

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
270 Washington Street, S.W.
Atlanta, Georgia 30334

BOARD OF REGENTS MEETING AGENDA
Tuesday, November 8, 2011

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AGENDA
EXECUTIVE AND COMPENSATION COMMITTEE
November 8, 2011

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AGENDA
EXECUTIVE AND COMPENSATION COMMITTEE
November 8 2011

1. Executive Session

The Committee plans to discuss personnel and compensation matters, as well as Presidential Searches. Materials will be distributed in Executive Session.

AGENDA

SPECIAL COMMITTEE ON CONSOLIDATION

November 8, 2011

1. Action Item

The Chancellor's staff will propose "Principles" to be utilized in determining whether institutions within the University System should be consolidated.

CONSOLIDATION PRINCIPLES

Objective : The University System of Georgia is preparing students for the 21st century economy and citizenship. Today the System must look internally to ensure that it has a 21st century structure, providing a network of institutions offering the proper range of degrees and opportunities in research and service to students and faculty. The System has therefore begun an analysis of whether consolidation of campuses will contribute in part toward achieving this objective.

The purpose of campus consolidation is to increase the system's overall effectiveness toward creating a more educated Georgia.

The following principles will guide the consolidation analysis; each principle will be considered equally in the analysis.

Increase opportunities to raise education attainment levels. Enhancing opportunities for students to raise their education attainment levels will be a goal.

Improve accessibility, regional identity, and compatibility. Geographic proximity, transportation corridors, student backgrounds, ensuring as much as possible a cultural fit, and other factors which strengthen the qualitative aspects of campus offerings will be considered.

Avoid duplication of academic programs while optimizing access to instruction. Consideration will be given to dema-0.2 (f) -0.2 (it) -0.2 (,i(5e) -0.4 (n) 0.2 ((n) 014(e

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COMMITTEE OF THE WHOLE: INTERNAL AUDIT, RISK, AND COMPLIANCE

November 8, 2011

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INFORMATION ITEM

1. Risk Management Presidential Task Force Update 1

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COMMITTEE OF THE WHOLE: INTERNAL AUDIT, RISK, AND COMPLIANCE

November 8, 2011

1. Information Item: Risk Management Presidential Task Force Update

The Board of Regents established a systemwide Risk Management Policy at its August 2010 meeting. This policy required that the Chancellor shall designate an executive position to oversee implementation of the Risk Management Policy across the entire System of Georgia. In November 2010, Southern Polytechnic State University President Dr. Lisa Rossbacher was asked to lead this effort. At this meeting, Dr. Rossbacher will update the Board on the task force's progress since Dr. Rossbacher presented to the Board in February 2011.

I. Academic Programs

1. Establishment of a New and Online Doctor of Education with a major in Nursing Education, University of West Georgia

Recommended That the Board approve the request of President Beheruz N. Sethi that the University of West Georgia (UWG) be authorized to establish a new and online Doctor of Education with a major in Nursing Education effective November 9, 2011.

Abstract The University of West Georgia seeks approval to establish a new and online Doctor of Education with a major in Nursing Education. The doctoral program is designed to prepare nurse educators for the 21st century through collaborative endeavors between the faculty of the School of Nursing and the College of Education. The program is designed to develop students to assume leadership roles and demonstrate advanced educator competencies; advance the scholarship of nursing education; conduct, evaluate, and synthesize theoretically guided research to further pedagogical knowledge in nursing education; and increase the number of nurse educators with doctoral degrees.

Need The Doctor of Education in Nursing Education is a priority within the University of West Georgia's strategic plan. The program was in part developed to address the state's nursing faculty shortage. Evidence of discipline-specific and societal needs for a doctoral nursing education degree have emerged from a variety of sources including historical trends of nursing faculty shortages and the lack of a Doctor of Education in nurse education programs. According to the American Association of Colleges of Nursing (AACN), production of doctoral prepared nurses from research focused programs increased by 4.9% from the 2009 academic year to 2010. The low statistic is attributed to a limited pool of doctoral prepared faculty within postsecondary institutions and thus a limit on the number of students accepted into such programs. The AACN's 2010 national survey of nursing faculty revealed that only 46.5% of full-time nursing faculty members have doctoral degrees and only 28.3% hold research degrees in nursing. Additionally, the number of research focused doctoral nursing graduates in the southern region decreased by 20.5% in one year from 2009-2010 to 2010-2011. As the professoriate continues to age, a lack of faculty with doctoral level credentials will become critical to pipeline issues with projected retirements. The program will be developed through the support of the institution and grant funds from Health Resources and Services Administration, an agency of the U.S. Department of Health and Human Services. Although the program will be offered online, it includes some mandatory on-campus sessions to introduce doctoral students to aspects of the program.

Assessment The Office of Academic Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. The program will be reviewed in concert with the institution's programmatic schedule of comprehensive program reviews.

2. Establishment of a New and Online Master of Science in Nursing, Georgia Southwestern State University

Recommended That the Board approve the request of President Kendall A. Blanchard that Georgia Southwestern State University (GSSU) be authorized to establish a new and online Master of Science in Nursing effective November 9, 2011.

Abstract Georgia Southwestern State University proposes the establishment of a Master of Science in Nursing that will be delivered online. The institution will collaborate with Clayton State University and Columbus State University

3. Establishment of the Barbara Lester Methvin Distinguished Professorship University of Georgia

Recommended That the Board approve the request of President Michael F. Adams that the University of Georgia (UGA) be authorized to establish the Barbara Lester Methvin Distinguished Professorship, effective November 9, 2011.

