

STUDENT CENTER FOR ACADEMIC ACHIEVEMENT

22,220 VISITS

visits across all programs at the SCAA: Peer Tutoring, Instruction (SI), Supplemental Instruction, Writing Lab, etc.

REPRESENTED 29% MINORITIES

of students were underrepresented minorities.
A 2010 study contrasted national trends for writing and learning centers.

100% PASS RATE

in the SCAA Writing Center. This compares to 88% for the University of Michigan Writing Center.

2014

TAKEAWAY TESTIMONIAL DATE

"I am a first year student at the University of Michigan. I took the SAT after completing the SCAA WIT Boot Camp. I am now able to use my knowledge effectively."

100% PASS RATE

in the SCAA Writing Center. This compares to 88% for the University of Michigan Writing Center.

" #\$!%&' (\$)&!*\$) &\$+!, -+!. /0(\$12/!
. /#2\$3\$1 \$) &!

4567!8!4569!.))' 0!:; \$<-+&!
"#\$%&'()!*+,!
#\$%%&'\$(!) *+, \$%-!. &(\$/01(!1'!2344!
-.)&/&)01'!23#431\$!5(%#367!1.)!8161!93&66(. !: +,!
#+%\$!56(7\$(-!89: !6%; !92<!=(\$>!= (1*(6?@!311(; &%601(!
4(&\$A!: &!311(; &%601(!1'!0B\$!C60B!6%; !2060&@0&/@!<+01(!= (1*(6?@!
26(61-1. 1(<) -1(+) 6'*(&507D0. 0052Tcc0. 2216. 2-1d[(93) (-0. 0051Tc3.

" 0=:\$!-,!*-) &\$) &>!

!

!

?\$&&\$+!,+-1 !&#\$!@2+\$/&-+!

A!

!

!

?\$&&\$+!,+- 1 !#\$!@2+\$/&-+!

<1!0B\$!36&'1(%&6!2060\$!K%&L\$(@&0, !M6@!56, !G32KM5H!31?? +%&0, N!
!
F!7\$*6%? , !0\$%+(\$!6@!0B\$!20+; \$%0!3\$%0\$(!'1(14/6; \$?&/!4/B&\$L\$? \$%0!G2344H!. &(\$/01(!60!0B\$!
7\$*&%&%*!1'!0B\$!"OPJ0"OPR!6/6; \$?&!, \$6(\$!4@!F!(\$'\$/0!1%? , !\$T>\$(\$%/\$!6@!; &(\$/01(!1'!0B@!
*(\$60!1(*6%&U60&1%-!0B\$(!\$!1 !0(\$%; @!0B60!\$? \$(*\$N!
!

%2G)2,2/0) !S+-T&#UF%!?, !'(&0!, \$6(-!0B\$!2344!A1**\$; !6AVFCC!L&@!6/(1@@!6AA!
>(1*(6?@!<B\$@!L&@!V\$(\$!/1%; +/0\$; !7, !94!==\$!(<+01(@!= \$\$!(Q: \$; !K%; \$(* (6; +60\$!
20+; , !G=: K2H!: \$6; \$(@!6%; !L1A+%0\$\$(@!6/(1@@!6AA!>(1*(6?@!<B@!, \$6(-!1+(
1(*6%&U60&1%!A1**\$; !6%!+%)(\$/\$; \$%0\$; !44V445!L&@!7, !66C!\$? >A1, \$\$@!F!6? !>(1+; !
1'!0B@!&%/(\$; &7A\$!* (1V0B-!VB&B!F!600(\$7+0\$!*(\$60A, !01!2344!W!6; ?&%&0(60&L\$!@06''!
!

" +0)>, -+ 1 2) G!%* . . W!*':& +\$!8+(!=\$\$(!<+01(@!2F!: \$6; \$(@!6%; !X\$/>0&1%&0@!/6AA!
0B\$?@\$AL\$@!? \$? 7\$(@!1'!0B\$!Y2344!6?&A, Z![!6!/+A0+(\$!0B60!011D? 6%, !, \$6(@!01!
/+A0&L60\$!F!@0(1%*A, !7\$A&\$L\$!0B60!0B\$!2344!&!6? \$6%&%*'+A!\$T>\$(\$%/\$!1(!710B!1+(
@0+; \$%0!6%; !@0+; \$%0!\$? >A1, \$\$@!6A&D\$!F!6? !>(1+; !0B60!1+(1(*6%&U60&1%/1%0&%+\$@!01!
1'''(\$! 1U\$%@!1'!>6&; !0(6%&%*!6%; !>(1'\$@!1%6A; \$L\$A1>?\$%0!1>>1(0+&0\$@!'1(!1+(
\$? >A1, \$\$@!1'!0B60!0B\$, !/6%; \$L\$A1>!&01!>60&\$%0!\$? >60B\$0&/!6%; !0(6%@'1(? 60&L\$!
/1?? +%&/601(@\$!
!

B0X-+!0 1 <0/&U!8+(!? \$0(&@!1'!@+//\$/@!&%!"OPJ0"OPR!V\$(\$!@1\$A, !>(\$?& \$; !1%!Y7\$6%!
/1+%0&%*Z!1+(!L&@!0e\$!<B@!, \$6(-!V\$!B6L\$!?1L\$; !%01!6!?1(\$!6; L6%/\$; !6%6A, @!1'!1+(!
>(1*(6?@!8+(!; \$\$>!; &L\$!%01!1+(!>(1*(6?@!B1V@!0B60!+@%*!2344!W!@\$(L&/\$@!B6@!
@!*&%&%*!6%0!&? >6/0!1%!0B\$!A&L\$!@!1'!1+(!@0+; \$%0!\$!8+(!Y23440: 6(@Z!G@0+; \$%0@!VB1!+@\$!
2344!\$(\$L&/\$@!H!6(\$!? 1(\$!A&D\$A, !01!>6@!0B\$!9 (\$0&%*!2D@!A<\$@!G92<H!A\$@!A&D\$A, !01!
*\$!0!6!.!]-1(!9&0B; (6V6A!G.] 9H!0B6%!0B\$!&(!>\$\$(@!6%; !? 1(\$!A&D\$A, !01!'\$!A!/1%'&; \$%0!&%!
0B\$!&(!@/B11AV1(D\$!C6%, !0B6%D@!01!4(&A!: &!1+(!1(*6%&U60&1%!W!; 606!6%6A, @!6%; !1+(
C60B^2060@0&/@!311(, &%601(-!1(!B\$(!\$!1(0@!%!6; L6%&%*!1+(!6@!\$@? \$%0!>(6/0&/@\$!
!

