**University of Toledo Delegation Visit to American University of Beirut:**

**Report to President Lloyd Jacobs**

**July 30, 2012**

***Executive Summary***

**Delegation:** Kris Brickman, Tom Gutteridge, Nagi Naganathan, John Shousher and Dan Johnson

**Visit Dates:** June 7-8, 2012. Meetings scheduled from 9 a.m. to 5 p.m. daily with evening events. (See attached meeting schedule.)

**Purposes of the Visit:** The principal objectives were to follow-up previous discussions on the proposal to establish a joint UT/AUB research institute on diabetes directed by Dr. Sonia Najjar and to continue discussions and institute a planning process for a Middle East conference on simulation in medical education. Additional objectives included exploring partnerships between and among UT and AUB colleges including medicine, business, engineering, and nursing. The over-riding question was whether or not AUB could be the principal partner for UT’s global initiatives strategy of “*narrower and deeper*” in the Middle East.

**Significant Outcomes:**

* The prospects for a joint UT/AUB diabetes research institute are very promising. Details are needed to move forward including a clear statement of mission, space needs at AUB, equipment, staffing, funding and the respective roles of UT and AUB. AUB Medical Center leadership enthusiastically invites the development of an institute and stated that they are very committed to the concept of a joint or collaborative approach to the creation and operation of the institute under Dr. Najjar’s leadership.
* A jointly sponsored (UT/AUB) CME conference on Simulation Education has been planned for May 2013 in Beirut focusing on multidisciplinary simulation in healthcare education. Conference forum will be the Middle Eastern Medical Assembly (MEMA). AUB simulation leadership will visit UTMC this summer to review facilities and finalize conference planning. (Dr. Gold has been briefed on the conference.)
* There is a very clear opportunity for UT College of Nursing to be involved at a high level in the collaborative programs with AUBMC including the simulation education conference and other projects. The meeting with AUB Dean of Nursing, Dr. Huda Huijer, was very productive and enthusiastic.
* The UT and AUB business colleges share many common interests and priorities including entrepreneurship, family business, technology commercialization and others. The multi-disciplinary activities and programs of UT’s COBI are of special interest, particularly the School of Healthcare Business Innovation and Excellence (SHBIE). A new dean of business at AUB will be selected this summer; the current and out-going dean strongly encouraged B-school to B-school collaboration and will so recommend to his successor. (*Note: AUB administrative leadership is strongly promoting interdisciplinary, multidisciplinary and transdisciplinary program development and were excited to learn of UT’s efforts and leadership in this area.)*

* Dean Naganathan’s presentation to the AUB engineering faculty and leadership evoked very strong positive comments and expressions of interest in collaboration. Dean Gutteridge was able to comment on how COBI and our College of Engineering work collaboratively. As previously indicated, the UT model of intercollegiate schools and programs is of great interest to AUB. There was also great interest in UT’s intellectual property policies and technology transfer. There is a very strong basis upon which to build collaborative ventures between UT and AUB’s engineering colleges.
* Mr. Yehia “John” Shousher participated in all meetings and represented the views of Toledo’s Lebanese community. He indicated his willingness to help foster closer ties of our respective communities and to assist in developing approaches for raising needed funds for UT/AUB collaborative programs. AUB administrators were quite interested in Mr. Shousher’s views and comments on how our communities might be of assistance.
* The political stability of Lebanon during this period of conflict in Syria was discussed in several meetings. While everyone is concerned about the impact of this conflict on Lebanon, all were of the opinion that AUB was a “safe harbor” in Lebanon and that this concern should not stop planning for collaborative ventures at this time. If the conflict spills over into Lebanon to any great extent, UT visits and other collaborative activities can be put on “hold” until such time as it is safe for all concerned.

**Major “Takeaways” and Next Steps:**  Assuming the Middle East falls within President Jacobs’s view of a “narrower and deeper” approach to UT’s global strategy, the visiting team from UT believes that AUB could and should be our partner-of-choice for the region. There are many striking similarities in missions, colleges/schools, academic programs, and aspirations. Most of AUB’s current partners are well-known, leading top-tier American universities. But UT’s pragmatic approach as an engaged metropolitan university is viewed as a strong “plus” which, when combined with the high quality of faculty, make the University of Toledo a highly desirable university partner.