Abstract UGA seeks approval to establish the Barbara Lester Methvin Distinguished Professorship in Southern Literature in the Franklin College of Arts and Sciences. The position will reside in the English department. The University of Georgia Foundation and the academic unit have confirmed that \$556,359 is on deposit to establish the endowed position. The person named to fill the position will have an outstanding reputation, be a full professor, and be engaged in teaching, research, public service, or a combination of such duties.

The professorship was funded by a lead gift made by Eugene H. Methvin in honor of his late wife, Mrs. Barbara Lester Methvin

4. Named Faculty Positions

The administrative and academic appointments are reviewed by the Chair of the Committee on Academic Affairs.

5. Information Item: Discussion on Distance Learning

An update and discussion of distance learning milestones, opportunities, and future challenges will be shared with members of the Committee on Academic Affairs.

6. Information Item : Demonstration of GATRACS Portal (Georgia Transfer Articulation Cooperative Services)

A demonstration will be provided of GATRACS, the web portal for Georgia Transfer Articulation Cooperative Services.

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COMMITTEE ON PERSONNEL AND BENEFITS

November 8, 2011

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APPROVAL ITEM

1. Revision to the Policy Manual Section 28 (Insurance Policy) 1

INFORMATION ITEM

2. Presentation regarding the Pilot Leading Innovation Program 5

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COMMITTEE ON PERSONNEL AND BENEFITS

November 8, 2011

1. Revision to the Policy Manual Section 8.2.9 Insurance Policy

Recommended That the Board approves the revision to the Policy Manual Section 8.

In addition, supplemental life insurance may be offered to these same employees with no employer participation in the premiums. Group life insurance for dependents of these employees shall be made available to them in amounts which shall be established from time to time by the Board. There shall be no employer contribution to the dependent life insurance premiums (BoR Minutes, 198788, pp. 6364).

8.2.9.3 Other Insurance

Each institution may provide any additional types of group insurance protection desired on a voluntary basis if the total cost of such protection is paid by the employee.

8.2.9.4 Benefits Continuation into Retirement

A USG retiree or career employee, who upon his/her separation of employment from the USG meets the criteria for retirement as set forth in Section 8.2.8.2 or Section 8.2.8.4 of this Policy Manual shall remain eligible to continue as a member of the basic and dependent group life insurance and health benefits plans. The USG shall continue to pay the employer's portion of the cost for such benefits (BoR Minutes, October 2002).

New Policy

8.2.9 Insurance

8.2.9.1 Group Health Insurance

Hospitalization, surgical, medical and major medical benefits shall be made available to regular USG employees with a work commitment of three quarters time (30 hours per week) or more.

A regular employee's work commitment may be comprised of multiple job assignments to achieve benefits eligibility if the work assignments are six (6) months or longer. Temporary work commitments/hours cannot be combined for benefit eligibility purposes. These benefits shall also be made available to dependents of the same employees. The USG shall pay that portion of the cost of such insurance as shall be designated from time to time by the Board.

elect, these benefits become effective on the first day of the month following enrollment unless enrollment is on the first day of the month in which case it becomes effective upon enrollment.

8.2.9.2 Group Life Insurance

Group life insurance, with accidental death and dismemberment coverage, shall be made available to regular USG employees with the same benefits eligibility definitions as that of Group Health Insurance (8.2.9.1). Group life benefits become effective upon enrollment. The USG, as employer, shall pay the premium on the basic amount of life insurance, which shall be \$25,000. This amount of insurance is designated "basic life insurance" and the maximum premium therefore shall be established by the Board.

In addition, "supplemental life insurance" with the same benefits eligibility definitions as that of Group Health Insurance (8.2.9.1) may be offered to these same employees with no employer participation in the premiums. If elected, these benefits become effective on the first day of the month following enrollment unless enrollment is on the first day of the month in which case it becomes effective upon enrollment. Group life insurance for dependents of these employees shall be made available to them in amounts which shall be established from time to time by the Board. There shall be no employer contribution to the dependent life insurance premiums (BoR Minutes, 198788, pp. 6364).

8.2.9.3 Other Insurance

Each institution may provide any additional types of group insurance protection desired on a voluntary basis if the total cost of such protection is paid by the employee with the same benefits eligibility definitions as that of Group Health Insurance (8.2.9.1). If elected, these benefits become effective on the first day of the month following enrollment unless enrollment is on the first day of the month in which case it becomes effective upon enrollment.

8.2.9.4 Benefits Continuation into Retirement

A USG retiree or career employee, who upon his/her separation of employment from the USG meets the criteria for retirement as set forth in Section 8.2.8.2 or Section 8.2.8.4 of this Policy Manual, shall remain eligible to continue as a member (if eligible on retirement date) and currently enrolled in the basic, supplemental and dependent group life insurance and health benefits plans. The USG shall continue to pay the employer's portion of the ~~only those~~ benefits that included an employer contribution during the employee's active service (BoR Minutes, October 2002).

2. Presentation regarding the Pilot Leading Innovation Program

Ms. Tina Woodard, Assistant Vice Chancellor for Professional Development, will present a brief overview regarding the pilot Leading Innovation Program. A member from the Georgia State Project Team will present a brief summary of the project.

Background The Pilot Leading Innovation Program was launched in September 2010 in response to the Regents' Plan to Guide Innovation and a request to mobilize our ELI Alumni Scholars to work on innovation projects across the System. Two teams were formed to participate in this 10-month program.