<B\$!2344!@!6!; , %6?&/!6%; !'6@0>6/\$; !\$%L&(1%? \$%0!0B60!&!(+!7, !6!*(1+>1'!/11(; &%601(@!
VB1!/6(\$!; \$\$>A, !671+0!@0+; \$%0!@+//\$/@!\$!) 1%\$!1 !0B\$!>(1*(@!1+0A&%\$; !%0!B@!(\$>1(0!&!
>1@@!7A\$!V&0B1+0!0B\$!\$'1(0@!1'. &06@!#+%-\$!96''66-!26(6-!6%; !4(&A! [!0B\$!2344!W!@+//\$/@!&!
0B\$!&(!@+//\$/@!\$!4; ; &0&1%6AA, -!V\$!B6L\$!(\$/\$&L\$; !@!*&%&%/6%0!@+>>1(0!'(1? !0B\$!K%&L\$(@&0, !
: &7(6(, -1+(!&7(6(, !1AA\$6*+\$@!6%; !0B\$!. \$6%!1': &7(6(&@\$!
!

F!@+7? &0!0B&@!(\$>1(0!\$T/&0\$; !7, !0B\$!'6/0!0B60!0B\$!2344![!%!&0@!P_0B!, \$6(!1'!1>\$(\$60&1%![!
/1%0&%+\$@!01!>1@&0&L\$A, !/B6%*!0B\$!A&L\$@!1'!1+(!@0+; \$%0@!6%; !@0+; \$%0!\$? >A1, \$\$@!60!32KM5\$!
!

2%/\$(\$A, -!
#\$%%&\$(!) *+, \$%!
. &(\$/01(!1'!0B\$!2344!
#+A, !"J-!"OP_!

B2>>2-) !%&0&\$ 1 \$) &!- ,!&#\$!%* . . !

!

!

!

2&/\$!"OOP-!0B\$!36A&'1(%&6!2060\$!K%&L\$(@&0, -!M6@!056, !G32KM5H!20+; \$%0!3\$%0\$(!'1(!4/6; \$?&/!
4/B&\$L\$? \$%0!G2344H!B6@!>(1L&; \$; !/1%0\$%0!0+01(&%*!'1(!V(&0%*!6/(1@!0B\$/!+((&/+A+? -!6AA!
?60B!6%; !@060k@0k/@!/1+(@\$@!6%; !@\$A\$/0!@/&\$%/\$!1/1+(@\$@!4; ; &0&1%6AA, -!0B\$!2344!1''\$(@!
6/6; \$?&/!@+>>1(0!0B(1+*B!8%&1L60&L\$!>(1*(6?@!+/B!6@!9(&08%*!4@!1/860\$@-!2+>A\$? \$%06A!
F%@0(+/0&1%G2FH!6%; !>(\$>6(60&1%!'1(!0B\$!9(&08%*!2D&AA@!<\$@!G92<HS!

!

<B\$!? &@&1%!6%; !17`\$/0&L\$!1'!0B\$!2344!&@!0B(\$\$0'1A; !!

!

01!B\$A>!32KM5!@0+; \$%0@! (\$3\$:-<!0) (!21 <+-3\$!&#\$2+!>Q2::>!0) (!0=2:2&2\$>!&%!1(; \$(!01!
? \$\$0!0B\$!; \$? 6%; @!1'!/1AA\$*\$!A\$L\$A!/1+(@\$V1(D\!
01!6@&0!32KM5!@0+; \$%0@!&%!0/#\$32) G!0) (!1 02) &02) 2) G!0/0(\$1 2/!\$Y/\$:::) /\$!
6%; !01!@+>>1(0!32KM5!@0+; \$%0@!8%!6/1? >A@B%*!0B\$&(!6/6; \$?&/!6%; !/6(\$\$(!*16A@!
6%; !G+0(' 0&\$!0>!>\$:, I(2+\$/&\$(!:2,\$!:-) G!:\$0+) \$+>S!

!

<B\$!2344!6//1? >A@B\$@!80@!? &@&1%!6%; !17`\$/0&L\$@!7, !>(1L&; &%*!@0+; \$%0@!V&0B!B&*B!a+6A&0, !

!

R

" #\$!%* . . !? \$0+) 2) G!* - 1 1 ') 2&D!

!

K #0&!(-\$>!/ - 1 1 ') 2&D!: --Q!:2Q\$!O&!%* . . [!

<B\$!2344!/1? ? +%&0 , !(\$L1AL\$@!6(1+%; !0B\$!PPR!= \$\$(!<+01(@-!2F!: \$6; \$(@-!6%; !X\$/\$/>0&1%&0@! VB1!V1(D!"1(!1+(!1(*6%&U60&1%\$!!<B\$(\$!&@!6%&%'1(?6A!6@>\$/0!1'!/1? ? +%&0 , ![\$L\$%0@! L1A+ %\$\$(!B1+(@!>10A+/D@![!6@!V\$AA!6@!0B\$!'1(?6A!/1? ? +%&0 , 07+&A; &%*!>(6/0&/ \$@!V\$!\$? >A1 , ! @+/B!6@!0(6&%&%*!6%; !? \$%01(@B&>S!

!

N+-G+01 !\2G#:2G#&>I0) (!. // - 1 <:2># 1 \$) &>!, -+!4567!4569!!

4!/(1@>01(*6%&U60&1%6A!: \$6; \$(@B&>!<\$6? !V6@!>&A10\$; !%&0B\$!"OPcQ"OP_!6/6; \$? &!/ , \$6(\$!_!<+01(@-!2F!: \$6; \$(@-!6%; !X\$/\$/>0&1%&0@!>6(0&/&>60\$; !1%&0B&@!0\$6? !%&6%\$'1(0!01! 7+&A; !? \$%01(@B&>-!1/? ? +%&0 , -!6%; !@0+; \$%00(+%!0(6&%&%*!@!60!0B\$!2344!<B(1+*B!6!/1? 7%&60&1%!1'!1(&\$%060&1%@-!2F!: \$6; \$(!0(6&%&%*!-!? 1%0BA, !? \$%0&%*!@!6%; ! 7&0V\$\$DA, !0(6&%&%*!1'!1(%\$V!\$? >A1 , \$\$@!0B\$!2344!V6@!67A\$!01!1'\$(!65F!#-' +>!1' !? 6%; 601(, !0(6&%&%*!\$!

