"#\$%&' ' ()

D; +&!.'0!'!0; '&+5!8+&*' .-*(' -5!86-: .5+-8+!* ; '*!* ; +! \$), !<=>< ?@A!4&' -*!' ; '0!
% -5+-.' IF(!86- *&. I%*+5!6!H'M.-4! \$), !'!I+**+&!GF'8+!:6&!+ /+&(6-+!.- /6F/+5E!
"It has made MSU better and improved our institution."
<8*./+!.- /6F/+H+ -*!6:!'5./+&0+!0' M+; 6F5+&0!.-!0; 'G.-4!* ; +!4&' -*!' -5!.*0!G&64&' HH.-4E!
)%88+00:%F!86FF' I6&'*.6-!3.* ; .-!* ; +!N 6&M70.:+D'0M!P6&8+!F+5!I(!* ; +!G&+0.5+-*!L
&+0%F*.-4!.-!:' /6&' IF+!G6F.8(!6%*86H+0L!.-8F%5.-4!.HGF+H+ -*'*.6-!6:!'!Q73++M!G'.5!
G'&+ -*'F!F+ '/+!G6F.8(!'-5!'!H65.:.+5!I+&+ '/+H+ -*!F+ '/+!G6F.8(E!
)&6-4!0%GG6&*'!' -5!G'&*.8.G'*.6-!:&6H!5+ '-0!' -5!8; '.&0L!86- *&. I%*.-4!*6!* ; +!G&6R+8*0!
'8; .+ /+H+ -*0E!
\$ + -*6&. -4!8.&8F+0!* ; '*! :60*+&!&+F'*.6-0; .G0!' -5!+ -86%&'4+!86FF' I6&'*.6-!' -5!8&6007
5.08.GF.- '&(!.-*+&'8*.6-0!* ; &6%4; 6%*!* ; +!% -./+&0.*(E!
N&*. -4!C+*&+ '*0!* ; '*!I%.F5!86HH%-.*(' -5!.-8&+ '0+!G&65%8*./.*(E!
T.4; F(!&+4'&5+5!+9*+&- 'F!0G+ 'M+&0!* ; '*!I6%4; '*! 3 '&+ -+00!6:!* ; +.&!*6G.80!' -5!+9G+&.0+!
6! ; +!% -./+&0.*(E!
=+5.8'*.6-!6!0; .:.*.-4!5.08%00.6-0! ; .4; F.4; *. -4!* ; +!HG6&* ' -8+!6:!'OBUDVW!
'3 '&+ -+00E!!
)%88+00:%F!.HG&6/+H+ -*0!6:!* ; +!)G&. -4!U&+ 'M!@ 'HGL!G&6/ .5.-4!'!/. '*F!0+&/ .8+!*6!
: '8%F*(X0* ':E!

* '+,,\$%&\$()

A /+ -*!'**+ -5' -8+!' -5!'8*./+!G'&*.8.G'*.6-L!+0G+8.'FF(!:6&!06H+!'8*./.*.+0!0%8; !'0!* ; +!
I66M!8F%I0!' -5!H+ -*'F! ; +'F* ; !5'(E!
<F.4-.-4!+ /+ -*!08; +5%F.-4!3.* ; !+HGF6(+!G&+; +&+ -8+OX' /'.F' I.F.*(E!
<55&+00.-4!5.:.8%F*!00%+0!3.* ; !F+ '5+&0; .GL!0%8; !'0!0%0*' .- 'I.F.*(!6:!'0*&'*.4.+0!' -5!
6-46.-4!G6F.8(!86-8+&-0E!
@6HH%-8'*.6-!' -5!*&' -0G'&+ -8(!' I6%*!* ; +!:%*%&+!6:!' \$), !<=>< ?@A!0*&'*.4.+0E!!
Y-46.-4!% -5.-4!F.H.* '* .6-0!' -5!G+&8+G*.6-0!' H6-4!0*'M+; 6F5+&0!6:!'! 'F'8M!6:!'0%GG6&*!
:6&!* ; .0!3 6&ME!!
)&+ 'HF.-.-4!G6F.8(!5+ /+F6GH+ -*!G&68+00+0E!

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= -'02)>#-#, &)

[-0*. %*.6- 'F.\+!*;+!3&*. -4!&+*&+ 'L!'0!0*'M+;6F5+&0!&+G6&*+5!.*!; '5!'!*&' -0:6&H'*. /+!

">+/-4! ?+&\$%!5\$@>!"8+.&;l2!D;+! \$) , !<=>< ?@A!*+' H!' 5H.-.0*+&+5!0%&/+(0!*6!G' &+-*0!3 ;6!
; '5!8; .F5&+-!'**+-5.-4!*;+!#J#K!)G&.-4!U&+'M!@ 'HGE!![-!*6*'FL!K^!8; .F5&+-!'**+-5+5!*;+!8' HGL!
3.*; !#K!G' &+-*0!G&6/ .5.-4!:+5I '8M!6-!*;+!+/+-*E!

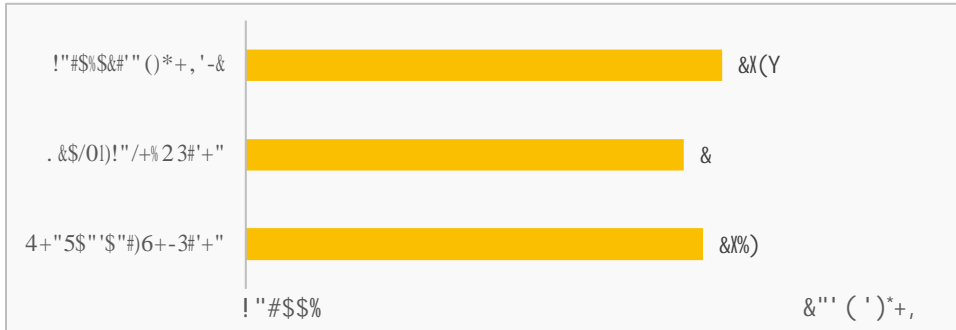
Y*;+&!0%44+0*.6-0!:6&!:%*%&+!+/+-*0!.-8F%5+5!+-0%&.-4!*;+!+/+-*!3 6%F5!I+!+F.4.IF+!'0!'!3 +FF-+00!
+/+-*!' -5!; '/.-4!'FF!6!*;+!+/+-*!.-!6-+!8+ -*&'F!'&+ 'E!

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N; .F+!'**+-5' -8+!3 '0!-6*!6/+&3 ;+FH.-4L!' H6-4!*;60+!3 ;6!G'&*.8.G'*+5L!:++5I'8M!0%44+0*0!*;+!
6G.80!'55&+00+5!3+&+!.-+&+0*.-4L!*;+!.-:6&H'*.6-!3 '0!%0+:%FL!' -5!*;+!F68'*.6-!3 6&M+5!3+FF!
!P.4%&+!#2E!P%&*;+&H6&+L!-+'&F(!*;&+7:6%&*;0!1f^ g 2!-6*+5!*; '*!*;+(!3 6%F5!&+86HH+-5!*;.0!+/+-*!
6!.-86H.-4!:'8%F(16&!0*'::E!N;+-!'0M+5!3 ; '*!*H+!6!:5' (!.0!H6&+!86- /+-.-*!G' &*.8.G' -*0!
&+G6&*+5!*; '*!F'+&!.-!*;+!5' (!.0!I+**&L!3 .*;!^" g !&+G6&*.-4!':+&-66-L!Kh g !&+G6&*.-4!H.55' (L!' -5!
6-F(!#" g !&+G6&*.-4!H6&-.-4E!!

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P.4%&+!#E!a'&*.8.G' -*0!:+F!*;+!.-:6&H'*.6-!G&+0+ -*+5!3 '0!.-*+&+0*.-4!' -5!%0+:%F!1-1#K2!

