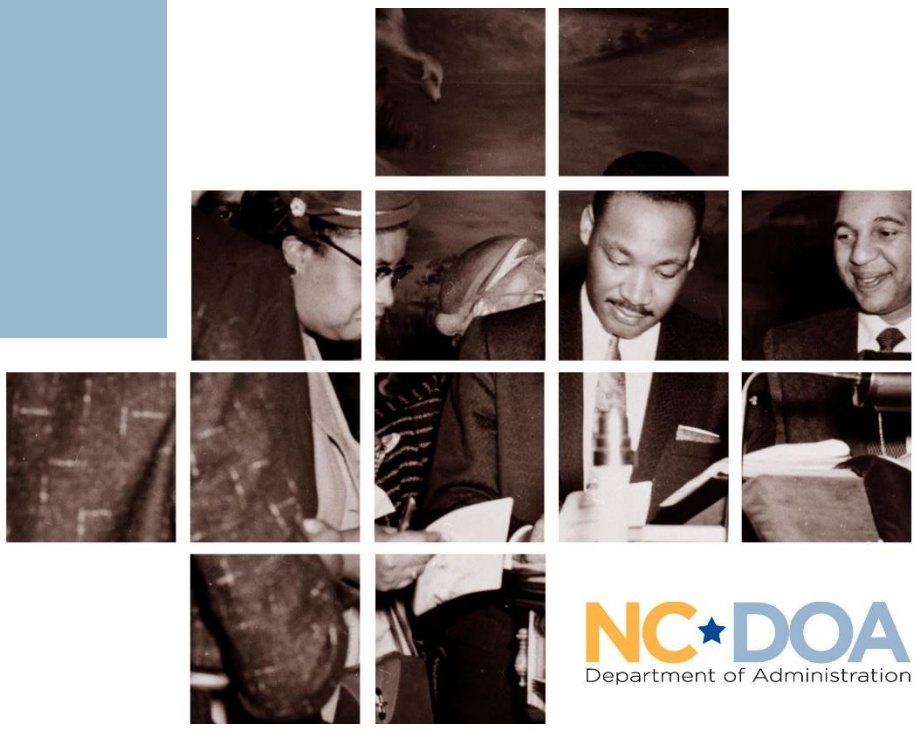
NC Martin Luther King Jr. Commission

2025 Annual Report



NC DOA
Department of Administration

Our fellow North Carolinians,

Reflecting on the 30+ years of the North Carolina Martin Luther King Jr. Commission, we want to celebrate the decades of work and dedication from previous and current Commission members alike. With a consistent focus on the most important values to Dr. King, the MLK Jr. Commission has always strived to lead the state's efforts in ensuring peace, justice, and equity in our communities. We are excited to continue working with our fellow members to educate, advocate, support, and uplift North Carolina's underserved and underrepresented populations as we prioritize various projects and events each year.

We hope to continue building a network of collaborators, partners, and passionate leaders who commit to uplift and carry the work of Dr. Martin Luther King Jr. We look forward to more opportunities to partner with state government agencies as they align to our charge and mission. We hope to see the MLK Jr. Commission bridge necessary connections between North Carolinians and their government to foster better relationships and build the future our Commission sees for this great state.

From previous Commission members to current ones, there is a connecting thread of passion for a just and equitable society created through the efforts started by Dr. King. We are excited to continue learning and advocating on behalf of the people of North Carolina.

Sincerely,

Marcus R. Bass
Chair

Tiffany Tuma
Dr. Tiffany Tuma
Vice- Chair

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**Prepared by Jordan Etters on behalf of the NC Martin Luther King Jr. Commission.*

2025 Annual Commission Summary

Created in 1993 pursuant to G.S. §143B-426.34A[1] and G.S. §143B-426.34B[2], the NC Martin Luther King Jr. Commission is directed to (i) encourage appropriate ceremonies and activities throughout the state relating to the observance of the legal holiday honoring Martin Luther King, Jr.'s birthday; (ii) provide advice and assistance to local governments and private organizations across the state with respect to the observance of such holidays; and (iii) promote among the people of North Carolina an awareness and appreciation of the life and work of Martin Luther King Jr.