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COMMITTEE ON ORGANIZATION AND LAW

November8, 2011

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COMMITTEE ON ORGANIZATION AND LAW

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COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

November 8, 2011

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COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

November 8, 2011

1. Approval to Rescind Increase to a Mandatory Fee at Fort Valley State University

Recommended That the Board rescind the \$50 increase to the Student Center Facility Fee effective Fall 2011, that all students charged during the Fall 2011 semester be refunded the \$50 by Fort Valley State University (University).

Background In April 2011, the Board approved increasing the Student Center Facility Fee by \$50, from the current fee of \$100 per semester to a total fee of \$150 per semester. The fee increase began in Fall semester 2011 and was to be used to support the financing for the renovation of the Woodward Gymnasium and provide recreational, social, and study areas for students enrolled at the University.

Since the approval and implementation of the increased fee, the University has not submitted a formal request to renovate the facility for recreational, social, and study areas. It is

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COMMITTEE ON REAL ESTATE AND FACILITIES

November 8, 2011

1. Information Item: Integrated Evaluation

Integrated evaluation of campus facilities related proposals has resulted in the following potential projects that will be further developed for consideration of Project Authorization by the Board:

- 1) Georgia Health Sciences University Ronald McDonald House. Ronald McDonald House Charities proposes to construct a 22 bed, \$4.5 million facility adjacent to the children's hospital, on Board of Regents property. An underutilized structure currently on the property would be demolished. The property will be leased to Ronald McDonald House Charities for a term of thirty years.
- 2) Georgia Health Sciences University MRI Replacement. Renovations to the 2nd floor of the Critical Care Center Wing of the Adult Medical Center to replace existing MRI equipment which is past its "end-of-life" stage and is non-

2. Information Item: Bond Sale Resolution General Obligation Bond Issue Update

In June 2011, the Board adopted the Resolution prepared by the Revenue Division of the Georgia Department of Law covering the issuance of 2011 General Obligation Bonds (the G.O. Bonds) by the State of Georgia through the Georgia State Financing and Investment Commission for use in funding projects for the University System of Georgia.

The Revenue Division of the Georgia Department of Law prepared on behalf of the Board of Regents a Resolution to cover the sale of 2011 G.O. Bonds that were sold in June 2011. On August the Board was updated on G.O. Bonds that were sold in June 2011. The list below indicates the additional G.O. Bonds requested to be sold in the November 2011 bond sale for projects that were previously approved by the legislative.

Project No.	Project Name/Institution	November Bond Sale
<u>FY 2010 Capital Project Funding</u>		
J-152	Consolidated Medical Education Commons Georgia Health Sciences University	\$2,000,000
	FY 2010 Subtotal	\$2,000,000
<u>FY 2012 Capital Project Funding</u>		
J-167	Academic Science Building	

3. Authorization of Project, Project No. BR-10-1103 Health Sciences Campus Renovations Phase II, University of Georgia

Recommended That the Board authorize Project No. ~~BR~~1103, Health Sciences Campus Renovations Phase II, University of Georgia (ÓUGAÓ), with a total project budget of \$8,510,000 to be funded from UGA institutional funds.

Understandings Phase I authorized by the Board February 2011,

4. Authorization of Project, Project No. BR-30-1202, Phase 1 and 2 Build Out of Marcus Nanotechnology Building, Georgia Institute of Technology

Recommended That

6. Authorization of Project, Appointment of Design Professional Firm, Appointment of Construction Management Firm, and Demolition, Project No. PPV-66-1101, Landrum Dining Hall and Lakeside Dining Hall, Georgia Southern University

Recommended That the Board authorize Project No. ~~PPV~~1101, Landrum Dining Hall and Lakeside Dining Hall Georgia Southern University (OGSOU) with a total ~~project~~ budget of \$5 million to be funded through a public private venture.

Recommended further: That the Board appoint the ~~first~~ ~~named~~ design professional firm listed below for the identified project and authorize the execution of a contract with the ~~identified~~ firm. Should it not be possible to execute a contract with the ~~ranked~~ firm, staff will then attempt to execute a contract with the other listed firms in rank order.

Recommended further: That the Board appoint the ~~first~~ ~~named~~ construction management firm listed below for the identified project and authorize the execution of a contract with the identified firm. Should it not be possible to execute a contract with the ~~ranked~~ firm, staff will then attempt to execute a contract with the ~~other~~ listed firms in rank order.

Recommended further: T6 cm BT0.2 () -104-104.5 0.2 (r)] TJ ET Q q 0.24 0 0 0.24 180.8848 502.04

6. Authorization of Project, Appointment of Design Professional Firm, Appointment of Construction Management Firm, and Demolition, Project No. PPV66-1101

7. Appointment of Construction Management Firm, Project No. J188, Historic Ennis Hall Renovation, Georgia College & State University

Recommended: That the Board appoint the first named construction management

10. Demolition of Building, Rutherford Hall, University of Georgia

Recommended That the Board declare Rutherford Hall, Building Number 1210, 305 Cedar Street, on the campus of the University of Georgia (UGA), Athens, be no longer advantageously used to UGA or other units of the University System of Georgia and authorize demolition and removal of this building.

Recommended further That the Board request the Governor to issue an Executive Order authorizing the demolition and removal of this building from the campus of UGA.

Recommended further That demolition and removal of this building be subject to adequate mitigation of all adverse environmental impacts.

Understandings The 35,046 square foot Rutherford Hall, constructed in 1939, is a three-story building with reinforced concrete floor slabs, exterior masonry bearing walls and interior-cast place concrete columns, and wood framed roof structure. The exterior walls are solid brick masonry and the interior walls are generally plaster over wood framing. The roofing material is slate. The building has had minor renovations throughout the years, with an elevator added in 2002. The UGA master plan has identified the current location of this building as a location for a new larger residence hall.