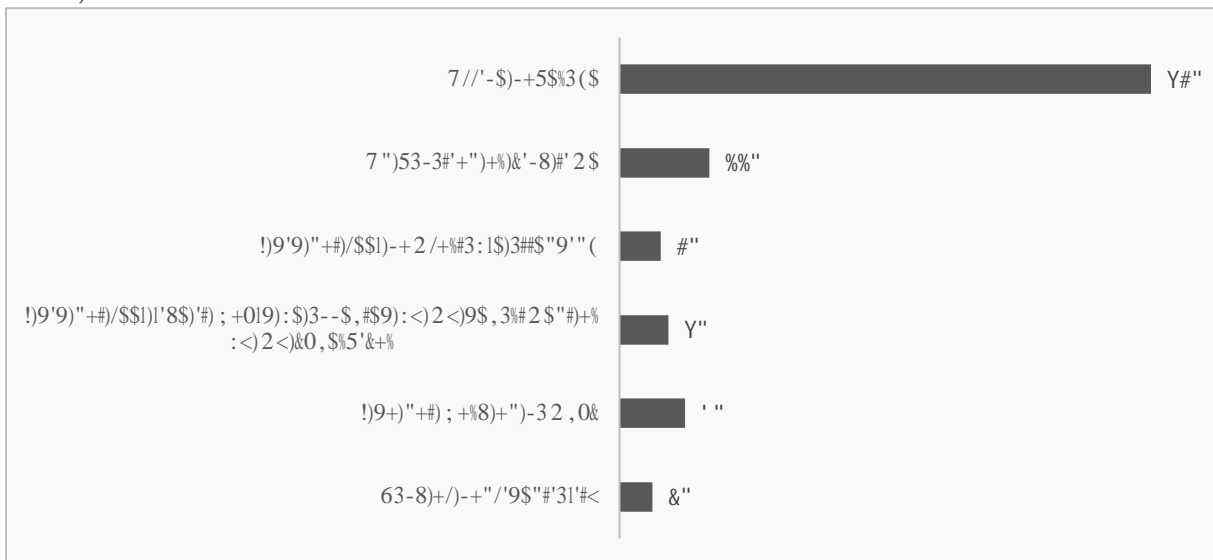


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<H6-4!*;60+!3 ;6!5.5!-6*!'**+-5!*;+!+/+-*!*&+!H'R6&.*(!1fK g 2!.-5.8'*+5!*;+(!3 6%F5!; '/+!F.M+5!
*6!; '/+!'**+-5+5!*;+!U'8M!*6!U'0.80!P'8%F*(!'-5!)*' :!\$+-*'F!T+'F*;!P'.&E!D;+!I'&&.&+&0!
G&+/+-*.-4!*;+H!:&6H!'**+-5.-4!'&+!0;63 -!.-!P.4%&+!KL!3 ;8;!0;63 0!*; '*!6::.8+!86/+&'4+!3 '0!*;+!
G&.H'&(!I'&&.&+&E!!

!

P.4%&+!KE!Y::.8+!86/+&'4+!3 '0!*;+!G&.H'&(!I'&&.&+!G&+/-+ -*.-4!G+6GF+!:&6H!'**+-5.-4!*;+!\$+-*'F!
T+'F*;!P'.&!1-1 iK2!



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C,..>%//DE ! ,--\$&,F-.9G,/9\$)B-4.\$-/?\$&,-/\$H2.8:B2F\$

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D3+-*(!'5H.-.0*&'*6&0!

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Y-!'!0.H.F'&!b7G6.-*!08'F+L!G'&*.8.G'-*0!&'*+5!*;+.&!86-:.5+-8+!F+!/F!I+:6&+!' -5!':*+&!.-!'!-%HI+&!6:!'&+'0!3 ;+&+!'!3 '0!*;+!F63+0*!F+!/F!6:!86-:.5+-8+E!<0!P.4%&+!b!0;630L!H+'0%&'IF+!4' .-0!3 +&+!6I0+&/+5!'8&600!H'-(!'&+'0L!3.*;!*;+!4&+'*+0*!4' .-0!. -!H'M.-4!8; '-4+0!*6!G6F.8(!6-!%-+]% 'F!

'J!
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- ./!21'3!

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! ,/92.4/ I\$)4.7=, :\$\$

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D;+! \$ +-*6&.-4!@.&8F+0!G&64&'H!.0!'!G&64&'H!86-*.-%+5!:&6H!G&+/.6%0!(+'&0!*;'*!.0!5+0.4-+5!*6!

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a !&*.8.G' - *0!& '*+5!*; +!*6G.80!86/+&+5!.-!*; +!H+ - *6&. -4!8.&8F+0!. -!6&5+&!6: !%0+: %F- +00E!D; +!
'44&+4 '*+5!H+' -0!1' !F63 +&!H+' -!0%44+0*0!. *!3 '0!H6&+!6: *+ -!0+F+8*+5!'0!' !*6G!8; 6.8+2L! '0!3 +FF! '0!
*; +!*6*'F! -%HI+&!6: !*.H+0!+ '8; !*6G.8!3 '0!0+F+8*+5!'0!*; +c!*6G!8; 6.8+L!*6G!*36!8; 6.8+0L!F'0*!8; 6.8+L!
6&!F'0*!36!8; 6.8+0!.0!0; 63 -!. -!D' IF+!"E!j T63 !*6!5+'F!3.*; !I%&-6%*' ' -5!&+-+&4.\+k!3 '0!0+F+8*+5!
'0!*; +!H60*!%0+: %F!*6G.8!3.*; !Q!6:!*; +!"Q!G' &*.8.G' - *0!0+F+8*. -4!*; .0!'0!*; +.&!*6G!G.8M!'0!*; +!H60*!
%0+: %F!' -5!"K!0+F+8*. -4!*; .0!'0!6-+!6:!*; +.&!*6G!*; &+!+8; 6.8+0L!' -5!-6-+!&'*. -4!*; .0!.-!*; +.&!I6**6H!
*36!8; 6.8+0E!D; +!j YG+ -!5.08%00.6-k!*6G.8!&+8+./+5!H.9+5!&+/.+30L!3.*; !G' &*.8.G' - *0!+.*; +&!&'*. -4!
.*!+9*&+H+F(!; .4; !!Q!&' *+5!*!'0!*; +.&!*6G!8; 6.8+2!6&!&'*. -4!*!+9*&+H+F(!F63 !!Q!&' *+5!*!'0!*; +.&!F'0*!
8; 6.8+2E!
!

D' IF+!"E! \$ + - *6&. -4!@ .&8F+!G' &*.8.G' - *0!: 6% -5!H' - (!6:!*; +!*6G.80!%0+: %F!1-1 "Q2!

"#\$%&!	' ()*!	+!#,!-% . (/! /(0(&-(1)!/! +2!	+!#,!-% . (/! /(0(&-(1)!/! +2!#3!+4!	+!#,!-% . (/! /(0(&-(1)!/! +5!	+!#,!-% . (/! /(0(&-(1)!/! +6!#3!+5!
7#8!-#!1()0!8%-9!; ;3*#; -!)*1! 3((*(3<%=(!	4>?!	@!	2A!	J!!	J!!
7#8!-#!/)B!*#!)*1!/(-%*<! : #; *1)3%(!8%-9!�(<; (/)!*1! /-; 1(*-!/!	?>@!	4!	C!	J!!	J!!
7#8!-#!)1D#&)-(!)*1!/\$\$#3-! #-9(3!8# . (*!	E>C!	!J!	?!	2!	?!
F\$(*!1%/&; // %#!	E>C!	@!	6!	@!	2?!

!K!
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1.-8F%5.-4!I6*;!*+-%&+7*&'8M!' -5!-6-7*+-%&+!*&'8M2_!;63+ /+&!*;+!5.:+&+-8+!3 '0!-6*!0*'*.0*.8'FF(!
0.4-..:8' -*E!D;+!H'R6&.*(!6:!G'&*.8.G' -*0!3 ;6!86HGF+*+5!*;+!0%&/+(!.-5.8 '*+5!*;+(!3 6%F5!
G'&*.8.G '*+!.-!! \$ +-*6&.-4!@.&8F+'4' .-!-+9*(+'&!3.*;!H60*!1QK g 2!G&+:+&&.-4!*6!0*'(!3.*;!*;+!
0'H+!4&6%GL!3 ;.F+!' I6%*!6-+!.-!./+!1#" g 2!+9G&+00+5!.-*+&+0*!.-!G'&*.8.G '*.-4!.-!'!5.:+&+-*!4&6%GE!!
P6&!:%%&+!*6G.80!*6!.-86&G6&' *+!.-*6*;*+! \$ +-*6&.-4!@.&8F+0L!G'&*.8.G' -*0!0%44+0*+5!*;+!:6FF63.-4!
*6G.80c!

T63!*6!.-8&+'0+!G&65%8*./.*(!
\$ 6&+!6-!&+8;' &4.-4!
<!4&' -*!3 &.*.-4!3 6&M0;6G!
a%IF.8'*.6-0!
<5/68 '*.-4!:6&!0+F:!
@6-*.-%+!3.*;!0*&+00!86G.-4!0*&' *+4.+0L!H+-*'F!+9;' %0*.6-L!+*8E!
T