<B\$!2344!B1@0\$; !@\$L\$(6A!&%'1(?6A!/1? ? +%&0 , !7+&A; &%*!\$L\$%0@!@+/B!6@!>10A+/D@!6%; ! 0B\$!M%; !1'!f\$6(!3\$A\$7(60&1%\$!

!

" #\$\$!?\$0(\$+>#2<!" \$01 !!

F%!"OPcQ"OP_-!0B\$!2344!>&A10\$; !6!/(1@>01(*6%&U60&1%6A!: \$6; \$(@B&>!<\$6? \$!_!@0+; \$%0! \$? >A1 , \$\$@!(\$>(\$@\$%0&%*!6AA!>(1*(6?@!60!2344!V\$(\$!(\$@>1%@&7A\$!'1(!0B\$!'1MA1V&%*!6; ; &0&1%6A! `17!; +0&\$@N!

<B\$!/B6(0!7\$A1\!1+0A&%\$@!2344\!0(6&%&%*!B1+(@!6/(1@@!6AA!>(1*(6?@||!
!

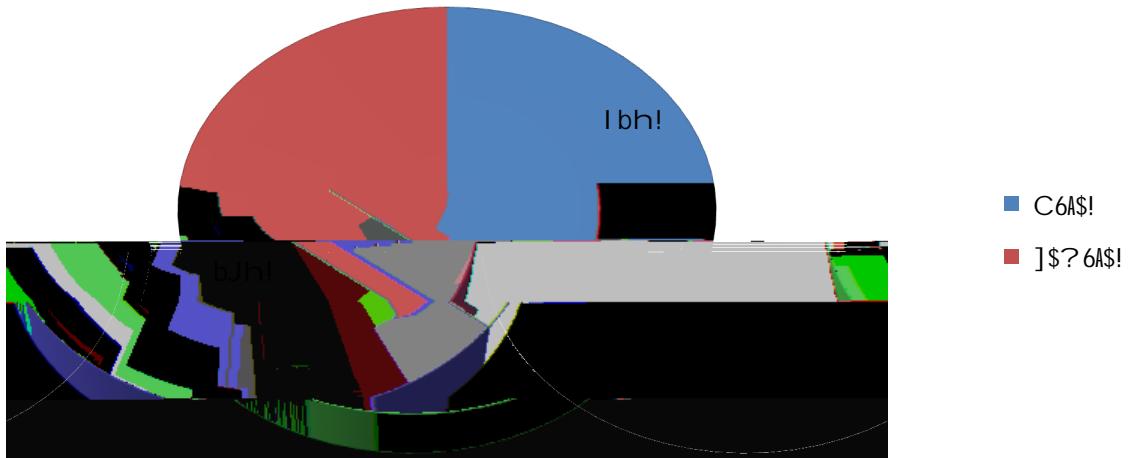
<B\$!0106A!%+?7\$(!1'!

A9!

!
4?1%*!1+(!23440: 6(@!&%!"OPcQ"OP_-!bJh!G%i "R_ "H!6(\$!'\$? 6A\$!VB&S\$!I b h!G%i PJJeH!6(\$!
?6A\$N!

!

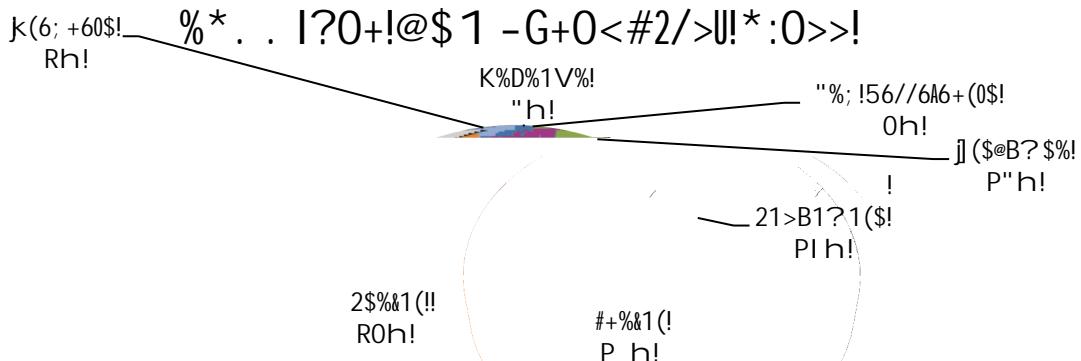
%* . . I?0+!@\$ 1 -G+0<#2/>U!S\$) (\$+!



!!

4%!6@+? >0&1! ?6; \$!671+0!A\$6(%&%*!/\$%0\$(@!&!0B60!0B\$, !6(\$!(\$? \$; &60&1!/\$%0\$(@!*6(\$; !
01V6(; !'(\$@B? \$%!@0+; \$%0@\$!E1V\$L\$(-!6!L6@0! ?6`1(80, !1'!0B\$!@0+; \$%0@!VB1!+@\$!2344!
@\$(\$@!6(\$!6/0+6AA, !+>>\$(/A6@? \$%!!

!



=====
c!<B&@!\$/081%!>(1L& \$@!; \$? 1*(6>B&@!'1(!>(1*(6?@!0B(1+*B!0B\$!<+01(<(6/!>(1*(6?![!= \$\$(!
<+01(&%*!2F!6%; !89 : \$!<B&@!&!6!L6@0! ?6`1(80, !1'!0B\$!L&@80@!60!2344\$!

!

P0

|||

!

P''

* - ' +>\$

|||

1(*6

!

P_

" -<!*>- +>\$>!%\$+3\$(!!

* -' +>\$!

E' 1 =\$+!-,!NO<\$+>!

!!!

N\$\$+!"' &-+2) G!

!

!!

!

K #0&!2>!N\$\$+!"' &-+2) G[!