The building was surveyed as part of the 1992 statewide historic resource inventory and appears to meet National Register Criteria as required by the Georgia Environmental Policy Act and the appropriate State Stewardship review. UGA has completed an Environmental Effects Report and identified that the demolition will have a significant adverse impact on a historic resource.

A hazardous materials survey and assessment has been conducted and has identified recommendations for the proper management and disposal of asbestos.

11. Rental Agreement, Red Bud Farm, University of Georgia

Recommended That the Board declare an approximately 653 acre

12. Executive Session

Materials to be handed out in executive session.

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COMMITTEE ON INTERNAL AUDIT, RISK, AND COMPLIANCE

November 8, 2011

Agenda Item Page No.

INFORMATION ITEMS

1. Audit Results and Internal Audit Trends 1
2. Institutional Plan for Improving Audit Results at Fort Valley State University 2

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COMMITTEE ON INTERNAL AUDIT, RISK, AND COMPLIANCE

November 8, 2011

1. Information Item: Audit Results and Internal Audit Trends

The Office of Internal Audit and Compliance (OIAC) mandate is to focus on risks and provide value. This mandate has evolved from audit's objective assurance and consulting activities. The continuing migration toward a more risk-centric approach is driven by trends which are likely to reshape internal audit now and in the future.

At this meeting, Executive Director of Internal Audit Mr. Michael Foxman will briefly summarize audit results and key trends over the past 12 months.

2. Information Item: Institutional Plan for Improving Audit Results – Fort Valley State University

Fort Valley State University (FVSU) President Dr. Larry Rivers will outline FVSU's plan to improve financial operations and audit results.

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COMMITTEE OF THE WHOLE: ACADEMIC AFFAIRS

November 9, 2011

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CONSENT ITEM

1. Presentation of Complete College Georgia: Georgia Higher Education Completion Plan 2012.

The final college completion plan for the state of Georgia will be presented to the Board. The plan has been jointly developed with the Technical College System of Georgia and if approved, will be submitted to the Governor in December, 2011.

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Defining and Measuring Success

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+?@!:TDN@BIDGM!6MIG@K!AF!*@ABCDEF@G@H@I@J@K@L@M@N@O@P@Q@R@S@T@U@V@W@X@Y@Z@!
QAKRO@GDAT!ROET!DG?IG?@!FBEK@JABX@EDU!U@AQHK@TG!ETU!PHDOG!HRAT!:TDN@BIDGM!
6MIG@K!AF!*@ABC@E@IIDAT!ETU!*BEUHEGDAT!B@RABGDTC!IGBEG@CD@!!ETU!!GBHQGH@IS
6MIG@K!AF!*@ABCDE!JDO@I@R@H@R@B@G@!DGI!!DT!IGDGHGDAT!GA!QAKRO@G@!G?@!ROET
FAOOAJDTC!G?@!!IGEG@JDU@!OEHTQ?S!.BEK@JABX!JDOO!P@!U@!IDCT@U!GA!@TEPO@!QEKRF
UEGE!EPAHG!P@!IG!RBEQGDQ@!!FAB!DKRBANDTC!QAKRO@GDATS

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+?@!@Q?TDQEO!5A00@C@!6MIG@K!AF!*@ABCDE!JDO@I@R@H@R@B@G@!DGI!!DT!IGDGHGDAT!GA!QAKRO@G@!G?@!ROET
QAKRO@GDAT!ROET!E!!E!REBG!AF!G?@!%B@IDU@TG[!!ETTHEO!E!!@I!K@T@E@T@B@D@N@O@!!RBAQ
5A00@C@!6MIG@K!JABX!JDG?!DGI!QAOO@C@!!EFG@B!G?@!!IGEG@JDU@!OEHTQ?GA!U@N@OAI
Q@BGDFDQEA@E@Y@U@T@R@U@C@B@C@!S@Q?TDQEO!5A00@C@!JDO@I@R@H@R@B@G@!DGI!!DT!IGDGHGDAT!GA!QAKRO@G@!G?@!ROET
IHKKDG!FAB!QEKRHI!ETU!6MIG@K!O@EU@BI?DR!GA!!EB@!P@!IG!RBEQGDQ@!!ETU!QAOOEPABE!
DU@E!!DT!!HRRABG!AF!5AKRO@G@!5ADO@C@!@ABCDES

Impro ing College Readine and Acce

1@@GDTC!QAOO@C@!QAKRO@GDAT!E@I@D@I@G@B@O@G@E@O@V@M@D@E@B@C@B!THKP@B!AF!!GHU@TG!!CBEL

!

.L%-RS,R)!(T' !B,%&,R!U+#\$!XFK!