!'^!
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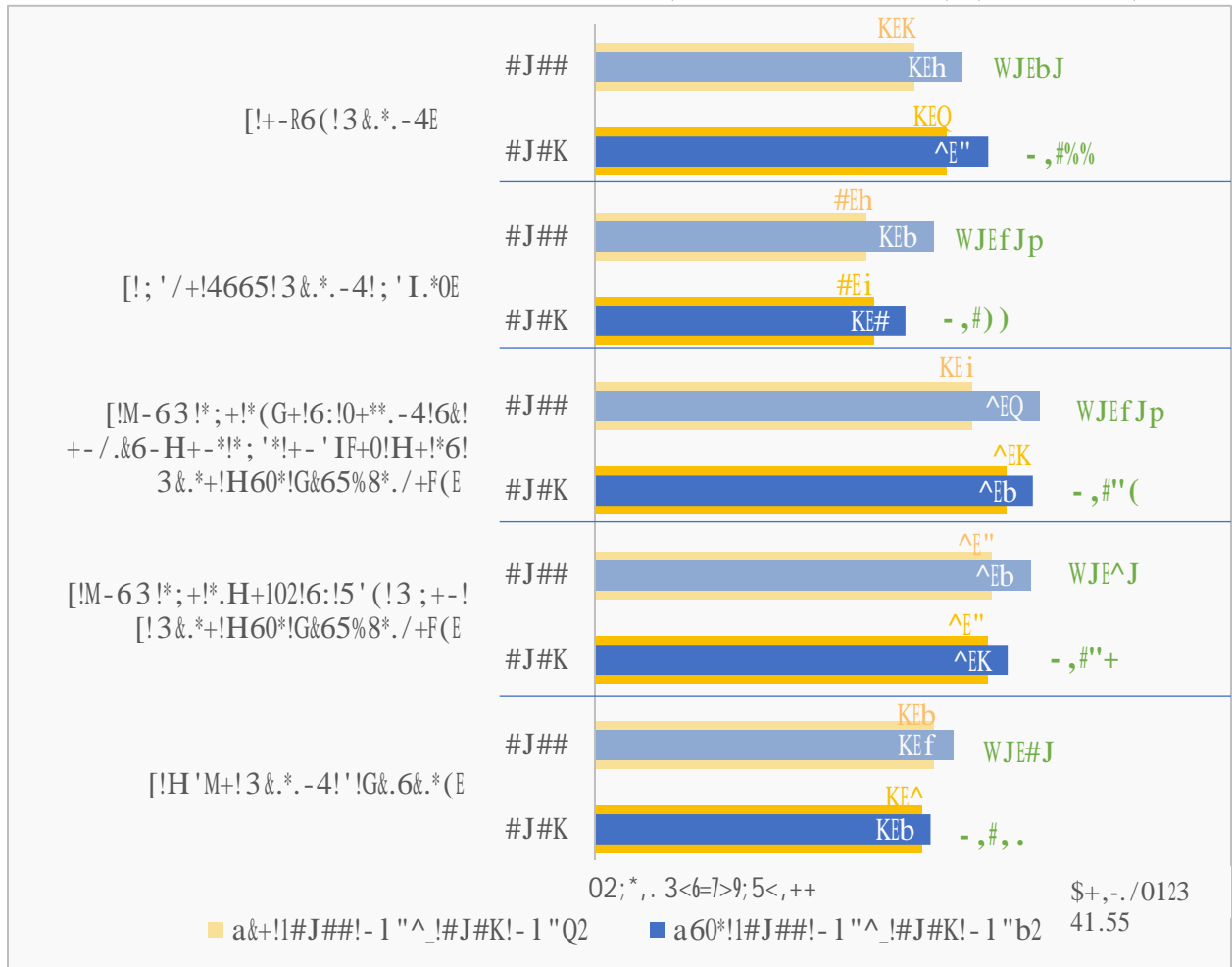
!

< -6*; +&!0*!M+; 6F5+&!0%44+0*+5!*; +!G600.I.F.*(!6:!H.570+H+0*+&!6&!+ - 576:7

!Q!
!

!h!
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P.4%&+!"JE!N&.*-4!&+*&+!*G'&*.8.G'-*0!86-*.-%+5!*6!0;63!H65+0*!4'-.0!3.*;!*;+.&!3&.*-4!;'I.*0!



!"#\$%&'()*+ , , *+, *.- / 0 1, '2-, .-3'

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!

#J!
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P.4%&+!""!0;630!*;'!H'-(!G'&*.8.G'-*0!F'8M+5!86-.:5+-8+!-'&+'0!&+F'*+5!*6!3&.*.-4!46.-4!-*6!
;'!&+!&+'*!I%!*;'!*;'!&186-.:5+-8+!-8&+'0+5!.HH+5.'*+F(!:6FF63.-4!*;'!&+*!&+'*E!N;..F+!*;'!
.-8&+'0+0!3+&+!0*'.0*.8'FF(!0.4-.:8'-'!8&600!'FF!'&+'0!-!#J###!*;'!6-F(!0.4-.:8'-'!HG&6/+H+-*!
.-!#J#K!3'0!-'*;'!&186-.:5+-8+!*6!'55&+00!*;'!8;'FF+-4+0!*;'!*!':+8*!*;'!&!'I.F.*(!*6!3&.*+!
G&65%8*./+F(E!Y-!'!:/+7G6.-*!08'F+!3;+&+!'!1!-(#!\$#!\$)!'-5!b!1!#!(\$!4+&\$#!&P#&-#!G'&*.8.G'-*0!
&+G6&+5!'!H+-'!6:#!#Ei!3;+-!&*.4!*;'!&186-.:5+-8+!*6!'55&+00!*;'!8;'FF+-4+0!*;'!*!':+8*!*;'!&!
'I.F.*(!*6!3&.*+!G&65%8*./+F(!I+:6&+!*;'!&+*!&+'*!L!3;.8;!.8&+'0+5!*6!KEb!':*+&!*;'!&+*!&+'*E!!
!
P.4%&+!""E!N&.*.-4!&+*!&+'*!G'&*.8.G'-*0Z!86-.:5+-8+!-'*;'!&13&.*.-4!-8&+'0+5!.HH+5.'*+F(!
:6FF63.-4!*;'!&+*!&+'*!

!"#\$%&'()*+ , *+, *-./0"1, '2-, .-3'

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).H.F'&!*6!G&+/.6%0!(+'&0L!*;+!3&.*.-4!&+*&+'*!3 '0!3 +FF!&+8+./+5!I(!G'&*.8.G' -*0E!<0!P.4%&+!"#!
0;630L!*;+!#J#K!&+*&+'*!3 '0!G+&8+./+5!0.H.F'&F(!6&!H6&+!:/6&'IF(!*; '-!*;+!#J##!. -!H' - (!3 '(0E!
<-!+98+G*.6-!3 '0!. -!:+F.-4!*; '*!46'F0!0+*!:6&!*;+!&+*&+'*!3 +&+!H+*!L3 ;.8;!0;63+5!'!5+8F.-+!:&6H!
i#g!'4&+.-4!6&!0*6-4F(!'4&+.-4!. -!#J##!*6!hJ g !:++F.-4!*;.0!3'(!.-!#J#KE!<-6*+&!+98+G*.6-!
3 '0!. -!'4&+.-4!*; '*!*;+!j N&.*+!B6'F0! \$ +*;65k!36&M0;6G!3 '0!I+-+:.8.'EL!3 ;.8;!5+8F.-+5!:&6H!
Qi g !*6!bK g E![-!86-*&'0*!L!G'&*.8.G' -*0!:&6H!*;+!#J#K!&+*&+'*!3 +&+!H6&+!F.M+F(!*6!&+G6&*!*;+(!
F+'&-+5!-+3!0*&'*+4.+0!:6&!3&.*.-4!H6&+!+::+8*./+F(L!3.*;!hJ g !'4&+.-4!6&!0*6-4F(!'4&+.-4!3.*;!
;.0!0' *+H+ -*!. -!#J#KL!86HG'&+5!*6!Qi g !.-!#J##E!B&63*;!.-!G&6:+00.6- 'F!-+*36&M0!3 '0!'F0!
4&+'*+&!.-!#J#KL!3.*;!iK g !'4&+.-4!*; '*!*;+!&+*&+'*!+9G' -5+5*;.0!. -!#J#KL!3 ;.F+!hb g !:+F*!*;.0!
3'(!'.*+&!G'&*.8.G'*. -4!. -!#J##E!
!
P.4%&+ " #E!D;+!3&.*.-4!&+*&+'*!3 '0!3 +FF!&+8+./+5!I(!G'&*.8.G' -*0!+'8;!6:!*;+!G'0*!:6%&!(+'&0!!

!

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0; '&+5!*; '*!*; +.&!+9G+&.+ -8+!3 '0!6/+&3 ;+FH.-4F(!G60.*./+!I+8 '%0+!6:!*; +!.-.*.'F!0%GG6&*!' -5!
.-0G.&'*.6-!*; +(!+9G+&.+ -8+5L!-6*.-4!*; +!/ 'F%+!:6&!-+3 +&!:'8%F*(E!A, @!D\$/+); !- &O!D\$68)#; F!K '/1!/1!
@; !D/+1#/#/@!\$- *!, !+&\$)); !>>+&6/\$#&!# '&! (>> (+#8-/#; !#(!- &#O (+%!O/#'!(# '&+!O (@&-!O' (!\$+&!

#^!
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#b!
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(. &+ O (+%& *WFJ!