After continued conversations on the benefits of strategic planning for this Commission, members chose to partake in a second facilitated strategic planning session focused on impact, action items, and goals. With clearly identified key priorities and focused areas of advocacy, the Commission maintained steady involvement and consistent efforts throughout the year to achieve that which was deemed achievable priorities and short-term goals. In a conscious effort to be more forward-facing and present in the communities of North Carolina, members completed numerous projects, collaborated with multiple partners, and sponsored events furthering the work, life, and legacy of Dr. King. The dedicated members and momentum that carried the work of 2025 will push the Commission onto a trajectory for continued success in 2026.

Although not required by the NC General Statutes that govern this Commission, this report provides an overview and review of the focus areas, projects, and ongoing work of the NC Martin Luther King Jr. Commission throughout 2025.

[1] https://www/ncleg.gov/EnactedLegislation/Statutes/PDF/BySection/Chapter_143B/GS_143B-426.34A.pdf

[2] https://www.ncleg.gov/EnactedLegislation/Statutes/PDF/BySection/Chapter_143B/GS_143B-426.34B.pdf

Martin Luther King Jr. Commission Members

Chair:

Dr. Warren L. Herndon
Marcus R. Bass

Vice-Chair:

Dr. Tiffany Tuma

Members:

Catherine Williamson-Hardy
Jennifer Nehlsen
Phyllis Mack Horton
Mildred Christmas
Laureen G. Jones
Roosevelt Ethridge
Resha Peregrino-Brimah
Dr. Charles Johnson*
Cheryl Hart*
Pat Levitin*
Walter R. Ferguson II*

Former Members:

Dr. Stan K. Holt
Verlina P. Lomick
Walter Rogers
Rabbi Lucy H.F. Dinner

* Indicates a new member appointed in 2025.

Mission, Vision, Values, & Priorities

Mission

The NC MLK Jr. Commission embodies the values of Dr. Martin Luther King by acting urgently to reduce inequity, drive comprehensive justice-centered change for all North Carolinians by amplifying the efforts of organizations championing humanity and supporting celebratory events in honor of Dr. King's birthday.

Vision

The NC MLK Jr. Commission envisions a North Carolina in which diversity is celebrated, all people are respected, the systems of our society perpetuate justice and equity, and "we must come to see that the end we seek is a society at peace with itself, a society that can live with its conscience" (MLK Jr. 1965) now and for generations to come.

Values

Transformation
Accountability
Respect
Equity
Service

Key Priorities

Justice System
Education System
Economic Development
Technology

Overview of Meetings

January 13, 2025 *(Strategic Planning Session)*
The Commission met in person in downtown Raleigh to participate in a half-day strategic planning session facilitated by Partners for Impact. Members identified key focus areas, impact intentions, action items, and identified how to measure success.

January 29, 2025
The Commission met virtually to determine the meeting schedule for the year and to conduct a follow-up session to the previous strategic planning session and discuss implementation or next steps.

February 26, 2025
The Commission met virtually to hear reports and updates from the Budget Committee and Event Planning Committee. Members discussed potential spending, sponsorship, and project opportunities.

March 26, 2025
The Commission met virtually to hear agency updates, to include a legislative update. Further, members were proposed a digital access and AI workshop project which was approved. Members also heard updates on a recently held NC DOA Black History Month lunch-and-learn and an upcoming Durham prayer brunch.

April 30, 2025
The Commission met in person in downtown Raleigh to hear a presentation on the life and legacy of Dr. Martin Luther King Jr. from guest speaker Torrey Dixon. Members then reviewed details for the upcoming digital access and AI workshop project along with deciding to draft a DEI Resolution in response to legislation discussed in March.

May 12, 2025 *(Special Meeting)*
The Commission met virtually to hear, discuss, and vote on numerous proposals including sponsorship opportunities, the DEI Resolution, and a collaboration with NC DOA to co-host and sponsor an intern networking event.