*@ABCDEF@REBGK@TG!AF!#UHQEGDATEB@R!ABG@I?AAO!CBEUHF@T

QA00@C@!DT!E!GDK@B@F!@Q!G!@B@OM!EUUB@IIDTC!BDIDTC!QAIG!B@WHDB@!!E!TEGDATEO!U@
NEOH@!AF!/?DC?@B!@UHQEGDAT!GA!!AQD@GM!ETU!G?@!ERRBARBDEG@!!?DFG!!DT!RHPODQ!R/
AF!FHTUDTCS!+?DI!JABX!DI!P@MATU!G@D@R@F@J@F@BY!KETM!AF!G?@!RBARAI@U!EQGDAT!QE
JABX!GA!@TEPO@!DTIGDGHGDAT!GA!P@!KAB@!@FF@QGDN@Y!RAG@TGDEOOM!O@EUOTC!GA
b?@B@!G?@!@!B@!HOGI!QET!P@!EQ?D@N@UY!G?@!8AEBU!AF!PAG?!6MIG@KI!JBOO!!@@X!GA!C
IENDT@DT!JEM!G?EG!P@T@FDG!!GHU@TGIS

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*@ABCDE[!/?DC?@B!@UHQEGDAT!DTIGDGHGDAT!QATGDTH@!GA!P@Y!ETU!KHIG!B@Y!
?DC?!WHE@B@GMB@GHT@BMS?@!">44!GA!">4"!EQEU@KDQ!M@EBY!E!B@Q@TG!!HBN@M!B@RABG!E

ECB@@K@TGBAF@B!F!@BEO!@UHQEGDPTQA-B@!DG!IDTIGS!H@D@B!KETM!
IGHU@T@DIA!GBETIF@B!FBAK!G?@!+@Q?TDQEO!5A00@C@!6MIG@K!AF!*@ABCDE!GA!G?@!:TDN(

"#\$%&'(#R!WP!B'+U#+\$-RM!

+A!DKRBAN@!QA00@C@!QAKRO@GDT?@R!@QEGDAT!KHIG!P@!B@U@IDCT@U!JDG?DT!G?
AF!QB@EGDTC!E!KAB@!@FF@QGDN@!IMIG@KS!+?DI!ROET!DTQOHU@!JAB@R@RBAN@!R@BI

Shor ening he Time o Degree

+?!KAB@!GDK@!DG!GEX@!!GA!CBEUHEG@Y!G?@!O@!!ODX@OM!E!!IGHU@TG!D!!GA!QAKRO@G!
#N@TG!!ETU!U@KETU!!AHGIDU@!G?@!QOEIIBAAB!QET!QAKRODQEG@Q@E@O@M@F@B@H@G@U@Y@G@IR
PEOETQDTC!!Q?AAOY!JABXY!ETU!FEKDOD@IS!(@OEM!!DTQB@EI@!QAIGI!GA!PAG?!G?@!!IGHU@TG!
U@IDCTDTC!QO@EB!REG?!FAB!IGHU@TG!!GA!QAKRO@G@!Q@BGDFDQEG@!ETU!U@CB@@!RBA
*@ABCDE!QET!@OR!KAB@!!IGHU@TG!!@EBT!U@C

- P'L&4&Q"*1,"*?'6/"*#@*6#2\$4*)1/."21*%\$#/5&2%);*\$0#,#6G@TGI!JABXDTC!DT!
QA?ABGI!QET!FAQHI!AT!G?@!IEK@!QATG@TG!ETU!O@EBT!FBAK!ETU!IHRRABG!AT@!
- I/&6.*)/55#\$1*5\$#%'4)*&21#*)1\$/01/\$".*0#/\$)".6&?"\$A*4#.#X@UDEO!ETU!

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&!BETC@!AF!:TDN@BIDGM!6MIG@K!AF!*@ABCDE!DTIGDGHGDAT!!TUJF@C@C@B@B@!@VROABDT
B@IGBHQGHB@!U@ODN@BMY!DTQOHUJTC!UEGE!UBDN@T!@T?ETQ@K@TG!j*@ABCDE!*JDTT@
:TDN@BIDGMY!*@ABCDE!6GEG@!:TDN@BIDGM'Y!@UHQEGDATEO!RAODQM!j:TDN@BIDGM!AF!*@A
j5@TG@B!FA@B@TGHBM!:TDN@BIDGM?@ABCDE!)TIGDGHG@!AF!+@Q?TAOACM'S

!

+?@!5@TG@B!FA@B@TGHBM!:TDN@BIDGD@!Y!DT!REBGDQHOEBY!DI!@VROABDTUBDN@K@B!AF!G
DTTANEGDR)S!"6A*T5"2*T26&2"*3#/\$)")UPTT@B@N@DBGHEO!U@ODN@BM!KAU@O!G?EG!EOOAJ!
REBGDQDREG@EBDDTC!EQGDNDGD@!IEG!QATN@TD@TG!ROEQ@!ETU!GDK@!Y!BEG?@B!G?ET!!
I@G!GDK@FBEK@IS!1005IY!EOA@C!JG\$2&2%L?DQ?!QAKPDT@DA@!ETU!S@E@!
DTG@BEQGDATY!QET!FEQDODGEG@!JDU@IRB@EUY!AFG@T!COA@P@O@T@G@B@P@B@G@K@A@F@D@G?!/!
IR@QDEODa@U!DTIC@B@Q@G@A@B@S@E@R@R@O@D@!@C@B@O@N@T!IGBHQGHB@!ETU!DTQ@TGDN@!GA!O@EB`
+?@!5@TG@B!DI!EOIA!@VROABDTC!G?@!@T?ETQ@U!HI@!AF!@VR@BD@TQ@!PEI@U!ETU!CBAHI
Q@BGDFDQEGDAT!AF!O@EBT!DT!C@P@O@E@O@B@O@N@G@D@TEO!ERRBAEQ?@!!HQ?!FA@K
O@EBTDTC!ARGDATIS

(DIGETQ@!#UHQEGDAT

'@EBOM!EOO!:TDN@BIDGM!6MIG@K!AF!*@ABCDE!D@D@C@O@C@B@A@D@Q!IMIG@K!FAB!@BNDQ@!ETU!
O@EBTDTCS!+?@!@!:TDN@BIDGM!6MIG@K!FA@C@B@B@D@E!G@E@G!!PM!BEKRDTC!HR!G?@!HI@!AF!