#Q!
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[-*&H0!6:!::%%&+!0%GG6&*!?!?3;4!2!2?374>50E?;0>>0/54@05700/5C8;528741790/53>>>l>437205 6 8:17B5
C8;F3;/#D;+(!:6%-5!/'F%+!-.!*;+!G&'8*.8+!6:!'H++*. -4!'!'+3!*.'H+0!5%&. -4!*;+!0+H+0*+&L!'0!3'0!
56-+!-.!*;+!G&+/.6%0!(+'&E!T63!+/+&L!*;+(!'8M-63F+54+5!*; '*108;+5%F. -4!*;+0+!H++*. -40!;'5!I++-!
'!8;'FF+-4+!E!D6!'55&+00!*;.0L!G'&*.8.G' -*0!0%44+0*+5!*;+!.'HGF+H+- '**.6-!6:!'!/.&.*% 'F!:6&%H!6&18; '*!
GF'*:6&H!6%*0.5+!6:!*;+.&!&+4%F'&!4&6%G0E!D; .0!GF'*:6&H!86%F5!: '8.F.*'+!86HH%- .8'*.6-!' -5!
86FF' I6&'*.6-L!' FF63. -4!H+HI+&0!*6!5.08%00!8; 'FF+-4+0!*;+(!'&+!8%&&+-*F(!+-86%-*+&. -4!' -5!
.5+-*.:(!*+&+!+50E!<55.*.6- 'FF(L!*;+(!'&+86HH+-5+5!86-5%8*. -4!&+4%F'&!8;+8M7.-!5.08%00.6-0!' *!
.-*+&/'F0!*6!'00+00!6-46.-4!+50!' -5!G&6/.5+!*;+!+8+00'&(!0%GG6&*E!D; .0!'GG&6'8; !36%F5!+- 'IF+!
G'&*.8.G' -*0!*6!0* '(!86-- +8*+5!L!0; '&+!+9G+&.+-8+0L!' -5!&+8+./+!*;+!'00.0*' -8+!*;+(!'&+]%.&+!5+0G.*+!
'-(!08;+5%F. -4!5.:.8%F*.+0E!
!

a'&*.8.G' -*0!0; '&+5!4+-+&'FF(!G60.*./+!:+5I'8M!' I6%*!*;+!&+*&+ '*!0G'8+L!F68'*.6-L!' -5!F64.0*.80L!
-6*. -4!*; '*!*;+!AD((*!O\$!/) (. &);!J!*; '*!*;+(!:+F*!*;+!0G'8+!3'0!A>&+D&6#J!' -5!*;+!&66H!3'0!]%.+*!
'-5!86-5%8./+!*6!3&*. -4E!D;+(!:+F*!*;+!&+*&+ '*!0.\+!3'0!'GG&6G&. '*+!' -5!*; '*!*;+(!+9G&+00+5!
'GG&+8.*.6-!6&!C+4;E![-!'55.*.6-!6!-6*. -4!*;+!H' - (!G60.*./+!'0G+8*0!6:!*;+!&+*&+ '*L!*;+(!'F06!
6::+&+5!0%44+0*.6-!6:!*%&*;+&!.HG&6/+!*;+!&+*&+ '*!. -!*;+!:%*%&+L!. -8F%5. -4!*;+!:'6FF63. -4c!
\$ 6&+!3&*. -4!*.'H+!' -5!F+00*.'H+!6-!d66H!
, 0.-4!d66H!6-!-.5./ .5% 'F!86HG%*+&0!&'*;+&!*; '-!6-!'!G&6R+8*6&!6&!*;+!3; 6F+!&66H!
<!5.:+&+ -*!0G'8+!L!0%8;!'!0!'!0G'8+!3.*; !3. -5630!6&! '0G'8+!6-!8' HG%0!' -5!3 'FM' IF+!
<!3&*. -4!0*'*.6-!3.*; !5% 'F7H6-.*6&0!
<!--+3!* 'IF+!0+*!%G_!G&+/-+*+5!G'&*.8.G' -*0!:&6H!:%FF(!.-*+&'8*. -4!!
D+HG+&'*%&+!86- *&6F!6:!*;+!&66H!!
=+0.4- '*+5!0G'8+!:'6&!5.08%00.6-0X!d66H!8'FF0L!0+G'&'*+!:&6H!])%.+*!3&*. -4!0G'8+!
=+0.&+!:'6&!5.:+&+ -*!4&6%G0!3.*; !86FF+ '4%+0!*; '*!&+!-6*!:'H.F.'&!!
>'&+*(!.-!F%-8; !6G*.6-0!3.*; !H6&+!G&6*+.-!' -5!F+00!8' &I0!
!

[-!*;+!:%*%&+L!&+*&+ '*!G'&*.8.G' -*0!36%F5!F.M+!*6!0+!*;+!:'6FF63. -4!0+00.6-0!+HI+55+5!..-*;+!
3&*. -4!&+*&+ '*c!!
@6HI '**. -4!' IF+.0H!
T63!*6!I+!8&+ '*./+!
\$ 6&+!-.75+G*; !0+00.6-0!6-!4665!3&*. -4L!&+/.0.6-L!' -5!+5*. -4!G&'8*.8+0!
\$ 6&+!-.5+G+-5+-*!3&*. -4!*.'H+!
a6*+ -*.'FF(!8' *+46&.\+!G'&*.8.G' -*0!I'0+5!6-!+9G+&.+-8+X-++50X46'F0!!
!

[-!'55.*.6-!6!'55&+00. -4!*;+0+!.'00%+0!'!:%*%&+!3&*. -4!&+*&+ '*0L!*;+!3&*. -4!&+*&+ '*!G'&*.8.G' -*0!
+9G&+00+5!'!5+0.&+!:'6&! \$), !*6!'F06!'55&+00!*;+!:'6FF63. -4!*6G.80!*; &6%4; !6*;+&!+/-+*0c!!
@; .F5&+!-' -5!'8'5+H. '!7!-6*!R%0*I+.-4!'!36H' -L!I%*!I+.-4!'!H6*;+&!--/.4'*. -4!*; .0!
0G'8+!
@6-8&+*+!0*&'*+4.+0!:'6&!--/.4'*. -4!*69.8.*(!3.*; -!*;+!%-. /+&0.*(L!G'&*.8%F'&F(!:&6H!
'5H.-.0*&'*.6-L!3.*; !'!:'68%0!6-!*; 60+!'&+ '0!*; '*!5.0G&6G6&*.6- '*+F(!.HG'8*!36H+--!

#f!
!

Y&4'-. \.-4!*6!G%0;!I'8M!6-!%-&+'F.0*.8!*+'8;.-4X0+&/ .8+X&+0+'&8;!+9G+8*'.6-0!'*\$) ,!
3.*;!*;+!+/+&7&+5%8+5!0%GG6&*!1:.-' -8.'F!' -5!0*&%8*&'F2L!+0G+8.'FF(!:6&*+-%&+!*&'8M!
:'8%F*(!
)'(-4!-6!*6!0+&/ .8+!7!a&6*+8*.-4!3&.*.-4!* .H+!

!

D;+!0%88+00!6:!*;+!3&.*.-4!&+*&+'*!G&6HG*+5!5.08%00.6-0!' I6%*!+HI+55.-4!.*!:%&*;+&!.-*6!*;+!

#h!

!

+:+8*/+F(E!D;+(!+HG; '0.\+5!*;+!
0.4-..:8'-8+!6:!!+-4'4.-4!
. -5./ .5% 'F0!3 ;6!3 +&+!4+-%. -+F(!
. -*+&+0*+5!' -5!.- /+0*+5L!'0!*;+0+!
'**+-5++0!3 +&+!H6&+!F.M+F(!*6!
0G&+'5!*;+!3 6&5!' -5!I+-+.:*!:&6H!
*;+!G&64&'HOE!

#i!
!

0%&/+(L!6:!3 ;.8;!H60*!lhQ g 2!3 +&+!3 6H+-L!I%*!*;+(!&+G&+0+ -*+5!'!/'&.**(!6:!86FF+4+!%-.*0!' -5!
&' -MOX&6F+0E!

!

a'&*.8.G' -*0!+ -*+&+5!*;+!0+H.- '&!3.*;!F63 !F+/+F0!6:!M-63F+54+!. -!;63!'5/68'8(!.-!G; (0.80!H'5+!
.HG6&*'-*!8; '-4+0!:6&!]%++&!G+6GF+E

KJ!

!

D;+!6/+&'FF!&+0G6-0+!:&6H!*;+!0+H.-'&!3'0!6/+&3;+FH.-4F(!G60.*./+L!3.*;!hi g !6:!*;60+!
G&6/.5.-4!:++5I'8M!&'*. -4!*!'0!. &;!>(1/#/.&

K"!
!

OBUDVWE!AK '&+&!0\$!@86 '!@ (+&!*/16811/(-!\$(8#!+&6+8/#@&-#!\$- *!+&#&-#/(-!(D!D\$68)#;!0 '(!\$+&!*/. &+1&!FJ!

!
) *'M+; 6F5+&0!; .4; F.4; *+5!*; +! / 'F% ' IF+!.HG '8*!6:!*; .0!0G+8.:.8! 3 6&M0; 6G!' -5!8%&&+ -*!-. *.'*./+0!.-!
&' .0.-4!' 3 '&+-+00!6:!/ ' &.6%0!*6G.80!3.*; .-!*; +% -./+&0.*(!86HH%-.*(E!D; .0!+:.6&*!'55&+00+5!
OBUDVW!.00%+0L!*+'8; .-4!0*&' *+4.+0!&+F' *+5!*6!OBUDVW!0*%5+-*!86-8+&-0!.-!) DA \$!86%&0+0L!
5./+&0.*(!.-86&G6&' *.6-!.-!:'8%F*(!&+8&%.*H+-*L!' -5!0*&' *+4.+0!:6&!H.*.4'*. -4!.HGF.8.*!I. 'OE!D; +!
0*'M+; 6F5+&!+HG; '0.\+5!*; +!G&64&' H\$0!0.4-.:.8' -*! / 'F%+!.-!G&6H6*. -4!5./+&0.*(!'-5!' 3 '&+-+00E!