May 28, 2025
The Commission met virtually to hear budget, project, and NC DOA updates along with a recap on the Digital Access and Opportunity Webinar. Further, members voted to (i) endorse

the recently shared HUB Advisory Council's Open Letter, and (ii) establish Dr. Tiffany Tuma as the Vice-Chair for the Commission.

June 25, 2025
The Commission met virtually to hear budget updates and discuss a proposed 2025-2026 spending allocation put forth by the Budget Committee, which was approved. Members then heard project recaps on the NC DOA Intern Networking Event and the AI in Our Lives Panel.

July 30, 2025
The Commission met virtually to hear membership, budget, and legislative updates. Members discussed and reviewed upcoming sponsorship projects.

August 27, 2025
The Commission met in person in downtown Raleigh to hear budget, agency, and annual report updates. Further, members conducted a strategic planning review on the identified key focus areas, impact intentions, and action items identified in January. Members also reviewed the Commission's webpage; a proposed public sponsorship application form from the Budget Committee; upcoming events; and a drafted Statement of Support for Governor Stein which was approved.

September 24, 2025
The Commission met virtually to hear agency updates, a Commission inquiry update, and reports from the Budget Committee and Webpage Working Group. Members discussed potentially drafting a statement on hate speech and nonviolent resistance along with a guide on how to handle hate speech.

October 29, 2025
The Commission met virtually to hear from leaders at Legal Aid NC on the organization, its services, specific needs, and potential areas for collaboration. Members then heard agency and event updates.

November 19, 2025
The Commission met in person in downtown Raleigh to hear agency updates, recent event recaps, and to discuss future projects and priorities to include an early 2026 service project in collaboration with DOA's Emerging Professionals Resource Group.

December 17, 2025
The Commission met virtually to hear agency updates, review upcoming events and projects, and to formally approve this report for publication.

Annual Commission Review

Facilitated Strategic Planning Session

Provided the solid foundation established for the Commission through its 2023 strategic planning session, members prioritized participating in a next-steps session. On Monday January 13, 2025, Commission members gathered in Raleigh to continue their efforts of strategic planning with a facilitated workshop guided by a representative from Partners for Impact. Over the span of four hours, members completed a variety of small and large group exercises and individual reflection opportunities. Partners for Impact facilitated:

1. A discussion on why each member chose to serve on the Commission;
2. An activity to identify impact intentions related to the mission, vision, and values – how do members know when they are making an impact;
3. A small group activity to identify barriers and facilitators of the discussed impact intentions; and
4. An activity to identify and discuss intention action items and Commission efficiency in implementation.






With an even clearer foundation and key intentions and actions for the Commission, members are empowered to continue building on the identity of the group and focus on collaborative advocacy work that will lead them to achieving the Commission's short and long-term goals.

Events

Black History Month Lunch-and-Learn

Commissioner Roosevelt Ethridge represented the Commission at a Black History Month event hosted by NC DOA on Thursday February 27, 2025, for its employees. The event included a viewing of the Commission's Letter from Birmingham City Jail Webinar that honored the 60th Anniversary of Dr. King's infamous letter in 2023. Commissioner Ethridge led and participated in a discussion on the relevance and impact of Dr. King's letter, Black History Month, and the importance of having conversations around these topics and related issues.





Digital Access & Opportunity Webinar

Commissioner Phyllis Mack Horton led the effort, on behalf of the Commission, in planning hosting, and moderating the Digital Access and Opportunity Webinar on Wednesday May 7, 2025, with an esteemed panel of expert speakers. The first event in a two-part series, this virtual webinar was an opportunity for an important discussion on digital access issues and efforts within North Carolina, which is an important key priority for the Commission as it relates to technological access and the education on its uses. Panel members included:

- **Annette Taylor** – *Deputy Secretary of Broadband & Digital Opportunity, NC DIT*
- **Brooke Wheeler** – *Superintendent of Prison Education Services, NC DAC*
- **Cyndy Yu Robinson** – *Executive Director, The Kramden Institute*



The Commission will continue prioritizing its support of accessibility to digital resources, broadband, and digital opportunities across North Carolina. Further, with the assistance of DOA staff and the above panelists, the Commission produced a resource document for North Carolinians referencing the information and resources shared in this webinar.