<B\$!=\$\$(!<+01(&%*!)>(1*(6?!)>6&(@!1(!*(1+>@!0+; \$%0@!V&0B!6!0(6&%\$; !V(&0%*-!?)60B-!
@060&@0&/@-!6%; !@/&%\$/!0+01(\$!20+; \$%0@!6(\$!67A\$!01!(\$/\$&L\$!6!00?&%+0\$!; (1>0&%@\$@@&1%-!@&0!60!
6!?)60B!1(!@/&%\$/!Y067A\$!Z!1(!6//\$@!6!PQB1+(!@06%; &%*!1(!1%\$00?&!6>>1&0?&0!60!2344\$!
<B\$!>(&?6(,!17!1'!0B\$!=\$\$(!<+01(!@!01!B\$A>@0+; \$%0@!; &@/1L\$(!6%; !; \$L\$A1>@0(60\$*&\$@!0B60!
V&A!\$?>1V\$(!@0+; \$%0@!&%!0B\$&(!1V%!A\$6(%&%!*6%; !\$B6%/\$!0B\$&(!D&AA@!<+01(@!6(\$!0(6&%\$; !01!
V1(D!V&0B!@0+; \$%0@!&%!0B\$&(!A\$6(%&%!*!>(1/\$@@\$@!\$!!!

!

N+-G+O1!\\2G#:2G#&>!) (!. // - 1 <:2># 1 \$) &>U!

4!0106A!1'!bR!=\$\$(!<+01(@!V\$(!\$!\$?>A1, \$; !&%!0B\$!>(1*(6?!)0B(1+*B1+0!0B\$!"OPc0"OP_!
6/6; \$?&!, \$6(\$!

<B\$!"OPc0"OP_!6/6; \$?&!, \$6(!V6@!0B\$!&(@0!6/6; \$?&!, \$6(!01!&/A+; \$!6!'+AA!, \$6(!1'
2/&%\$/!<+01(&%*!\$!4; ; &0&1%6AA, -!0B\$!2/&%\$/!<+01(&%*!)>(1*(6?!)6; ; \$; !31?>+0\$()
2/&%\$/!<+01(&%*!01!0B\$!A&@0!1'!@+7\$@!0@!\$(L\$; !60!0B\$!2344\$!
F%!>(\$L&1+@!6/6; \$?&!, \$6(@!2060&@0&/@!<+01(&%*!V6@!1%A, !6L6&A67A\$!6!'\$V!B1+(@>\$(!
; 6, !6%; !1%!6!1%\$01%01%\$!; (1>0&%!76@&S!<B@!, \$6(-!2060&@0&/@!<+01(&%*!V6@!1''\$(\$; !
; +(&%*!6A?1@0!6AA!1'!2344W!1\$>(60&%*!B1+(@!6%; !0(6%@&01%\$; !01!6!067A\$0&D\$!1(?60!
01!@\$(L\$!?)1(\$!@0+; \$%0@!\$!

J!: \$6; !M?>A1, \$,\$@!V\$(!\$!B&(\$; !01!1L\$(@\$\$!6; ; &0&1%6A!>(1`\$/0@!&/A+; &%*!/1%; +/0&%*!
17@\$(\$L60&1%@-!>(1L&; &%*!\$;\$; 76/D!1%!B6%; 1+0@-!A\$6; &%*!0(6&%*!@!6%; !1''\$(&%*!
@+>>1(0!01!%\$V!0+01(@!

!

N\$\$+!"' &-+2) G!a>OG\$!J

. +(&%*!0B\$!"OPc0"OP_!6/6; \$?&!, \$6(-!0B\$(!\$!V\$(!\$!6!0106A!1'!JCP5!L&@0@!6/(1@!6AA!@+7`\$/0@!60!
0B\$!2344\$!9(&0&%*!L&@0@!/1%0&%+\$!01!1+0>6/\$!?)60B-!@060&@0&/@-!6%; !@/&%\$/!L&@0@!4@!
&%; &/60\$; !&%!0B\$!/B6(0!7\$A1V-!0B\$!>\$6D!a+6(0\$(!'1(!=\$\$(!<+01(&%*!+@6*\$!V6@!]6AA!"OPc\$!
!

!

"P

!
g\$\$>&%*!&%!>6/\$!V&0B!B&@01(&/6A!0(\$%; @-!V(&0&%*!0+01(&%*!V6@!0B\$!?1@0!>1>+A6(!=\$\$(!
<+01(&%*!@\$(\$L&/\$!60!2344\$!8%\$!@&%&'&/6%0!; \$L\$A1>? \$%0!&%!0B\$!=\$\$(!<+01(&%*!>(1*(6?!)V6@!
0B\$!' +AA!, \$6(!1'!@\$(\$L&/\$!>(1L&; \$; !'1(!@0+; \$%0@!&%!@/\$%/\$!/A6@@\$@\$!. +(&%*!0B\$!"OPc0"OP_!
6/6; \$?&!/; \$6(-!/1+(@\$@!&%!1?>+0\$(!@/\$%/\$!7&1A1*, -!/B\$?&0(, -!6%; !>B, @&/@!V\$(\$!@\$(L\$; !60!
2344\$!. \$@>&0\$!&0@!&%'6%/, -!<B\$!2/\$%/\$!<+01(&%*!= (1*(6?!)>6@@\$; !0B\$!2060&@0&/@!= (1*(6?!)
&%!+@6*\$!0B&@!, \$6(\$!

!
4>>(1T&?60\$A, !JRh!1'!L&@0@!60!0B\$!2344!V\$(\$!A1**\$; !01!0B\$!9(&0&%*!<+01(&%*!= (1*(6?!)
<B&@!&@!6!@?6AA\$(!>(1>1(0&1%0B6%!&%!>(\$L&1+@!6/6; \$?&!/; \$6(@!&%!VB&/B!bRh!1'!L&@0@!01!0B\$!
=\$\$(!<+01(&%*!V6@!&%!V(&0&%*S!<B\$!6; ; &0&1%1'!2/\$%/\$!<+01(&%*!6@!V\$AA!6@!0B\$!&%!/(\$6@!&%!
L&@0@!01!C60B!6%; !2060&@0&/@!<+01(&%*!= (1*(6?!)>1%0(&7+0\$; !01!0B\$!?1(\$!\$L\$%!; &@0(&7+0&1%!
1'!+@6*\$!6?1%*!6AA!>(1*(6?!)

!