!
!
: &6+8/#/-4! : &#\$/-/-4!\$- *!7-4\$4/-4! [/. &+1&!<\$68)#;!
!

[-!F' *+! \$ '&8; !#J#KL!=&E!D':: (+!@F' (*6-!; 60*+5!0+ /+&'F!'8*./.*.+0L!
.-8F%5.-4!'!0(HG60.%HL! 3 6&M0; 6GL!'!5.--+&!3.*; !% -./+&0.*(!
&+G&+0+ -*'*/.+0L!' -5!'!F%-8; !H++*. -4!*; +!:6FF63.-4!5' (!3.*; !
%-./+&0.*(!'5H.-.0*&'*.6-E!D; +!:'8%F*(!3 6&M0; 6GL!jC+8&%.*.-4L!
C+*' .-.4L!' -5!A-4'4.-4! =./+&0+!P'8%F*(Lk!3 '0!:6FF63+5!I (!*; +!
:'8%F*(!' -5!0*'::!0(HG60.%HL!j)*&' *+4.8'FF(!U%.F5.-4![-8F%0./+!
<8'5+H.8!A- /.&6-H+-*0!D63 '&5!A98+FF+-8+!' -5![HG'8*Ek!=&E!
@F' (*6-20!'8*./.*.+0!G&+0+ -*+5!+ / .5+-8+7I '0+5!86-8+G*0L!
:&'H+3 6&MOL!' -5!F+ '&.-4!H' *+&'FO!*6!.-:6&H! =./+&0.*(L!A]%.*(L!
'-5![-8F%0.6-!1=A[2!G&'8*.8+0E![-!*6*'FL!#!'!G+6GF+'**+-5+5!*; +!
0(HG60.%H!' -5%6&!3 6&M0; 6GL!-.+!6:!*3 ; .8; !G&6/ .5+5!:+5I '8M!
*;&6%4; !'!G60*7+ /+ -*!0%&/+(E!!

!
N; .F+!:++5I '8M!3 '0!F.H.*+5!' -5!0; 6%F5!I+!.-*+&G&+*+5!3.*; !8'%.6-!'0!6-F(!:./+!G'&*.8.G' -*0!
'-03+&+5!*; +!0(HG60.%H!M-63F+54+!])%+0*.6-0L!'H6-4!*; 60+!3 ; 6!G&6/ .5+5!:+5I '8ML!*; +!'8*./.*(!
0; 63+5!0%I0*' -*.'F!4' .-0!.-!M-63F+54+!6!G'&*.8.G' -*OE! ` -63F+54+!.-8&+'0+5!' *+&! '*+*-5.-4!*; +!
0(HG60.%H!'!:%FF!G6.-*!6-!*; +!b7G6.-*!08'F+!3 ; +&+!'!1!-(#!\$#!\$)!%-(0)&*4&\$C)&' -5!b!1!

K#!
!

Kb!
!

P.4%&+!"h!0;630!*; '*!-+'&F(!'FF!G'&+-*0!3 ;6!86HGF+*+5!*; +!0%&/+(!-!#J#K!!iQ g 2!/.+3+5!*; +!
8' HG!'0!'!0.4-..:8' -*!I+-+:. *L!3.*; *; +!&+H' .-.-4!^ g !G+&8+./+5!*!'0!'!H65+&'*+!I+-+:. *E!N ;.F+!
; +!8' HG!3 '0!'F06!G+&8+./+5!'0!I+-+:.8. 'F!.-!#J##L!; +!0.4-..:8' -8+!6:!*; .0!I+-+:. *!.-8&+'0+5!.-!
#J#KE!!

!

P.4%&+!"hE!P'8%F*(X0*': :!G' &+-*0!: +F*!*; +!)G&.-4!U&+'M!@'HG!3 '0!'!0.4-..:8' -*!I+-+:. *E!

!

!

D; +!0G+8..:8!.HG'8*0!6:!*; +!8' HG!6-!:'8%F*(X0*': :!F./+0!'&+!.FF%0*&' *+5!.-!P.4%&+!" iL!3 ;.8;!0;630!
; '!'FF!G'&+-*0!1"JJ g 2!:+F*!. *!G&6/.5+5!*; +H!3.*; !H6&+!*H+!*6!:68%0!6-!*; +.&!3 6&ME! ?+'&F(!'FF!
&+0G6-5+-*0!'F06!: +F*!. *!; +FG+5!*; +H!' /6.5!; ' /.-4!*6!'M+!/'8'* .6-!5' (0!02!' -5!8' -8+F!8F'00+0E!!

!

P.4%&+!" iE!D; +!)G&.-4!U&+'M!@'HG!; +FG+5!:'8%F*(X0*': :!G'&+-*0!I (!G&6/.5.-4!*; +H!3.*; !H6&+!
*.H+!*6!:68%0!6-!3 6&M!' -5!' /6.5!*'M.-4!/'8'* .6-!5' (0!' -5!8' -8+F!8F'00+0E!

!!

!

N; +-.15+08&.I.-4!*; +!3 '(0!*; +!8' HG!.HG'8*+5!*; +.&!3 6&M!F.:+L!G'&+-*0!H60*!6:*+-!86HH+ -*+5!6-!
*; +!.HG'8*0!6:!*; +!8' HG!6-!*; +.&!8;.F5&+-!' -5!; 63!*; '*!; +FG+5!*; +HE!a'&+-*0!5+08&.I+5!*; +!8' HG!
'0!A\$-!&-+!6' /-4!&-./+(-@&-#J!

Kh!

!

;+'F*;L!'0!3+FF!'0!*;+!8;.F5&+-!G'&*.8.G'*.-4E![-!'55.*.6-!*6!*;.0!I+-+:. *L!:'8%F*(X0*'::!G'&+-*0!
86HH6-F(!5+08&.I+5!;63!*;+!8'HG!;+FG+5!*;+H!:68%0!6-!*;+.&!36&M!' -5!&+5%8+5!*;+!0*&+00!.-!
;.&!F./+0!I+8'%0+!;+(!5.5!-6*!;' /+!*6!0G+-5*!H+!' -5!+-+&4(!36&&(. -4!'I6%*!8;.F58'&+!' -5!*;+(!
86%F5!&+0%H+!*;+.&!&+4%F' &!36&M!08;+5%F+0

Ki!
!

I#\$DD!#(!&-6(8+\$4&!# '&@!#(!6(@&!#(!&. &-#IFJ!<-6*;+&!0*'M+;6F5+&!5+08&.I+5!*;+!-++5!*6!
'886HG'-(!*;+!'4+-5!'3.*;!0G+8.:!8!G6.-*0!:6&!86-*+HGF'*6-L!*;+&+I(!:60*+&.-4!H+'-.-4:%F!
+-4'4+H+*E!D;.0!0*'M+;6F5+&!+HG;'0.\+5!*;+!.HG6&*' -8+!6:!G&6/.5.-4!'HGF+!*H+!:6&!86HGF+9!
G&6IF+H!86-0.5+&'*.6-L!'8M-63F+54.-4!*;'*/'F%'IF+!.-0.4;*0!86%F5!I+!4+-+&'*+5!:.!.-5./.5%'FO!
3+&+!4./+*!*;+!6GG6&*&%.*(!*6!G6-5+&!6/+&!8&*.8'F!H'***&0!I+:6&+;' -5E!!
!
N;+-!0*'M+;6F5+&!0!3+&+!'0M+5!'I6%*!*;+.&!G+&0G+8*/+0!6-*;+!G6*+*.'F!86-*.-%'*.6-!6:*;+![]@!
'*+&!*;+!86-8F%0.6-!6:!?)P!:%-5.-4L!H60*!3+&+!%-0%&+!3;'*!36%F5!;'GG+-L!I%*!H'-(!+9G&+00+5!
'!5+0.&+!*6!86-*.-%+!*;+![]@L!-6*.-4!*;'*!+0&/+0!' -!.HG6&*' -*!:%-8*.6-!.-!5&./.-4!<=><?@A!
+::6&*OE!!
!
N;+-!'0M+5!:6&!0%44+0*.6-0!6-!I+**+&!%*.F.\-4!*;+!A9*+&- 'F!)*++&.-4!@6HH.**++!1A)@2L!06H+!
86- /+(+5!'!5+0.&+!:6&!4&+ '*+&!. -/6F/+H+*!6:!*;+!+*.&+!a[*+ 'H!.-!A)@!H++*. -40!I%*!3+&+!%-0%&+!
.:!*;+!A)@!H++*. -40!36%F5!86-*.-%+!.-!*;+!:%*%&+E!D;+(!;.4;F.4;*+5!*;+!G6*+*.'F!I+-+.*0!6:!
.-*+4&'*. -4!' -5!866&5.- '*.-4!+:.6&*0!I+*3+-!*;+!A)@!' -5!*;+![]@L!'8M-63F+54.-4!*;'*!*;+0+!
4&6%G0!0+&/+!5.0*. -8!*G%&G60+OE!<!0*'M+;6F5+&!0%44+0*+5!*;'*!.HG&6/+5!86HH%-8'*.6-!' -5!
F+'5+&0;.G!:&6H!*;+!4&' -*!*+ 'H!86%F5!:'8.F.* '*+!*;.0!86-- +8*.6-E!D;+(!'F06!'GG&+8.'*+5!*;+!
I&' .-0*6&H.-4!5.08%00.6-0!*;'*!*;+![]@!+ -4'4+5!.-!' -5!0%44+0*+5!*;'*!0.H.F!&!0;'&.-4!6!:.5+'0!' -5!
.-0.4;*0!:&6H!+9G&+0!86%F5!+-;' -8+!*;+!&6F+!6:!*;+!A)@E!
!
!
!
) -GF<:\$"<FF2.9\$-/?\$L-.9/ ,.:B4F:\$
!
)*'M+;6F5+&!:+5I'8M!6-!.-0*.*%*.6-'F!0%GG6&*!6:!*;+!<=><?@A!36&M!3'0!H.9+5E!)6H+!