State of NC Intern Networking Event

The Council for Women and Youth Involvement Division within NC DOA partnered with the DOA Emerging Professionals Resource Group and the Commission to host a fun, networking event for the 2025 State of NC summer interns. In collaboration, the Commission sponsored this event and Commissioner Roosevelt Ethridge and Vice-Chair Dr. Tiffany Tuma attended and shared a presentation on the history of the civil rights movement and student impact, especially in North Carolina. Students provided extremely positive feedback, and the CFWYI Division hopes to continue hosting and collaborating on events like this each year.





AI in Our Lives Panel Discussion

Commissioner Dr. Charles Johnson led the effort, on behalf of the Commission, in planning hosting, and moderating the AI in Our Lives Panel Discussion on Thursday June 19, 2025, with an esteemed panel of expert speakers from NC Central University and Johnson C. Smith University. The second event in a two-part series, this in-person panel, held at NC Central University, was an opportunity for an important discussion on understanding artificial intelligence, its impact, and ensuring access within North Carolina, which is also an important key priority for the Commission as it relates to technological access and education on its uses. Panel members included:



- Dr. Siobhan Day Grady – *Director at the Institute of AI & Emerging Research, NCCU*
- Dr. Felesia Stukes – *Associate Professor of Computer Science, JSCU*
- Dr. Jonathan Livingston – *Distinguished Professor of Civic Education, NCCU*
- Dr. Leslie Clement – *Director of the University Honors Program, JCSU*

The Commission will continue prioritizing its support within the education, access, and uses of artificial intelligence in education, the workforce, and in the everyday lives of North Carolinians, especially marginalized and underserved communities.

Sponsorships

Holly Springs MLK Jr. Committee - Annual Golf Tournament

Monday September 29, 2025
Holly Springs, NC
Gold Level Sponsor

North Carolina for Community & Justice – Annual Citation Award Dinner

Thursday November 6, 2025
Greensboro, NC
Inclusion Champion Sponsor

Members of the Commission attended the NCCJ Citation Award Dinner in which Commissioner Roosevelt Ethridge was honored in NCCJ's JEDI Spotlight.







2026 Proposed Meeting Dates

January 28, 2026

February 25, 2026 *(in-person)*

March 25, 2026

April 29, 2026

May 27, 2026 *(in-person)*

June 24, 2026

July 29, 2026

August 26, 2026 *(in-person)*

September 30, 2026

October 28, 2026

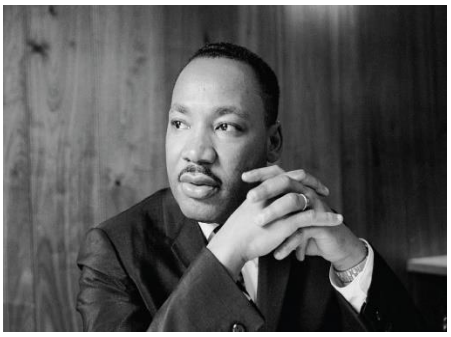
November 18, 2026 *(in-person)*

December 16, 2026

Dr. Martin Luther King Jr.'s Influence

"Life's most persistent and urgent question is, What are you doing for others?'"

–Dr. King Jr. (1957)



The NC Martin Luther King Jr. Commission is named in honor of the late Baptist minister, Dr. Martin Luther King Jr., a social activist who led the civil rights movement in the United States. Following his premature death, Dr. King Jr. remained the most impactful and well-known African American leader of his era, which was confirmed by the establishment of a national holiday in his honor. Like the impact felt throughout the United States, North Carolina continues to promote the importance of understanding, appreciating, and continuing the work of Dr. King Jr. when it comes to civil equity in our state.

In 1993, the NC Martin Luther King Jr. Commission was created after the Human Relations Commission of the NC Department of Administration passed the establishing legislation. To honor the birthday of Dr. King Jr., the NC MLK Jr. Commission was made to partner in spearheading the statewide celebration of the January 15th national holiday. However, it is important to remember that the legacy and influence of Dr. Martin Luther King Jr. do not dissipate after this holiday. Throughout each year, the NC MLK Jr. Commission works intentionally to embody the ideals of Dr. King Jr. by advocating for an equitable and just North Carolina through inclusive discussions, diverse partnerships, and widespread education.