!
<B\$!0106A!%+?7\$(!1'!+%&a+\$!@0+; \$%0@!8%\$6/B!@+7`\$/0P"!+@8%*!= \$\$(!<+01(%*!&!B&*BA&*B0\$; !8%
0B\$/!B6(0!7\$A1V!!2&?&6(!01!0B\$!; &0(&7+0&1%!1'!L&@&0@!01!0B\$!2344-!0B\$(\$!6(\$!@+7@06%0&6AA,
?1(\$!@0+; \$%0@!+@8%*!2344!@!= \$\$(!<+01(%*!\$(\$@!8%!V(%8%*!(\$A60&L\$!01!?60B!@/\$%/\$-!6%;
@060&@0&/@S!F%!0B\$!>(\$L&1+@!6/6; \$?&!, \$6(@!c_h!1'!1+(!@0+; \$%0@!/6? \$!8%!01!+@\$!2344!@!
V(%8%*!0+01(%*!\$(\$@!\$@!<B&@!, \$(\$)1(4. 434577r3457_3457h(\$)11f-0. 0003A\$04T/6?((!)1(!)T!AGC

" O=:\$\mathbb{I}

!

"R

" -<!*>- +>\$>!%\$+3\$(!!

* - +>\$!

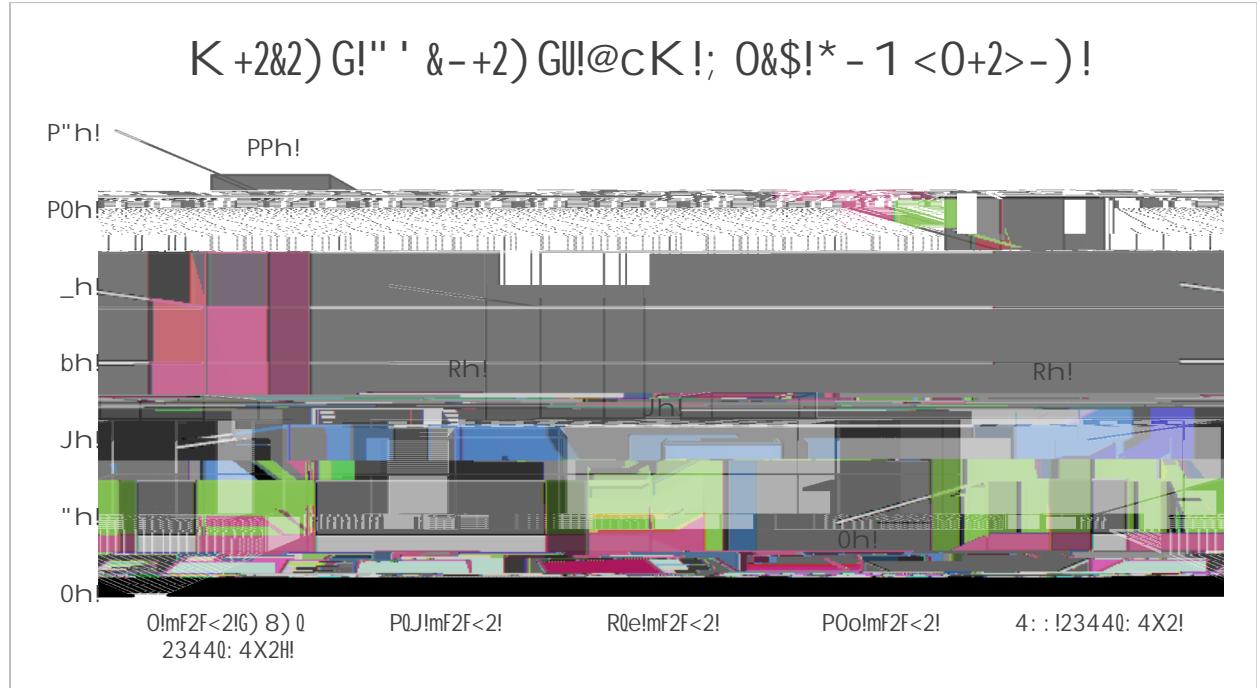
h!-,!g2>2&>!

h!-,!%&' (\$)&>!



* - 1 <0+2>-) !- ,!@cK!; 0&\$>!,-+!NO+&2/2<0) &>!3>!E-) INO+&2/2<0) &>J!
 <B&!, \$6(-!0B\$!2344!7\$*6%*(6; \$0A\$L\$!6%6A, @&!6%; !&? >6/0!1'!@0+; \$%0@!VB1!/6? \$!01!0B\$!
 2344!G/1AA1a+&6AA, !D%1V%!6@!Y23440: 6(@Z!1(!@/B1A6(@HS!<B\$!2344!C60B!6%; !2060@&/@!
 311(; &%601(-!VB1!&@!6A@!1!6!@060@&/@!* (6; +60\$!@0+; \$%0!60!32KM5-!1%; +/0\$; !0B1(1+*B!
 6%6A, @&!1'!23440: 6(@!L@S!) 1%023440: 6(@S!!!
 !
 20+; \$%0@!'(1? !0B\$!01>!! !/1+(@\$@!&%!\$6/B!1'!0B\$!@+7`\$/0!6(\$6!@\$!(L\$; !60!2344!V\$(\$!@\$\$/0\$; \$!!
 <B\$!2344!C60B!6%; !2060@&/@!311(; &%601(!+@\$; !; 606!'(1? !0B\$!=&1%\$\$(!. 606!96(\$B1+@\$!01!
 *60B\$(!/1+(@\$0A\$L\$!. -!]!-6%; !9&0B; (6V6A!G.] 9H!(60\$@'1(!0B\$!01>!! !/1+(@\$@!V&0B&%!\$6/B!
 0+01(%*!@+7`\$/0!6(\$6\$!23440: 6(@!G6%; !0B\$!&(!* (6; \$@!H!V\$(!\$!(\$?1L\$; !(1? !0B\$!1L\$(6AA!
 /1+%^^.] 9!(60\$!1'!0B\$!/1+(@\$!23440: 6(@!V\$(\$!0B\$%!@>A&0!&%01!! !/60\$*1(&\$@![!@0+; \$%0@!VB1!
 L&@0\$; !2344!W!@\$(L/&@!P0J!0&? \$@-!R0e!0&? \$@-!6%; !P0o!0&? \$@SPJ!
 !
 5\$A1V!6(\$!.] 9!(60\$!/1? >6(%@1%@!6? 1%*!23440: 6(@!6%; !) 1%023440: 6(@!&%!6AA!J!@+7`\$/0!
 6(\$6@!@\$(L\$; !60!2344S!4/(1@@!6AA>(1*(6?@!23440: 6(@!/1%@&0\$%0A, !B6; !'6&A+(\$!(60\$@!A1V\$(!
 0B6%!0B\$!&(!) 1%023440: 6(!/1+%^>6(0@SPRI!
 !