^#!
!

) *M+; 6F5+&0! 'F06!+9G&+00+5!*; +.&! 'GG&6/ 'F!6:!. - /6F/ .-4!5+' -0!' -5!06H+18; '.&0!.-!*; +!5+8.0.6-7
H 'M.-4!G&68+00L!3 ; ;8;! ; '5!'!G60.*./+!.HG'8!' -5!.-:F%+-8+5!*; +!+-4'4+H+-*!6:!'H6&+!
.-5./ .5% 'FOE!D; +(!'8M-63F+54+5!*; '*!3.*; 6%!*; .0!F+ /+&'4+L!*!3 6%F5!; '/+!I++-!H6&+18; 'FF+-4.-4!
*6!4'&-+&!0%GG&6*E!D; +!4&6%G!H'5+!'!86HH+-5' IF+!5+8.0.6-!6!G./6*!'3' (!:&6H!+98F%0./+!
3 6H+-76-F(!.-.*.'*./+0!5%&. -4!*; +!4&' -*!L'G'&*.8%F'&F(!:*&!*; +!6-0+*!6:!*; +!@Y> [=7" i!G' -5+H.8E!
D; +(!&+ 'F.\+5!*; '*!H+ ' -.-4:%F!8; ' -4+!-+8+00.*'+5!.- /6F/ .-4!'!I&6'5+&!&' -4+!6:!'G+&OG+8*./+0!' -5!
+9G+&.+-8+0L!&' *; +&!* ; ' -!F.H.*.-4!*; +!86- /+&0'*.6-!6!6-F(!3 6H+-E!D; .0!0; .:*.!' -!'GG&6'8; !H'5+!'!
0.4- .:.'8' -!5.:.+&+-8+e/Y -+!-6* 'IF+!+9' HGF+!6:!*; +.&!.-8F%0./.*(!+::6&*0!3'0!.-.*.'*.-4!'!
86- /+&0'*.6-!' I6%*!H'F+!'FF.+0E!D; +(!-6*.8+5!*; '*!H'F+0!6-!8' HG%0!3+&+!-6*!'3'&+!6:!*; +.&!
. -.*.'*./+0L!G&6HG*. -4!*; +H!6!*'M+!'8*.6-E!<0!'!&+0%F*L!*; +(!5+8.5+5!*6!.- /.*!'H'F+0!' -5!; '/+!
OG+ 'M+&0!3 ; 6!86%F5!'55&+00!*6G.80!&F+ /' -!*6!I6* ; !3 6H+-L!%-5+&&+G&+0+-*+5!H.-6&*.+0!' -5!
I&6'5+&!*; +H+0E!<55.*.6- 'FF(L!*; +(!I+8' H+!'8*./F(!.- /6F/+5!.-!*; +!G&.5+!6:!.:8+!' -5!4+-5+&!
+]%.*(!8' %8%0L!86- *&.I%*. -4!*6!*; +.&!/.0.I.F.*(!' -5!.-:F%+-8+!6-!8' HG%0E!
!
[*!3'0!'F06!0; '&+5!*; '*!F+ '5+&0; .G!' *!*; +!8; '.&!F+ /+F!; '0!0; 63-!'!M++-!%-5+&0*'-5.-4!6:!*; +!
8; 'FF+-4+0!.-!&+8&%. *.-4!5./+&0+!0%*5+-*0!' -5!:'8%F*(!I&.54.-4!*; +!4'G!I+*3++-'!5H.-.0%&'*.6-!
'-5!:'8%F*(!86-8+&-0E!T63+ /+&L!'0!6-+!H6/ +0!G!*; +!; .&+&'&8; (L!*; +!5(-'H.8!I+86H+0!H6&+!
G6F.*.8'FF(!-%' -8+5L!A5 '\$/!I\$&!08!#!(-&!I#&>!\$0\$; !D+ (@!D\$68)#;!I\$- *!I(!, !# /- %!# ' &; !+&\$); !*(!4&#!
/##!K' &; !8- *&+I\$- *!# ' &!I#+844)&!!(D!+&6+8#/-4!*/. &!+!1#8* &-#!I\$- *!+&6+8#/-4!*/. &+!I!D\$68)#;!
@@@C&+!C&6\$81!# ' &; !+&!C((#I!(-!# '&!4+(8- *F!K' &; !+&!#; /-4!#(!*(!/##! , #Q!O' &-!; (8!4&#!\$!)/##)&!
'/4' &+!8>!# ' \$#!/##!C&6(@&!@ (+&!> ()/#/6\$)!I\$- *!# '\$#!; (8!*(-0#!O\$-#/#(!@%\$&!\$- ; C(*; !\$-4+; FJ!
!
Y-!*; +!86- *&'&(L!6* ; +&!0* 'M+; 6F5+&0!+9G&+00+5!*; +.&!5.00'*.0:'8*.6-!3.*; !%GG+&! '5H.-.0%&'*.6-50!
5+5.8'*.6-L!G+&8+/. -4!*; +.&!0%GG&6*!'0!H6&+!0%G+&.8.'FE!D; +(!: +F*!*; '*!*; +! '5H.-.0%&'*.6-!
'8M-63F+54+5!*; +!.HG6&*'-8+!6:!*; +!.-.*.'*./+0!I%*!3+&+!%-3.FF.-4!*6!G&6/.5+!*; +!-+8+00'&(!
&+06%&8+0!' -5!86HH.*H+-*!-++5+5!*6!0%0*'.-!\$) , !<=>< ? @AE!P6&!+9' HGF+L!*; +&+!3'0!4&+ '*!
5.0' GG6.-*H+-*'! H6-4!06H+!0* 'M+; 6F5+&0!&+4' &5.-4!*; +!.- 'I.F.*(!6!&+*'.-!'!%FF*.H+!0*':!
H+HI+&!6!F+ '5!*; +!\$) , !<=>< ? @A!6:!.8+!' : *+&!* ; +!4&' -*!:%-5.-4!+-50E!A, !# /- %!# ' &; !6(8)*!
'\$. &!*(-&!C&##&+F!G- *!# ' &; !*/*-L#F!K' &; !%-&0!O '\$#!O&!-&&* &*F!K' &; !L+&!- (#!4/./-4!8!O '\$#!O&!
-&&*FJ! =+0G.*+!+:6&*0!*6!'5/68' *+! :6&!8; ' -4+L!06H+!0* 'M+; 6F5+&0!+F*!*; '*!%GG+&! '5H.-.0%&'*.6-!
&+H' .-+5! ; +0.*' -*!l!j# '&!I# \$81!V8(!+&@\$/-1!# '&!I# \$81!V8(!I\$- *!# '\$#!I. &; !D+8!#+\$#/-4FJ!<!
0* 'M+; 6F5+&!5+08&.I+5!*; +!'5H.-.0%&'*.6-20!'GG&6'8; !'0!; ' -5076:!.!3 ; ;8;! ; '0!&+0%F+5!.-!'!F'8M!6:!
0%GG&6*!5%+!6!-6*!I+.-4!.- /6F/+5!.-!*; +!5' (7*675' (!6G+&'*.6-0E!N ; .F+!'5H.-.0%&'*.6-!3'0!
.- /6F/+5!.-!/. *'F!*'OMOL!*; +!0* 'M+; 6F5+&! '55+5L!j, !# /- %!# ' &; !6(8)* '\$. &!C&&-I(+!1' (O-!>&+' \$>!I\$!
)##)&!@ (+&! (D!\$! .&!#&*!/-#&+&I#!\$#!# '&!\$* @/-/!#+\$#/. &!)&. &)FJ!!
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^K!
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'5H.-.0*&'*.6-!&+864-. \+0!*; +!G./6* 'F!
&6F+!*; +0+!.-.*. '*/+0!GF' (!.-!
:60*+&. -4!:'8%F*(!H6&'F+!' -5!'!5+0.&+!
6!&+H' .-!3.;!*;+!.-0*.*%*.6-E!
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Y-+!0*'M+; 6F5+&!0; '&+5!' -!'55.*.6- 'F!
8; 'FF+-4+!'0!*; +(!-6*+5!'!5.086-- +8*!
.-!*; +.&!.-*+&'8*.6-!3.*;!*;+!
=./+&0.*(L!A)%.*(L!' -5![-8F%0.6-!
l=A[2!6::8+E!D; +(!H+-*.6-+5!*; '*!
*; +!6::8+0!5.&+8*6&!F'8M+5!*; +!
'/ '.F' I.F.*(!6!'**+ -5!H++*. -40!' -5!86%F5-!5+F+4 '*+!'!0* '::!H+HI+&!*6!G' &*.8.G'*+E!D; .0!0.*% '*.6-!
&+0%F*+5!.-!'!4'G!I+*3+-!*; +! =A[!6::8+!' -5!*; +! <=> <? @A!G&6R+8*!L!G60.-4!5::.8%F*.+0!.-!*; +!
G&68+00!6:!. -0*.*%*.6- 'F. \.-4!.-.*. '*/+0!I+(6-5!*; +!4&' -*!G+&.65E!N ; .F+!*; +!0*'M+; 6F5+&!+9GF' .-+5!
; '!*; +!5.&+8*6&!0!-6*!'4' .-0!*; +!+::6&*0!6:!*; +!4&' -*!L!*; +&+!0!-6!' I.F.*(!6!I+!' IF+!*6!0%GG6&*!*; +!
+::6&*0!:&6H!*; +! =A[!6::8+E!A, #0!I!*D/68)!\$- *!\$)I (!>+&I&-#!\$!6' \$))&-4&I!(C./ (81); !D(+!
/- I#/#8#/(-\$)\ /-4!#'/-4!\$D#&+!# '&!4+\$-#!D!(-&! (D!# '&!>+/@\$+;!>&(>)&!O' (!I' (8)*!C&!(-!C(\$+*!\$- *!
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[*!3 '0!'F06!+9G&+00+5!*; '*!H6&+!+:6&*0!86%F5!; ' /+!I+-!H' 5+!*6!+0*' IF.0; !86-- +8*.6-0!6-!
8' HG%0E!D; +!4&6%G!&+ 'F. \+5!*; '*!+-4'4.-4!3.*; !/ &.6%0!8' HG%0!4&6%GOL!0%8; !'0!*; +!:'8%F*(!
0+- '*+L!IF'8M!:'8%F*(!' -5!0* '::!'0068. '*.6-L!' -5!6*; +&!0H' FF+&!6&4' -. \ '*.6-0L!3 6%F5!; ' /+!
:'8.F.*'+5!*; +!.-0*.*%*.6- 'F. \ '*.6-!G&68+00!+/+ -!3.*; 6%*5.&+8*!'5H.-.0*&'*/+!.-/6F/+H+-*E!
U%.F5.-4!0*&6-4+&!86-- +8*.6-0!3.*;!*; +0+!4&6%G0!3 6%F5!; ' /+!'FF6 3+5!*; +H!*6!G.8M!%G!+00+-*.'F!
G.+8+0!*6!:%&; +&!*; +!.-.*. '*/+0!0%88+00E!D; +!0*'M+; 6F5+&0!'8M-6 3 F+54+5!*; '*!3.*; !H6&+!
86FF' I6&'*.6-!' -5!3.FF.-4-+00!:&6H!:'8%F*(L!*; +(!3 6%F5!; ' /+!'5!'!4&+ '*+&!8; ' -8+!'!0%88+00:%F!
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"I think there is always just this desire for the administration to offer more, I just wish administration would see the importance of these kinds of programs to make faculty like me want to stay. I think women, and especially caregivers, often stay because they find support in one another I feel like they don't always feel supported by the administration, so I think I would say that is the biggest challenge.