Annex

1. DEI Resolution

NC MLK Jr. Commission

Resolution of the North Carolina Martin Luther King Jr. Commission Affirming the Value of Justice and Fairness in Public Education, State and Local Government

WHEREAS, the North Carolina Martin Luther King, Jr. Commission is dedicated to promoting the ideals of justice, equality, and community embodied by the life and legacy of Dr. Martin Luther King, Jr.; and

WHEREAS, Dr. King believed that "the function of education is to teach one to think intensively and to think critically. Intelligence plus character-that is the goal of true education," and he recognized public education as a cornerstone for building a just and equitable society;

WHEREAS, Dr. King's vision for America included the full and honest teaching of history, understanding that confronting our past is necessary to build a future where all individuals are judged not by the color of their skin, but by the content of their character; and

WHEREAS, the principles of diversity, equity, and inclusion (DEI) are the most recent iteration of a policy framework fundamental to ensuring that all individuals, regardless of background, have equal opportunities to thrive and contribute, and that our public institutions reflect and serve the needs of all North Carolinians; and

WHEREAS, DEI programs within government and public education have demonstrated tangible benefits, including improved public service delivery, enhanced innovation, increased trust, and a more representative workforce; and

WHEREAS, efforts by the NC General Assembly to restrict or eliminate DEI initiatives in public education, state and local government undermine the autonomy of local communities and threaten progress toward justice and equality;

WHEREAS, the pursuit of DEI is a continuous journey that requires ongoing commitment, education, and collaboration, in keeping with Dr. King's legacy;

NOW, THEREFORE, BE IT RESOLVED, that the North Carolina Martin Luther King, Jr. Commission:

- Affirms the intrinsic value of diversity, equity, and inclusion as essential principles for building a just and equitable society;
- Recognizes the proven benefits of DEI programs within government and public education and encourages their continued implementation and improvement;
- Expresses concern regarding any legislative or administrative actions that would diminish or eliminate DEI efforts in public education, state or local government, as such actions are contrary to Dr. King's vision and the ongoing pursuit of justice for all;

- Recommends a collaborative approach between state and local governments, educational institutions, community organizations, and other stakeholders to develop and implement effective DEI strategies;
- Encourages ongoing dialogue and education to promote understanding and address concerns related to DEI, including the full and truthful teaching of history;
- Commits to working with policymakers and community leaders to advance the principles of justice, equality, and inclusion for all North Carolinians, in the spirit of Dr. Martin Luther King, Jr.'s legacy.

BE IT FURTHER RESOLVED, that copies of this resolution be transmitted to the members of the North Carolina General Assembly, the Governor of North Carolina, and other relevant stakeholders.

Adopted on Monday May 12, 2025 by the following quorum of Commissioners:

Tiffany Tuma
Catherine Williamson-Hardy
Marcus R. Bass
Phyllis Mack Horton
Resha Peregrino-Brimah
Mildred Christmas
Dr. Charles Johnson
Cheryl Hart

2. Governor's Advisory Council – HUB Open Letter Endorsement

NC MLK Jr. Commission

May 28, 2025

The North Carolina Martin Luther King Jr. Commission formally endorses the below open letter provided by the Governor's Advisory Council for Historically Underutilized Businesses regarding the proposed abolishment of the Office of Historically Underutilized Businesses housed within the Department of Administration. The open letter states...

"Dear Honorable Members of the North Carolina General Assembly:

As fellow public servants, we understand the responsibility – and privilege – of working to improve the lives of North Carolinians. Like you, the members of the North Carolina Advisory Council on Historically Underutilized Businesses (HUB) are deeply committed to ensuring that state government is fair, transparent, and responsive to the needs of all our communities. We know that while our roles may differ, our goals are the same: to serve with integrity and to build a stronger, more competitive North Carolina.