One quality that makes UT a desirable partner is the potential support of the Lebanese community in Toledo as well as UT alums and families in Lebanon. There are many UT alums working in Lebanon who have an interest in this collaboration. This interest, combined with the leadership role played by our congressional representative, Marcy Kaptur, could help sustain a productive partnership between the two universities.

The next step is a determination by the President that UT is ready to move ahead in developing a long-term, sustainable partnership with AUB. It is likely that AUB President, Dr. Peter Dorman, may come to Toledo soon to confer with President Jacobs. It is suggested that any final decision on the prospective UT/AUB partnership be deferred until the two presidents have met and determined that this is the correct move for both institutions and that the proposed projects represent priorities for each.

**University of Toledo Delegation Visit to American University of Beirut:**

**Report to President Lloyd Jacobs**

**Full Report**

**June 25, 2012**

By almost any measure, the UT delegation visit to the American University of Beirut was very successful. Two full days of productive discussions were scheduled with AUB President, Peter Dorman, the Provost, Associate Provosts, deans, associate deans, center and institute directors, faculty and staff. Issues and initiatives of mutual interest were explored and some preliminary agreements were put in place subject to the approvals of our respective Presidents.

This report outlines the major themes of our several discussions as well as the preliminary outcomes and suggested next steps.

The delegation expresses its appreciation to AUB’s administration, particularly President, Dr. Peter Dorman, and to UT’s President, Dr. Lloyd Jacobs, for their support of this visit and exploration of a potential major partnership between these two important universities.

**Delegation:** Kris Brickman, Tom Gutteridge, Nagi Naganathan, John Shousher and Dan Johnson

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**AUB Today:** The American University of Beirut (AUB), founded in 1866, is a private, independent, co-educational, and non-sectarian institution of higher learning in Beirut, Lebanon. The University bases its educational philosophy, standards and practices on the American liberal arts model of higher education. A teaching-centered research university, AUB stresses high academic standards and is committed to critical thinking, open debate, and mutual tolerance.

AUB is accredited by the Middle States Commission on Higher Education and is governed by an autonomous board of trustees. Its degrees are registered with the New York State Education Department and the Lebanese Ministry of Higher Education. (*AUB Facts and Figures, 2011-2012*)

**History of AUB/UT Relationship:** UT and AUB have a history of collaboration that dates back to 2000. The major project (perhaps the only project) was an agreement that four AUB graduate students would come to UT to work on and complete their Ph.D. degrees in plant genetics, medicinal properties of Lebanese plants and related studies. All four of the students completed their degrees. Two returned to Lebanon and two remain in the U.S., one at Ohio State University and the other at UT.

**General Observations about AUB and our Meetings:** From the very first meeting with Associate Provost, Dr. Nesreen Ghaddar, and her colleague, Dr. Fadia Homeidan, Director, Office of Grants and Contracts and Technology Transfer Unit, it was evident that AUB and UT have much in common. This discussion centered on such topics as bio-engineering, bio-diversity, bio-medical, graduate programs, technology transfer, getting faculty involved in “innovation,” green energy, their green campus, green villages, new programs and our respective approval processes, business incubation, accreditation, international partners, and administrative philosophies (i.e., “top-down vs. bottom-up”). Following are a few facts and characteristics of AUB that may be relevant to our discussions:

* Full and part-time AUB faculty number 717 with a student-to-faculty ration of 13:1
* AUB does not have tenure but does have liberal faculty leave options
* AUB offers more than 120 programs leading to bachelor’s, master’s and PhD degrees
* AUB’s budget for FY 2011-12 was $271 million
* Approximately 80% of AUB’s 8,000 students are Lebanese; 20% international
* AUB professional schools such as Business, Engineering and Nursing are accredited by the same global bodies (e.g., AACSB, ABET, etc.) as their UT counterparts
* AUB is working toward the development of intellectual property policies in a national environment that has not yet fully developed IP laws and regulations
* Industry-support projects are an important component of revenue for research and projects
* AUB administration is fostering stronger trans-disciplinary, inter-collegiate academic programs
* AUB/UT collaboration could be developed in areas such as faculty exchange, student study-abroad, research as well as other possible areas of mutual interest and benefit
* 5,000 of AUB’s 54,000 alumni live in North America
* AUB Medical Center operates a 400-bed hospital with a wide range of teaching and specialty programs

**Observations from our Meeting with President Peter Dorman:** This was a very warm and welcoming meeting. Mr. Shousher presented some pictures of a previous visit to Dr. Dorman and we discussed a bit of the history of the AUB/UT relationship and outcomes. He expressed his strong support for our visit and discussions with the hope that there will be positive outcomes.