"<:9-4/-P4=49>\$\$

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N ;+ -!0* 'M+ ;6F5+&0! 3 +&+! '0M+5! ' I6%*!* ;+.&!% -5+&0* ' -5.-4!6:;! ;63! \$) , !<=>< ? @A!+::6&*0!3 .FF!
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'!5+*+&H.- '* .6-!*6!G&+/-+*!0F.5.-4! I '8M3 ' &5!6-!* ;+! '5/' -8+H+-*0!H' 5+E!

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G+&8+./+5! '0!0+G' &' *+!:&6H! \$) , L!F+ '5.-4!*6!'!0+ -0+!* ; '*!* ;+!.-0* .%* .6-!56+0! -6*!G&.6&.* \+!* ;+!
3 +FF7I+.-4!6:!'0! : '8%F*(E! N ; .F+!:% -5.-4!&+] %+0*0! :6&G&64& ' HH.-4L!0%8 ; !'0!866&5.- '*6&!&6F+0L!
H+-*6&. -4!8.&8F+0L! 3 &.* .-4!&+*&+ '*0L!' -5!0G&. -4!I&+ 'M!8' HG0L! ; '/+!I++-!0% IH.*+5L!* ;+&+! '&+!
86-8+&-0! ' I6%*!'0%0* ' .-.-4!* ;+0+!+::6&*0! 3.* ;6%*!G&6G+&10* ' :.-4E!) * 'M+ ;6F5+&0! 3 6&&(!* ; '*!
0%0* ' .-.-4!G&64& ' HH.-4!3.* ;6%*!5+5.8 '*+5!0* ' :!H.4 ; *!F+ '5!*6!8 ; 'FF+-4+0!.-!' 5'G* .-4L!.-6/' * .-4L!
' -5!H' .-*' .-.-4!* ;+!5+ -*.* (!6: !<=>< ? @AE!D ; +!G6*+ -*. 'F!HG'8*0!6: !&+5%8+5!0* ' :.-4!6-! : '8%F*(
+-4' 4+H+-*!' -5!0%GG6&*! 3 +&+! ; .4 ; F.4 ; *+5E!) * 'M+ ;6F5+&0!+9G&+00+5!86-8+&-0! ' I6%*!* ;+!5+8F.-+!.-!
* ;+!-%HI+&!6:!' : '8%F*(!3 ; 6!86%F5!I+-+.*!:&6H!<=>< ? @A!.-.*' * .+/+0! ' -5!* ;+!F600!6:!* ;+!0%GG6&*!
' -5!&+06%&8+0!* ; '*!<=>< ? @A!8%&&+ -*F(!G&6/ .5+0E!) 6H+!0* 'M+ ;6F5+&0!+HG ; '0.\+5!* ;+!
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) %0* ' .- ' I.F.*(!0!0++-!' 0!F' 8M.-4!:&6H!' !H' R6&.* (!6:!* ;+!0* 'M+ ;6F5+&0E! \$ ' -(!'&+! ;6G.-4! :6&!'!
5+5.8 '*+5!8 ; .+ :!5. /+&0.* (!6: :.8+&! 'G' &!*!&6H!* ;+!Y.: :8+!6: ![-0* .%* .6- 'F! =./+&0.* (L!A) %.* (!' -5!
<88+00!1[E=EAE<E2E!D ; +! 'I0+-8+!6:!'!5+5.8 '*+5!5. /+&0.* (!6: :.8+&! ; '0!F.H.*+5!* ;+&!.-:F%+-8+!' -5!
' I.F.* (!*6!' 5/68 '*+! :6&!% -5+&&+G&+0+ -*+5!4&6%G0!6-!8' HG%0L!F+ '5.-4!*6!'! - '&&63 +&!HG'8*!* ;' -!
' -*.8.G '*+5E!@6-8+&-0!3 +&+!&' .0+5!*6!* ;+!G&+0.5+ -*!' -5!G&6/60*!I%*! *!&+H' .-0!% -8F+ ' &! ; 63!* ;60+!
86-8+&-0! 3 +&+!&+8+./+5E!Y-+!0* 'M+ ;6F5+&186HH+-*+5!* ; '*!F+ '5+&0 ; .G!:+FF!0 ; 6&*!.-!* ;+&!/.+3!
I+8' %0+!6:!* ;+&!.- ' I.F.* (!*6!0++!* ;+!/' F%+!6:!* ;+!<=>< ? @A!4&' -*E!M,!* (-0#!# '/-%!# ' & ;!+&\$)) ;!I&&
' &!./1/(-! (D!O' ; !/##0!1/!@> (+# \$-#F! 3 \$; C&! ,L@!08I!\$-!/*&\$)/I#!C8# ; !# '/-%!# ' \$#!D!# ' & ;!+&\$)) ;!
8- * &+!# ((*!# ' &!./1/(-! (D!#I!\$- *!O' ; !/#!O (8)*!I#+&-4# ' &-!(8+!8-/. &+!# ; !# ' &-I!(C./ (81) ;!O&!O (8)*!
4 (!# ' \$#!O\$; F! ,#!6 (8)*!C&!# ' \$#!# ' & ; !08I#!* (-0#!O\$-#I#(F! 3 \$; C&!# ' & ; !* (!I&&!# ' &!./1/(-!\$- *!# ' & ; !08I#!
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<!G+&/ '0./+!* ;+H+! 'H6-4!0* 'M+ ;6F5+&0! .-*&/ .+3+5!3 '0!* ;+!G+&8+G* .6-!6:!. -' -8.'F!86-0*&' .- *0L!
3 ; +&+!* ;+&+!0!F.H.*+5!:% -5.-4!' / 'F' IF+! :6&! / '&.6%0!.-.*' * .+/+0E!D ; .0!:-' -8.'F!86-0*&' .- *!HG'8*0!
5+8.0.6-7H'M.-4!' 8&600!5.: :+&+ -*!' &+ '0!3.* ;.-!* ;+!.-0* .%* .6-E!A, !@&\$-!# ' &!68)#8+&!/+4'#! - (O! /!
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)G&.-4!U&+'M!@'HG!'F06!&+8+./+5!0%GG6&*!6&!86-*.-% '*.6-15%+!*6!*0!G60.*./+!:++5I'8M!'-5!
I+-+-.8.'F!+:+8*0E!D;.0!G&64&'H!G&6/.5+0!6GG6&*%-.*.+0!:6&!8;.F5&+-!6!:!'8%F*(!H+HI+&!0*6!
+-4'4+!. -!+5%8 '*.6-'F!'8*/.*.+0!5%&.-4!*;+!I&+'ML!86-*.I.%*. -4!*6!'!0%GG6&*/+!3 6&M!+-/.&6-H+-*!
:6&!G'&+*0E!) *M+;6F5+&0!'F06!H+-*.6-+5!*;+!HG6&*'-8+!6:!'9*+&- 'F!0G+'M+&0!' -5!/.5+6!&+06%&8+0!
:6&!;. &.-4!G&'8*.8+0E!D;+0+!'8*/.*.+0!86-*.I.%*+!*6!+-; '-8.-4!5./+&0.*(L!+)%*(L!' -5!.-8F%0.6-!