The Council writes to express its strong opposition to the language in the budget bill proposed by the Senate (SB 257) that would abolish the HUB Office and repeal its statutory authority. This proposal runs counter to the values of North Carolinians that support a strong business climate and vibrant quality of life that allow all citizens to thrive.

The HUB Program was established to ensure that underutilized businesses, particularly minority- women-, socially and economically disadvantaged-, and disabled-owned firms, have meaningful access to public contracting opportunities. ***These programs do not provide handouts or preferences****; they level the playing field by addressing long-standing, evidenced disparities, increasing competition, and helping ensure taxpayer dollars are reinvested in our local communities. The misconception is that contracting goals leave behind some firms. However, this could not be further from the truth. Firms cannot lose a contract because they do not meet the aspirational goal. In fact, a HUB statute (G.S. 143-128.2(h)) specifically prohibits discrimination. Instead, HUB cultivates untapped potential, adding new tax revenue to the State's economy. A recent economic impact study showed:*

- *HUB produces nearly $300 million in new tax revenue to North Carolina; and*
- *For every dollar invested in HUB, 4x the investment flows back into North Carolina's economy.*

The HUB Office is a revenue generator, creating positive net revenue for North Carolina. One contract opportunity supported by the HUB Office leads to multiple layers of new tax revenue—without raising tax rates.

Since the introduction of the Senate bill, the Advisory Council has engaged numerous HUB-certified firms. ***They have all made it unequivocally clear: without the guidance, advocacy, and access provided by the HUB Office, the contracting opportunities that propelled their growth would have remained out of reach****. The HUB Office plays a critical role in ensuring opportunities, helping businesses gain visibility, build connections, and demonstrate their capabilities in a competitive marketplace.*

North Carolina is at a time when more, not less, contractors are needed in public procurement. HUB participation ensures more businesses bid, which means better quality at better prices. The recovery in Western Carolina requires all hands on deck to re-build and restore. Reducing the number of contractors competing for work is not the solution.

SB 257 would dismantle one of the greatest economic engines of our State, eliminate accountability structures and reduce the effectiveness of public procurement safeguards. These changes would:

- ***Decrease competition*** *in contracting;*
- ***Eliminate hundreds of millions of dollars*** *in new tax revenue;*
- ***Create a preference for established vendors*** *over emerging, local businesses;*
- ***Reduce job creation and reinvestment*** *in high potential communities; and*
- ***Undermine transparency and increase the risk*** *of waste, fraud, and favoritism.*

We have seen firsthand the transformational impact of the HUB Program. Consider a HUB-certified plumbing and mechanical supply business based in Greensboro. In 2014, the business was facing bankruptcy with over $6 million in debt. Today, after engaging with the HUB Program's resources and partnerships, this company generates over $20 million in annual revenue, employs more than 35 people, pays seven figures in taxes, and owns its distribution facility. As the CEO affirms, "[p]artnering with the HUB Office has proven to be a highly effective business strategy, which can be replicated by other aspiring entrepreneurs."

This is just one of many success stories. Across the state, approximately 7,000 HUB-certified firms are contributing to local economies, strengthening supply chains, and helping North Carolina meet its public service obligations efficiently and responsibly. As taxpayers, community leaders, and advocates for a strong North Carolina economy, we urge the House to propose a budget that protects the HUB Office and fully funds the vital services provided by this division, and we urge Senators and Representatives to come together in support of HUB and HUB-related statute. The budget must hold fast the requirements of HUB and strengthen, not diminish, one of our State's greatest economic drivers. As proposed, the budget would erode decades of progress, close doors for local small businesses, and harm the very communities our public institutions

are meant to serve. We call on you to vote against this harmful proposal and stand with working families, entrepreneurs, and public agencies who believe in open, competitive, and inclusive contracting.

Sincerely,

North Carolina Advisory Council on Historically Underutilized Businesses"

Adopted: May 28, 2025, by a majority quorum of Commissioners to include...