President Dorman offered a few observations regarding AUB and international partnerships including the following:

* International MOUs work only when faculty are committed and involved (“bottoms-up” philosophy)
* AUB is shifting its academic calendar to align with the semester model (which will make cooperation with other universities easier)
* AUB does not have tenure but it does have options for faculty leaves
* AUB is gearing up for a $500 million capital campaign with much of it to go to medicine (50% or more)
* Security is a concern but President Dorman continues to travel about the country; AUB is considered a very safe space
* Working on changing the “institutional culture” by
  + Reducing research “silos”
  + Increasing academic standards
  + Reversing the loss of international faculty
  + Encouraging faculty to work across disciplines and colleges (which appears to be working)
* President Dorman’s “lessons from the Arab Spring” include
  + Western models don’t work
  + Liberal Arts ideal for creating citizens for democratic societies

**AUB Medical Center Meeting: Observations and Outcomes.** This meeting, attended by associate deans, department chairs and senior medical faculty, began with the comment from the AUB side that *“This is the opportune time for this exchange.”* Background information included the following:

* Rapid expansion of the Medical School
* Capitalization of programs a priority
* Moving toward interdisciplinary programs
* Diabetes Institute *“…falls perfectly into our plans*” for the Medical School; needs more discussion on the following and other topics:
  + Diabetes Mellitus represents an extensive and growing problem expanding throughout the Middle East with 30-40% of population affected…some believe these figures are conservative;
  + Limited research and education on diabetes in the Middle East;
  + The AUB/UT partnership envisioned will establish a diabetes institute for research, education and healthcare management to serve the MENA and Gulf regions;
  + Dual appointments (AUB/UT) of key researchers and educational leaders at both universities will be considered as concepts and plans develop
  + Dr. Ibrahim Salti, Chief of Endocrinology, may be a resource as grant funding is sought for the Institute; there may also be funding from the Gulf Region, i.e., Qatar Foundation, Emirates Foundation.
  + There is a commitment from the University President, Dean Faculty of Medicine, Chairman of Internal Medicine and Director of Endocrinology to develop a collaborative AUB/UT diabetes institute.

Dr. Kris Brickman conveyed in some detail Dr. Najjar’s concerns and questions about space (need “a floor”); AUBMC’s response was that they are “committed” to the Institute and to Dr. Najjar but they need to have a better understanding of her specific needs and an agreement to start with “temporary space” with a plan for adequate space in the new Basic Science building under construction. Dr. Brickman further explained Dr. Najjar’s wish and plan to maintain her primary appointment at UTMC but willingness to establish, assist and provide leadership and direction in building the Institute as a “director” serving in the capacity of “visiting professor.”

Further discussion touched on the following:

* AUBMC creating three (3) Centers of Excellence, one of which is the Diabetes Institute
* Currently exploring space and equipment needs and issues for Diabetes Institute.
* Sonia Najjar is requested to outline in some detail her vision, mission, staffing, resources, plans—years 1, 3, 5 and 10—for the Institute.

It was clear that AUBMC plans to go forward with the establishment of a Diabetes Institute. They want Dr. Najjar to direct the new Institute but we have the strong impression that the new Institute will go forward with or without her. There is a need for UTMC and Dr. Najjar to come to a decision on this in the very near future.

Dr. Brickman writes, and the delegation concurs, that we have a “unique opportunity to establish a ‘narrower and deeper’ relationship than is typical in most international university partnerships. The vast majority of international healthcare activities are limited to student and faculty exchanges and rotations. The AUB/UT collaboration presents an opportunity to establish UTMC as a major, relevant force in Global Health Education and to further distinguish UTMC from other health care educational institutions. In addition to strong, cooperative faculty and administrative support, economic resources will determine the timeline on strategic program development. Community support and potential for raising funds in the MENA and Gulf Region—as well as more traditional sources of research support—could provide the economic resources needed to facilitate and accelerate program development.

**Simulation Education:** In-depth discussions were held on the promising new field of simulation in healthcare education. Based on UT’s leadership in Simulation Education and AUB’s strong interest as well as the need for expanding simulation education in the Middle East, UT and AUB have agreed to co-host a conference on the topic in Beirut, May 2013. The goal of the conference is to establish AUB and UT as global partners and leaders in medical education the Middle East including the Gulf Region. One of the important outcomes of the conference is to gauge the level of interest and evaluate opportunities to expand simulation education throughout the Middle East and Gulf Region as well as assessing the potential funding opportunities for simulation education.