K +2&2) G!"' &-+2) GU!@cK!; 0&\$!* - 1 <0+2>-) !



P!<B\$!0\$ (? !Y4AA!23440: 6(@Z!1%!0B\$!*(6>B!(\$>(\$@%0@!0B\$!@+ ? !1'!0B\$!>(\$L&1+@!! !76(@![!YP0J!
 m&@0@Z-!YR0e!m&@0@Z-!6%; !YPOO!m&@0@Z!
 PR!<B\$!1%A, !\$T/\$>0&1%!@!C60B!23440: 6(@!VB1!B6; !6!'6&A+(\$!(60\$!@&? &A6(!01!0B\$!&(!>\$\$(@!VB1!
 ; & !%10!+@!2344!@\$(L/&/\$@!

!

"e

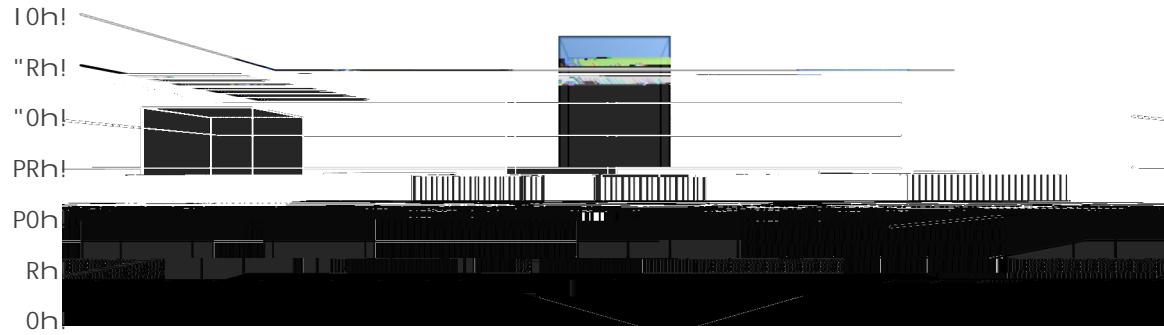
!

!

<B\$!

!

10



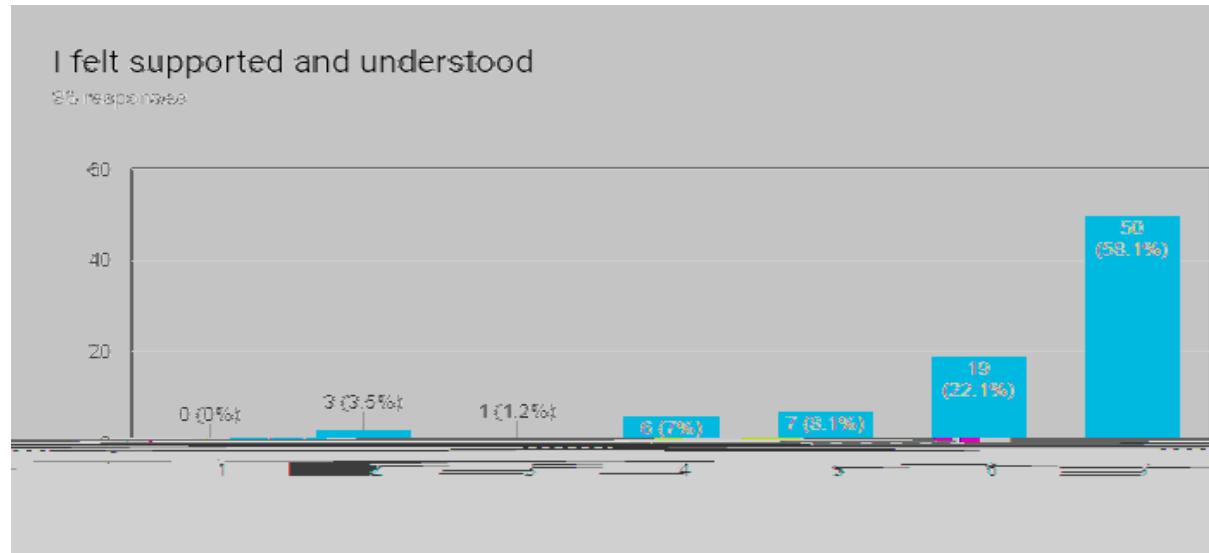
!
F%!&O&2>&2/>!'' '&-+2) GV!1%A, !P!/1+(@\$!B6; !6!A6(*\$!\$%1+*B!@6? >A\$!1'!@0+; \$%0@!01!6%6A, U\$!
0(\$%; @![!2060@0&/@!P000\$!!4@!%&; &/60\$; !7, !0B\$/!B6(0!7\$A1V-!0B\$!0(\$%; !1'!@060@0&/@!@0+; \$%0@!
/1? &%*!01!2344!6%; !0B\$&(!.] 9!(60\$!@!@? &H6(!01!@/&\$%/\$!@0+; \$%0@![!%10!A&%\$6(N!
!

!
<B\$!(\$6@1%@!'1(!%1%0&%\$6(!.] 9!(60\$!(\$@+A0@!&%!C60B!<+01(&%*-!2/&\$%/\$!<+01(&%*-!6%;!
2060@0&/@!<+01(&%*!6(\$!L6(, &%*!6%; !/1? >A\$TS!<B\$!(\$@+A0@!/1+A; !%&; &/60\$!6!*(\$60!@, @0\$?&/!