Dr. Warren L. Herndon
Dr. Tiffany Tuma
Catherine Williamson-Hardy
Marcus R. Bass
Phyllis Mack Horton
Dr. Stan K. Holt
Rabbi Lucy H.F. Dinner
Roosevelt Ethridge
Dr. Charles Johnson
Cheryl Hart
Laureen G. Jones

3. State of NC Intern Networking Event Summary

NC MLK Jr. Commission

MLK, Emerging Professionals Resource Group
Networking Lunch & Learn

Interns participating in the NC State Internship Program recently had the opportunity to attend an inspiring and engaging MLK Intern Networking Event, hosted by the NC Department of Administration in partnership with the Emerging Professionals Resource Group (EPRG). The event brought together interns from across state agencies and members of EPRG for a meaningful afternoon of history, reflection, networking, and connection.

The event featured a powerful lunch-and-learn experience led by members of the NC Martin Luther King Jr. Commission, Dr. Tiffany Tuma and Roosevelt Ethridge, with additional support from Evin Grant and Jordan Etters. Interns were treated to a delicious lunch while learning about Dr. King's legacy and the powerful role that college students and young adults played in the Civil Rights Movement. The presenters reminded us that many of those same students were our age, young, passionate, and determined to make change. We were left with a motivational message from Roosevelt Ethridge, who emphasized the importance of living with conviction. He shared that in order to truly feel something, you have to be convicted, and then moved by that conviction to act.

Interactive trivia helped us test our knowledge and uncover new historical facts, while sparking thoughtful conversation and engagement. Following this, Evin Grant, who leads the Emerging Professionals Resource Group (EPRG), shared the mission of the group. Created to support early-career professionals at DOA, EPRG fosters a community centered around professionalism, networking, personal development, and fun. Evin's remarks emphasized the importance of finding and building community in the workplace, especially for young professionals navigating the start of their careers. He spoke candidly about the challenges of starting fresh in a professional environment, and how EPRG was born out of a desire to ensure that employees don't just succeed in their roles, but thrive. His passion for creating inclusive, supportive spaces for emerging leaders was clear and inspiring, offering interns a glimpse into the importance of purpose-driven leadership and workplace culture.

To close out the event, Madison Belin, Policy & Advocacy Intern at NC DOA, led a series of creative icebreakers that had everyone laughing, collaborating, and connecting. It was the perfect way to cap off an afternoon of shared learning, reflection, and relationship-building.

Special thanks to Jean McBride, Internship and Youth Programs Coordinator, for organizing this impactful event. The high turnout and active participation from interns and EPRG members alike made this one of the most memorable networking opportunities of the summer.

by: Madison Belin

4. Statement of Support for Governor Stein

NC★ MLK Jr. Commission

August 27, 2025

Dear Governor Stein,

The members of the Martin Luther King Jr. Commission write to extend our deepest gratitude for your recent decisions to veto several critical legislative bills. In the face of mounting pressure and an increasingly challenging environment within the General Assembly, your commitment to justice, equity, and the well-being of all North Carolinians has not gone unnoticed.

Standing up against legislation that threatens to erode fundamental rights or marginalize vulnerable communities is never easy, especially when doing so invites criticism or political backlash. Yet, as you have demonstrated early in your tenure, doing what is right often requires courage, resolve, and an unwavering sense of moral responsibility.

Your leadership is resonant of the legacy of Dr. Martin Luther King Jr., who also faced tremendous adversity in his pursuit of justice. Like Dr. King, your actions affirm the belief that standing on principle—even in the minority—ultimately moves us closer to the promise of a more just society.

We stand with you in support and solidarity. Your bold leadership inspires confidence and hope at a time when both are sorely needed. Thank you for not compromising your values and for continuing to be a champion for fairness and truth in North Carolina.

With sincere appreciation,

The NC Martin Luther King Jr. Commission

Adopted by:
Jennifer Nehlsen
Dr. Warren L. Herndon
Dr. Tiffany Tuma
Catherine Williamson-Hardy
Marcus R. Bass
Phyllis Mack Horton
Resha Peregrino-Brimah
Dr. Stan K. Holt
Roosevelt Ethridge
Mildred Christmas
Laureen G. Jones
Dr. Charles Johnson

END OF REPORT