+::6&*0!3.*;.-!*;+!.-0*.*%*.6-!' -5!G&6H6*.-4!'!H6&+!.-8F%0./+!;. &.-4!G&68+00E!
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N;+-!0*'M+;6F5+&0!3 +&+!'0M+5!' I6%!*;*+!6G*.H'F!0*%&8%&+!:6&!+-0%&.-4!0%0*'-.'I.F.*(L!0+ /+&'F!
G+&0G+8*/.+0!3 +&+!0; '&+5E!Y-+!0*'M+;6F5+&!0%44+0*+5!M+G.-4!*;+!8%&&+-*!6::.8+!0*%&8%&+!.-*'8*!
'-5!.:!-+8+00'&(L!86-0.5+&!H6/.-4!*!%-5+&!*;+!G&6/60*0!G&%/+3E!D;.0!'&&' -4+H+-*!86%F5!;+FG!
+-0%&+!86-*.-%*(!' -5!5+5.8 '*+5!6/+&0.4;*L!G&+ /+*.-4!*;+!G6*+*-'F!5.086-*.-% '*.6-!6:!'G&64&'H0!
F.M+! \$+*6&.-4!@.&8F+0!' -5!3&.*.-4!&+&*+*0E!D;.0!0*'M+;6F5+&!+HG;'0.\+5!*;+!HG6&*'-8+!6:!
; '/.-4!' -!6::.8+!&+0G6-0.IF+!6&!*;+0+!.-.*.'*./+0!*6!' /6.5!G6*+*-'F!5.F%*.6-!6:!'!+::6&*0!' -5!F600!6:!
86HH%-.'8 '*.6-!*; '*!H.4;*!688%&!.:!&+0G6-0.I.F.*+0!'&+!0G&+'5!'8&600!H%F*.GF+!6::.8+0E!<-6*;*+&
0*'M+;6F5+&! 'F06!'5/68 '*+5!:6&! '0*' -5'F6-+!:%-5+5!6::.8+!3.*;!'!:%FF7*.H+!5.&+8*6&' -5!0*'::E!D;.0!
3 6%F5!G&6/.5+!*;+!-+8+00'&(F+'5+&0;.G!' -5!0%GG6&*!6!H'-.*'.-!*;+!G&64&'H0!+::+8*/.+F(E!)6H+!
0*'M+;6F5+&!0%44+0*+5!+HI+55.-4!*;+!.-.*.'*./+0!.-*6!+9.0*.-4!6::.8+0L!0%8;'!0!T%H' -!C+06%&8+0!
6&!*;+!a&6/60*0!Y::.8+L!*6!H'M+!*;+H!H6&+!0%0*'-.'IF+!' -5!0*%+*HF.-+5E!T63+ /+&L!*!3 '0!-6*+5!
; '!5+8.0.6-0!&+F '*+5!*6!TC!H '**+&0!0;6%F5!I+!H' -'4+5!3.*;.-!TCE!D;+!&6F+!6:!'!5+5.8 '*+5!
5.&+8*6&!3 '0!+HG;'0.\+5!'0!' -!5/68 '*+!3;6!86%F5!8;'HG.6-!' -5!6/+&0+!*;+!.-.*.'*./+0E!
A" (@&(-&!-&&*!1#(!C&!\$!'&\$*!6'&&+)&\$*+&FJ!
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Eb!PDA!0*'::!G+&06-!:6&!*;+!+9.0*.-4!G&64&'H0!' -5!G6*+*-'FF(!'!"EJ!PDA!0*'::!G+&06-!-!:!*;+!0G&.-4!
I&+'M!8'HG!.0!'55+5E!<-6*;*+&!5+!'!3 '0!*6!; '/+!'!5+G'&*H+-*!8;'&!*'M+!6-!*;+!&6F+!6:!
866&5.- '*.-4!*;+!.-.*.'*./+0E!D;.0!.-5./ .5%'F!3 6%F5!86HH' -5!'%*;6&*(!' -5!&+0G+8*!5%+!*6!*;+&!
F+'5+&0;.G!G60.*.6-!' -5!86%F5!+-0%&+!*;+!0%88+00:%F!86-*.-% '*.6-!6:!*;+!G&64&'H0E!
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Y-+!0*'M+;6F5+&!G&6G60+5!.-*+4&'*.-4!*;+!<=><?@A!G&64&'H0L!0%8;'!0! \$+*6&.-4!@.&8F+0!' -5!
3&.*.-4!&+&*+*0L!.-*6!*;+!%-. /+&0.*(S0!]%'F.*(!+-; '-8+H+-*!GF' -E!D;.0!'GG&6'8;!3 6%F5!'F.4-!*;+0+!
.-.*.'*./+0!3.*;!*;+!%-. /+&0.*(S0!0*%&'*+4.8!G&.6&.*+0!' -5!+-0%&+!6-46.-4!0%GG6&*E

;+&+!.0!%-3' /+&.-4!0%GG6&!:6&!*;+! \$) , !<=><?@A!.-.*.'*./+!:&6H!%GG+&'!5H.-.0*&'*.6-!'
'FI+.!*l!*;+!:-' -8.'F!0%GG6&*!.0!F+00!*; '-!3; '*!06H+!0*'M+; 6F5+&0!36%F5!G&+:+&!6!0+!*6!86-*.-%+!
.HGF+H+-*. -4!+:.6&*0!'!*;+!8%&&+-*!F+ /+FE! , GG+&'!5H.-.0*&'*.6-!F'%5+5!<=><?@A!F+'5+&0; .G\$0!
&6F+'! -5!+HG; '0.\+5!*; +!.-0*.*%*.6-\$0!86HH.*H+-*!6!0%0*'.-.-4!0%88+00:%F!.-.*.'*./+0E! , GG+&'!
'5H.-.0*&'*.6-!+9G&+00+5!*; '*!*; +!0*&%8*%&+&0!86-*.-% '*.6-!3'0!/.*'FL!.-5.8'*.-4!*; +!.HG6&*'-8+!6:!
86-*.-%.-4!'!5+5.8'*+5![-*+&-'F!)*++&.-4!@6HH.*+++:6&F6-4+/.*(E!j,!#'/-%!# '\$#!# '&!1#+86#8+&!0/)!
6(-#/-8&F!,D!# '&!1#&&+/-4!6(@@/##&&!*/11(. &1NI!,!0(8)*!V8&1#/(-!# '&!1866&11!(D!)(-4&./#;F!,!0(8)*!
'(>&!/#!0(8)*!6(-#/-8&F!,@!>&+1(-\$));!6(@@/##&*!#(!/#FJ!!

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^f!
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fh!
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[-0*.*%*.6- 'F.\+!*;+!3&.*-4!&+*&+'*L!'0!0*'M+;6F5+&0!&+G6&+5!.*!;'5!'!*&' -0:6&H'*./+!.HG'8*!
6-!*;+.&/'&.6%0!3&.*-4!'8*./.*+0L!:60*+&+5!0%GG6&*L!' -5!+-; '-8+5!G&65%8*./.*(E!
?6*.:(!G'&*.8.G' -*0!*; '*!*;+(!; '/+!I++-!'88+G*+5!+'&F.+&!. -*;+(+'&!06!*;+(!; '/+!H6&+!
.H+!6!H' - '4+!86HG+.-4!G&.6&.*+0E!
C+864-. \+!6G*.Hq0.240((L!')1500050.2)1500(.)0.2(-4!)]TJETQq0.24000.248.5039593.6561cmBT948.836