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- (@N@OAR@TODT@Y!QAOOEPABEGDN@Y!HRR@B!UDNDIDAT!QAHBI@!!ETU!KELABI!U@IDC' QAKRO@K@TG!@5AB@Y!EIIAQDEG@!AF!IQD@TQ@Y!EIIAQDEG@!AF!EBGIY!ETU!EIIAQD IQD@TQ@!U@CB@@!!GA!EIIHB@!EBGDQHOEGDAT!JDN@B!RBACBEK!U! DTQB@EI@!G?@!RBA@P!FGDGM@TG!!QET!!HIGEDT!ETU!EQ?D@N@!G?@DB!@UHQEGD/

&UHOG!ETU!1DODGEBM!0HGB@EQ?

'@EBOM!4!KDOODAT!JABXDTC!*@RBC@AFIS?AI@!DT!G?@!JABXFABQ@EUHOG!BOU!

IAK@!QAOO@C@P!B@!H@!TAG!QAKRO@G@U!E!U@CB@CSMIG@K!AFN@B!BGM!&UHOG!

-@EBTDTC!5ATIABGDHKY!JDG?!TDT@!REBGDQDREGDTC!DTIGDGHGDATY!?!E!U@N@OAR@U!RAC ETU!RBACBEKIY!J?DQ?!GEBC@G!G?@!T@@U!AP!E!H@!C@U@ABT!O!B!HU@I_

-)TQB@EI@!P!R!@BQ@T@!THKP@B!AF!QEKRH!Q!REBGDTC!&UHOG!-@EBTDTC! 5ATIABGDHK
- (@N@OAR!QAOOEPABEGDN@!ATODT@!U@CB@@!RBACBEKI!FAB!EUHOG!DTJG?!KELAB QBDGDQEO!T@@U!QEPAB!FD@OUI
- -@EU!RHPODQ!EJEB@T@!!QEK!B@O!H!CA!B@GHBT!DTC!EUHOGI
- 5ATGDTH@!GA!RBANDU@!RBAF@!IDK@TEG!ETUN@OAR!BQ@!!FAB!FEQHOGM!DT!P@IG! RBEQGDQ@!!FAB!EUHOG!QAOO@C@!QAKRO@GDATY!DTQOHU!DTC!G?@!B@Q@TG!OE! (DIQAN@B9AHB*AEOST@G!ETU!AG?@B!RHPODQ!EJEB@T@!!QEKREDCT!!GEBC@GDTC IAK@QAOO@C@!QB@UDGIY!PHG!TA!U@CB@@

bDG?KAB@!G?E;Y>>A64 -3 0.24 146.0 Q q 0.2 290.6 126 405 T736845 0 0 Tm /F4 1 1 Tf [(IA) -2 (K) -8 (@

- !)TQB@EI@!PI@BQ@TEC@!ETU!@T?ETQ@K@TG!AF!UDIGETQ@!@UHQEGDAT!ETU!PO@TL
QAHBI@!!EEOAJDTC!!GKAB@TG?ADQ@!!ETU!EQQ@!!PM!">4^
- /@U@IDCT!PEIDQ!KAU@O!AF!DT@PADY@CBZUDGDATEOY!UDIGETQ@!@UHQEGDATY!ETU!PC
QAHBI@!!GA!E!KAB@!!IGB@EK@TU@O!ERRBAEQ?Y!@TIHBDTC!FHOO!HIEC@!AF!ENEDOEPO
G@Q?TAOACM!P!M7Q?BATAH!INDU@A!QATF@B@TQDTCY!J@PDTEB!@TNDBATK@TGIY!N
?AHBIY!O@E!B!T!C@QGIQATGE@RAIDGABMY!@GQS
- /@3@IGEPODI?!ETU!@T@E@B@BTDTC!6HRRABG!%ABGEO!REC@Y!EEOAJDTC!AR@T!EQQ@!!
RBAIR@QGDN@!ETU!QHBB@TG!IGHU@TG!AFF@BDTC!G?@K!EQQ@!!GA!B@!AHBQ@!!FAB
ETU!GHGA!BEE@U!U@IDCT@U!QATG@TG!PM!">47
- #T?ETQ@?@MIG@-@N@O!(DIGETQ@!#UHQEGDAT!6GGA@TG@ABEE@T@!!AF!
IGHU@TASRRABGHTDGM!GA!@TBA@O@E!IGBE@TG!JDG?!IDIG@B!DTIGDGHGDATI
- (@N@OAR!DTUDNDUHEO!@UHQEGDAT!ROET!FAB!@EQ?!IGHU@TGY!JDG?!IGBATC!EUNDIC
- #VRETU!!@EKO@!!@UHQEGDAT!O!E!
*@ABCDA!B@UHQ@!HTT@G@E!
*&+/&56` !
- bABX!GAJE!E!U!DB@QG!GBETIDGDAT!FABAG!Q!E!R!G!@GDAT!AF!E!#!(IQB@U@TGDEO!DTGA!
G@Q?TDQEO!UDROAK!E!Y!Q@AB!DE!E!B@!!RBA@BEK!G?@!T@@U!FAB!B@K@UDEGDAT
- (@N@OARDTC!ET!&QQ@O@BEGDTC!0RRABGHTDGM!RBACBEK!G?EG!JDOO!UHEOOM!@TB.
@UHQEGDAT!IGHU@TG!DT!EUHOG!@UHQEGDAT!QAHBI@!!ETU!G@Q?TDQEO!Q@BGDFDQ!
IGHU@TG!DT!CEDTDT!E!