!

| P

!@+ \$!671+0!@0+ ; \$%0!>(\$>6(60&1%&%!2<MC!/1+(@\$@S!!4 ; &0&1%6AA, -!0B\$!(\$@+A0@!B6L\$!>(1L1D\$; !
 (\$'A\$/0&1%!671+0!B1V!01!>1(\$!/A1@\$A, !6A&%!1+(!0+01(%%*!>(6/0&/@!V&0B!/1+(@\$Q@>\$/&'&!>(6/0&/@!S!!<B&@!\$%06AA@!>1(\$!/1AA671(60&1%&V&0B!/6?>+@! ; \$>6(0? \$%0@!6%; !'6/+A0, !? \$? 7\$(@! !
 %' +3\$D>U!
 4!@0+ ; \$%0!@+(L\$, !V6@!>&A10\$; !&%!0B\$!9&%0\$(!P_!8%!6%\$''1(0!01!*60B\$(!6; ; &0&1%6AA+a+6A&060&L\$!
 &%'1(?60&1%\$!F0!V6@!/1%; +/0\$; !V&0B!0B\$!'1M1V&%*!*16A@!&%!>8%; !N!01!*8L\$!@0+ ; \$%0@!6%!
 1>>1(0+&%0, !01!\$\$A!B\$6(; !6%; !01!\$T>(\$@!\$&0B\$(!/1%/\$(%@!6%; !'(+)@0(60&1%@1(!>(6&@\$!
 4; ; &0&1%6AA, -!0B\$!6; ?&%@0(60&L\$!@06''!B1> ; !01!7\$!67A\$!01!1AA1V!+>!V&0B!&%; &L&; +6A@!
 ; \$?1%@0(60&%*!; \$\$>!; &@60&@'6/0&1%!1(!?&+%; \$(@06%; &%*!6@!01!\$%@+(\$!6!>1@&0&L\$!
 (\$A60&1%@B&>!V&0B!0B\$!@0+ ; \$%0!71; , -!VB&A\$!A\$6(%&%*!B1V!V\$!>*&B0!&?>(1L\$!1+(!>(1*(6?@! !
 !
 <B\$!@+(L\$, !V6@!6%&1+%/ ; !1%!1+(!V\$7@&0\$!6%; !L&6!A, \$(@!&%!0B\$!2344\$<+01(@!6%; !
 (\$/0&1%&0@!(\$?&%; \$; !0+0\$@!1'!0B\$!@+(L\$, !6@!V\$AA!6%; !0B\$!. &(\$/01(!1'!0B\$!2344!@\$%0!1+0!
 1%\$!>6@!\$?6&A!01!6AA!2344!L&@01(@S!!_e!(\$@>1%@\$@!V\$(\$!/1AA\$/\$0\$; !7, !0B\$!\$%; !1'!0B\$!a+6(0\$(S!
 <B\$!(\$@+A0@!@B1V!1L\$(6AA!L\$(), !B&*B!@60&@'6/0&1%&V&0B!0B\$!2344\$^c!



Pc!<B\$!@/6A\$!&@!6@!1AA1V@NP!i !B&*BA, !; &6*(\$\$!6%; !C!i !B&*BA, !6*(\$\$!

\$Y&\$) &!�&!0B\$!0/&' O::D!>&O+&\$ (!&-!\$Y<\$+21 \$) &!) !1 D!-T) `!W?!(\$6AA, !0B6%D'+A!01!
0B\$!2344!'6?&A, \$!

F!A1L\$!0B\$!2344\$!F0!B6@!B\$A>\$; !? \$!0B(1+*B!0V1!a+6(0\$(@!1'!; &''&/+A0!/A6@@\$@!6%; !0!
(-) k&!) Q!0!T - ' : (#03\$!<0>>\$ (!2,!2&!T\$+\$) k&!, - +!&#\$!&` &-+>`!

!

||!

%` <<:\$1\$)&0:!0)>&+' /&2-) !L%0M!
!

!!

!

!

!

!

K#0&!2>!%' <<:\$1\$)&0:!0)>&+' /&2-) [!

2+>A\$? \$%06A!F%@0(+/0&1%!G2FH!= (1*(6?!)>(1L&; \$@!>\$\$(\$06@@&@0\$; -!/1AA671(60&L\$-!6%; !6/0&L\$!6?@j50!&?

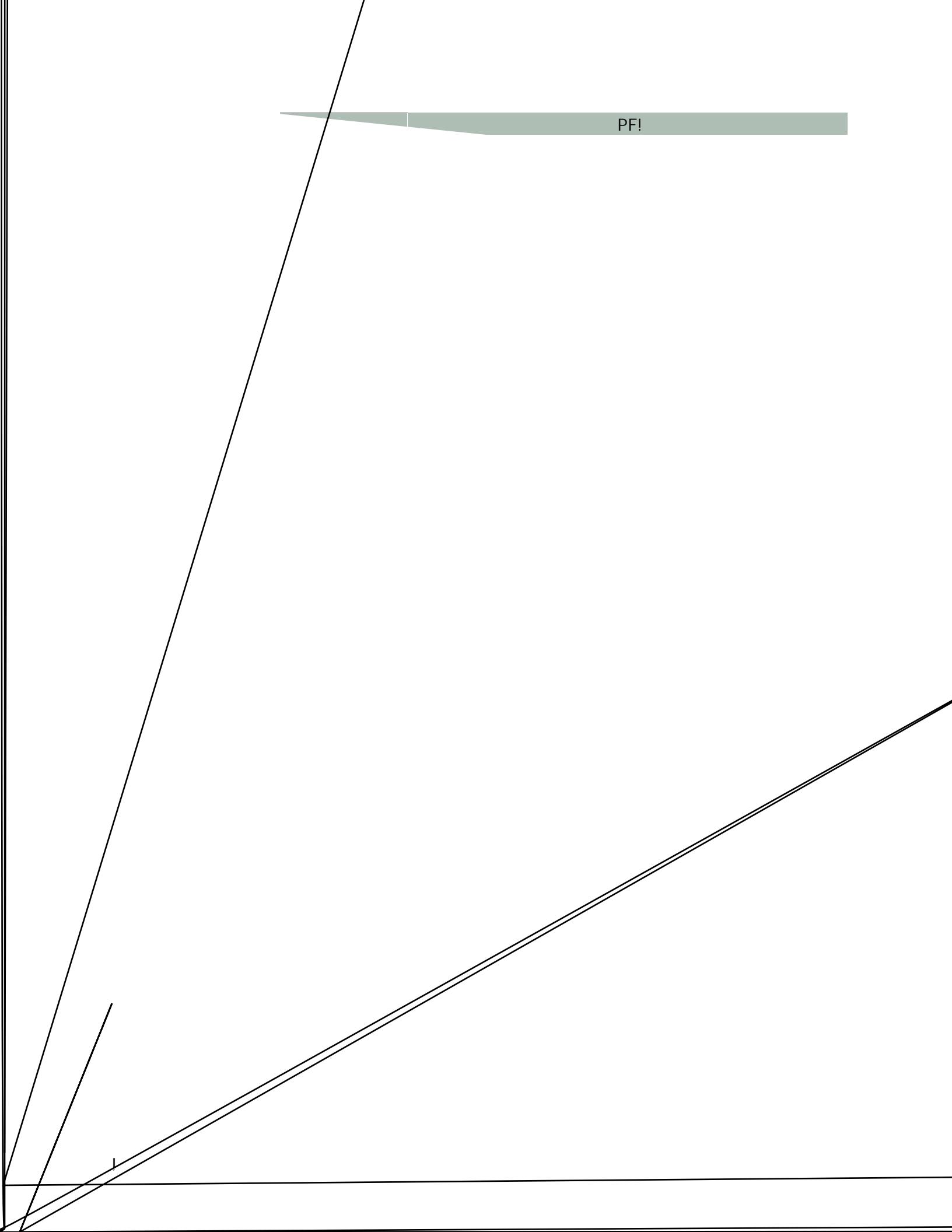
!