%BANDUDTC!*B@EG@B!6GBHQGH@!ETU!5O@EB@B!%EG?JEMI

76'2)*1#*5\$#?&."*%\$"1"\$*)1\$/01/\$**2.*06"\$"\$*5'1,N'A)*1#*0#456"1*&206/."O
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- (@N@OAR!QA!E!
TAG@N!E!
EQQ@O@BEG@U!RBACBEK!JDOO!P@!U@ODN@B@U!HIDTC!E!QA?ABG!KAU@O!DT!J?DQ?!
E!E!E!CBAHRS!5AHBI@!!JDOO!P@!IQ?@UHO@U!UHBDC!GDK@!!PEI@B!ATHBA?ABG!T@@UI!F
POAQXIY!U@R@TUDTC!AT!G?@!RBACBEK!S@WHDB@K@TGI
- .EQDODGEG@!E!
E!

- #VRETU!G?@!EUKDIIDATI!DTGEX@!RBAQ@!!!SATATGDGIG@AD!GA!P@GG@B!EII@!!!XDOO!
U@FDQD@TQD@!!FAB!ROEQ@K@E!G!B!E!R@B!B!DEG@!B@K@UDEGDAT
- /@U@IDCT!B@K@UDEO!@!
/!@!
- #VROEDT!QO@EBOM!ETU!GB@A!B@U!G@MBI@!!B@WHDB@U!GA!@EG@B!G@C@E@C@B!
PM!DTQOHUDDT@FAB!KEGDAT!G?@!EUNDI@K@TG!ETU!@UHQE@GDAT!RBAQ@!!
- &OO!+56*!QA00@C@!!AF@C@B@B@K@C@E@O!">4"Y!+56*!JDOO!B@!GB@B@GB@D!
RBACBEKI!HIDTC!POAQX!!IQ?@UHODTC!EG!EOO!"^!DTIGDGHGDATI_
 - &QQAHTGDTC!UDROAKEAQDEG@!U@CB@@
 - &DB!QATUDGDATDTC!UDROAKE
 - '@GJABXDTC!IR@QDEODICEUDROAKE@!U@CB@@
 - 1@UDQEO!EIID!UDROAKE
 - &HGAKAGDN@!UDROAKE

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3-&N'!(#!*#+),- !

+?DI!ROEPT@CEJGDG?!G?@!DU@E!G?EG!QA00@C@!QAKRO@GDAT!DI!ET!DKR@BEGDN@!FAB!E!RB/
FHG!@BDT!*@ABCDESI)T!B@EODGMY!G?DI!FHGHBI@ADITAGUETGHT@QPH@B@JFMDBDTC!ET!
DKK@UDEG@!HTRB@Q@U@T@C@I@E@B@W@B@E@D@V!AF!JABX@BI!JDG?!E!QA00@C@!Q@BGDFDQE
EIIAQDEG@[!U@CB@@Y!AB!PEQ?!@AK@I@C@B@!@ @UI!AF!

6%%'RS,M'Q

Ar ic la ion Agreemen

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&IIAQDEG@!(@CB@@IY!(DROAKEIY!q!5@BGDFDQEG@I

&IIAQDEG@!U@CB@@IY!UDROAKEIY!ETU!Q@BGDFDQEG@!!EHG?ABDa@U!GA!P@!EJEBU@U!PM!!

*@ABCDE!EB@!U@FD@U!E!!FAO

!

4S &IIAQDEG@!AF!ERROD@U!IQD@TQ@!j&&6`!U@CB@@!EB@!RBDKEBDOM!FAB!IGHU@TGI!J?AI!

IR@QDFDQ!QEB@@B!FD@OUI!DKK@UDEG@OM!HRAT!CBEUHEGDATS!+?@I@!U@CB@@!EB@

G?BAHC?!IHQQ@IIFHO!QAKRO@GDAT!AF!E!ROETT@U!RBACBEK!G!H!J!K!L!M!N!O!P!Q!R!S!T!U!V!W!X!Y!Z!

KDTDKDa@!UHRODQEGDAT!AF!RBACBEK!AFF@BDTC!EQBAIL!G?@!+56*!ETU!6*Y!G?@!FAOOAJ

JDOO!P@!FAOOAJ@U!FAB!EOO!T@J!E!IIAQDEG@!AF!ERROD@U!IQD@TQ@!U@CB@@!S

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4S4S !

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U@CB@@@!!EBCO@EJEBU@U!G?BAHC?!IHQQ@IIFHO!QAKRO@GDAT!AF!E!ROETT@U!RBAC
:6*!DTIGDGHGDATIS

"S4S +56*!DTIGDGHGDAT!JDOO!TAG!AFF@B!EIIAQDEG@!AF!EBG!U@CB@@IS!

"S"S &OO!T@J!EIIAQDEG@!AF!IQD@TQ@!U@CB@@@!RBARAI@U!FAB!DKRO@K@TGEGDA
B@CEBUO@!@!@!@!BM!IMIG@KY!EFG@B!JETHEBM!4Y!">4"!JDOO!P@!IHPKDGG@U!G?BAH!
FAOOAJDTC!RBAQ@IL_

- +?@!+56*!DTIGDGHGDAT!IHPKDG!G?@!U@CB@@@!RBARAI@U!GA!G?@!+56*!6MIG@
+?@!RBARAI@U!U@CB@@@!KHIG!EN@!ET!EBGDQHOEGDAT!ECB@@@K@TG!IDCT@
B@IR@QGDN@!+56*!DTIGDGHGDAT!|!RB@IDU@TGIS
- +56*!6MIG@K!0FFDQ@!IGEFF!JDOO!RB@I@TG!G?@!RBARAI@U!GA!G?@!+56*!6MIG@
B@ND@J!PM!6MIG@K!0FFDQ@!IGEFFS
-)F!B@QAKK@TU@U!PM!+56*!6MIG@K!0FFDQ@!IGEFFY!G?@!RBARAI@U!JDOO!P@!B
8AEBU!AF!/@C@TGI!j80/ S
- +?@!80!JDOO@GHBT!G?@!RBARAI@U!GA!+56*!JDG?!E!B@QAKK@TUEGDAT!FAB!IH
TAT!HRRABGS
- +56*!6MIG@K!0FFDQ@!IGEFF!JDOO!I?EB@!G?@!B@QAKK@TUEGDAT!FBAK!G?@!E
+56*!8AEBUS!+?@!+56*!8AEBU!JDOO!GEX@!FDTEO!EQGDAT!AT!G?@!RBARAI@U!EOS

7S +@Q?TDQEO!Q@BGDFDQEG@!EBCO@EJEBU@U!FAB!G?@!IHQQ@IIFHO!QAKR!
ROETT@U!RBACBEK!AF!IGHUM!G?BAHC?!G?@!QAOO@C@!AF!+56*S!+?@!@!RBACBEK!EB@!G
U@IDCT@U!FAB!GBETIF@BS

\S 8EQ?@OAB!U@CB@@@!EB@!AFF@B@U!ATOM!G?BAHC?!:6*!DTIGDGHGDATIS

*@T@BEO!#UHQEGDAT!5AEBIF@B

+?DI!RAODQM!EIIHB@!!IGHU@TGI!J?A!GBETIF@B!P@GJ@@@T!+56*!ETU!+56*!DTIGDGHGDAT!IG?EG!G
B@WHDB@U!GA!B@R@EG!G?@!QAHBI@!JABX!ERRBAN@U!FAB!GBETIF@B!G?EG!JE!IHQQ@IIFHO
ETAG?@B!DTIGDGHGDATS

:6*!DTIGDGHGDAT!+56*!DTIGDGHGDAT!JDOO!EQQ@RG!G?@!FAOOAJDTC!C@T@BEO!@UHQEGDAT!QAH
GBETIF@B!GJ@@@T!G?@DB!B@IR@QGDN@!DTIGDGHGDATIS!5AHBI@!JDOO!ATOM!P@!EQQ@RG@
EQQB@UDG@U!PM!G?@!5AKKDIIDAT!AT!5AOC@C@!AF!G?@!6AHG?@BT!&IIAQDEGDAT!AF!5AOC@
G?@!+56*!ETU!G?@!+56*!EB@!QAKKDGG@U!GA!ETU!B@IRATIDPO@!FAB!EIIHBDTC!G?EG!FEQHOGM
QAHBI@!IK@@@G!G?@!6&56!QAKRB@?@TIDN@!GETUEBU!FAB!FEQHOGM!WHEODFDQEGDATIS

4S)TGBAUHQGDAT!GA!1EG?@KEGDQEQ1AU@QDFTC1&+!4f>!AB!1&+,!44>4j+56*` !
"S 5AOC@!&OC@PBE!!4444!j:6*`!1&+!4f4!AB!1&+,!4444!j+56*` !
7S %B@EQQH0H+!,!4447!j:6*`!1&+!4f!AB!1&+,!4447!j+56*` !
\S 5AKRAIDGDA3#)!-!44>4!j:6*`!#*!4f4!AB!#*!-!44>4!j+56*` !
^S 5AKRAIDGDA3#)!-!44>"!j:6*`!#*!4f7!AB!#*!-!44>"!j+56*` !
ZS &K@BDQET!-DG@BEC!HBT@!j:6*`!#*!-!"47>!j+56*` !
cS)TGBAUHQGDAT!GA!%IMQ%605A04!j:6*`!!)TGBAUHQGABM!%IMQ?A0605!44>4!j+56*`!
;S)TGBAUHQGDAT!GA!#QAT#5KDC!4!j:6*`!!)%BDTQDRO@!!AF!#QATA#KBD!!44>4!j+56*` !
fS)TGBAUHQGDAT!GA!6A06504CMI!j:6*`!605)!44>4!j+56*` !
4>S%HPODQ!6R@E5DTC">4!j:6*`!6%5,!44>4!j+56*` !
"

'@J!+56*!C@T@BEO!@UHQEGDAT!QAHBI@!!RBARAI@U!FAB!GBETIF@B!GA!6*!DTIGDGHGDATI!DT!
&B@EIB!JDOO!FAOOAJ!G?@!IEK@!B@ND@J!RBAQ@UHB@!B@WHDB@U!FAB!T@J!5AB@!5HBBDQ
RBARAI@U!PM!6*!DTIGDGHGDATI_

- +?@!+56*!6MIG@K!0FFDQ@!IGEFFF!JDOO!RB@I@TG!G?@!RBARAI@U!QAHBI@j!GA!G'0FFDQ@S
- +?@!6*!6MIG@K!0FFDQ@!JDOO!QATN@T@!E!K@ @GDTC!AF!G?@!ERRBARBDEG@!U/@C@TGI!&QEU@KDQ!&UNDIABM!5AKK3NSGTC@SEFC@DDMT!EG@U!FBAK!G?@!+56*!JDOO!P@!DTNDG@U!GA!REBGDQDREG@S
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