JJ

4@!0B\$!067A\$!7\$A1V!&%; &/60\$@-!2F!/1%0&%+\$@!01!7\$!1%\$!1'!0B\$!? 1@0!\$''\$/0&L\$/!(1@0/1AA\$*\$!6%; !
 /(1@0; \$>6(0? \$%06A!&%&0&60&L\$@!1%/6? >+@\$!<B\$/!1+(@\$@!@\$(\$; !L&6!2F!(\$>(\$@\$%0!6AA!J!
 /1AA\$*\$@!60!32KM5-!P! !; \$>6(0? \$%0@-!6%; !J0!+%&a+\$!/1+(@\$@\$!F%!0B\$/!B6(0!7\$A1V-!6AA!
 %@0(+/01(@!VB1!V1(D\$; !V&0B!0B\$!>(1*(6?!)6(\$!6A>B67\$0&U\$; !7, !A6@0!%6? \$N!!
 !

- . 763O; 6#3!	2#7&6&#. !	8(%136\$ (. 6!	<1''!=>?@!	9&. 6(3! =>?A!	B%3&. 4! =>?A!
* ("!*#+, '&"!	= (1'\$@@1(!	5&1A1*&/6A! 2/&\$%/\$@!	5F8: ! PJ0"!	Q!	Q!
- " (' , #!. "/0\$1!	4%%+6A! : \$/0+(\$(!	=B, @&/@!	=Ef2! "c0P!	=Ef2! "c0"!	=Ef2! "c0I!
- , 2/"!. "/)#,))!	4%%+6A! : \$/0+(\$(!	E\$6A0B!2/&\$%/\$@!			

$D\%2, /)!F\%/)%(!$	$4\%+6\$\!\!\!$ $: \$/0+(\$(!$	$=B\&1@1>B, !$	$=EF: !$ $P000!$	$=EF: !$ $P000!$	$=EF: !$ $P000!$
$<"")4/1(!F/'++!$	$4@@\$@06\%0!$ $=(1'@\$@1(!$	$=B, @\$/@!$	$=Ef2!$ $"cOP!$	$Q!$	$Q!$



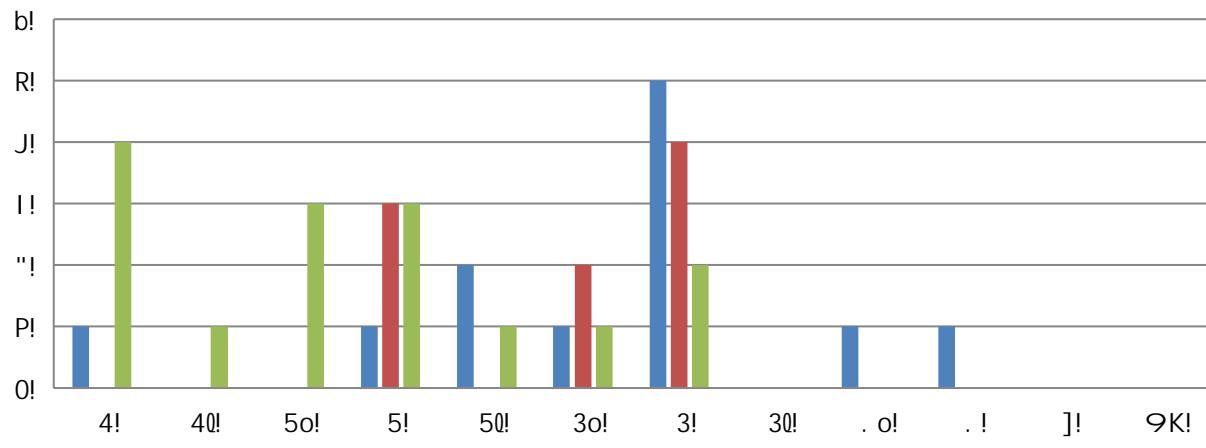
PF!

@cK!,-+!E-) !%0IN0+&2/2<0) &>!

PRSRch!

!

J0



!

JP

!

J"

!!!

K +2&2) G!. >>- /20&\$>!LK . M!N+-G+01 !

!

!

!

K #0&!2>!#\$!K +2&2) G!. >>- /20&\$>!LK . M!N+-G+01 [!

7"#"1!. "0), /!	4%%+6A! : \$/0+(\$(!	M%*A&@B!	M) k: ! POOP!	M) k: ! 100I!	M) k: ! POOP^I 00I!
J":0!H"/5, /!	4%%+6A! : \$/0+(\$(!	M%*A&@B!	Q!	M) k: ! _0"!	Q!
74"/%(!D"&:#'66!	:&7(6(,!]6/+A0, !				

F%'1(? 60&1%!6%; !X\$a+\$@0!] 1(? -!1%*1&%*!\$? 6&A!6%; !&%0>\$(@1%!/1? ? +%&/60&1%@!V&0B!'6/+A0, -!

!

94WB!0B\$?@\$AL\$@!* (1V!&%!&? > 1(06%0!V6, @\!? 6%, !6(\$!6@>&(&%*!0\$6/B\$(@!) (1? !1%\$!(\$'A\$/0&1%!!
Y< B&@!7\$&%*!?, !@\$/1%; !a+6(0\$(!6@!6!94-!FW, !A&D\$!01!@6, !0B60!F!; & !%10&/!*(1V0B!V&0B&%!
?, @\$A'S!

!

Jc