UT and AUB will collaborate in planning for the 2013 Middle East Medical Assembly (MEMA) conference focusing on multidisciplinary simulation in healthcare education. A joint UT/AUB simulation committee has been formed and is being coordinated by Pam Boyers, Ph.D. at UT and Dr. Rana Sharara-Chami from AUB.

The AUB simulation leadership team will visit UTMC to review facilities and to continue conference planning. This visit will occur this summer. It is anticipated that Dr. Boyers will pay a return visit to AUB to help finalize planning for the conference.

The UT College of Nursing and the AUB College of Nursing have been asked to participate in the conference and both have enthusiastically agreed. Deans Tim Gaspar and Huda Huijer, from UT and AUB respectively, will work with the conference planning committee to ensure that the profession of nursing is integrally involved.

It is further anticipated that Innovation Enterprises, the commercialization arm of UT, will explore ways in which business opportunities can be developed during and after the simulation conference that will help support medical education at UT and AUB. This could include working with technology companies to establish simulation centers throughout the Middle East, develop education curricula, train simulation educators, develop educational content for simulators, and provide other revenue-generating forms of support for simulation education in the region.

**Nursing Education, Research and Engagement:** The UT delegation had an opportunity to visit with the AUB Rafic Hariri School of Nursing (HSON) dean, Dr. Huda Huijer. It is believed that the AUB nursing program, founded in 1905, may be the “oldest in the Middle East. ” It developed a strong reputation during the war in Lebanon by keeping its doors open throughout the conflict. The AUB Hariri School of Nursing graduates 45-50 BSN students and approximately 15 MSN students annually. There is a strong demand for AUB nursing graduates in the region and internationally.

HSON has several important international partners including a long-standing relationship with Johns Hopkins University. Other partners include University of Michigan, University of Maryland, University of Pennsylvania, and M.D. Anderson. The School is working internally at AUB with other schools including the School of Business. There is a commitment to interdisciplinary teaching and research.

UT’s Dean of Nursing, Dr. Tim Gaspar, requested that the UT delegation present his colleague and fellow dean a packet of information about our College of Nursing and to explore areas of potential collaboration. Dean Huda Huijer was enthusiastic about the potential for collaboration and identified several areas that could provide the basis of Nursing-to-Nursing partnership including student exchanges, establishing interdisciplinary programs (one example of which was a developing Ph.D. program between Nursing, Public Health and Medicine), collaborative research, and simulation education.

AUB’s Hariri School of Nursing has invested in and is currently using simulation in their educational programs. Their Simulation and Clinical Competency Center (SCCC) has been operational since 2009 and “provides experiential, safe, and reflective learning experiences for graduate and undergraduate student nurses…Simulation is now a part of the HSON learning-teaching process.”

Dean Huda Huijer has been invited to meet with Dean Tim Gaspar in Toledo at the first opportunity to discuss in more detail opportunities for collaboration as part of the UT/AUB partnership. The UT delegation left this meeting with considerable optimism that Nursing would become a significant part of the institutional collaboration currently under development.

**Business Education and Related Programs:** The UT delegation met with the Dean of the Olayan School of Business, Dr. George Najjar, and several members of the School faculty. Notwithstanding Dean Najjar’s departure later this summer to become Provost at a nearby university, he offered warm and welcoming comments to UT and the UT College of Business and Innovation (COBI). There was a far ranging discussion in which we touched on the rapid growth of OSB, the characteristics of their faculty (“senior faculty are homegrown”), the naming of the School, their 5 endowed chairs, the 2 endowed centers and their up-coming conference on “Corporate Social Responsibility,” with a target audience of CEOs.

Dean Najjar described their International Board of Advisors (Harvard, Yale, INSEAD, and others), their Lebanese Advisory Board and their research partners (Sloan, Stanford, et al). In addition, he suggested several areas of “possible collaboration” including the following:

* *Innovation management in the broadest sense of the term on several fronts: Products in a manufacturing or service context, processes, organizational structures, entrepreneurship, project management and the two new graduate degrees…just launched in finance and HRM;*
* *Faculty visits for teaching and research ;purposes in pursuit of better mutual understanding of each other’s strengths and challenges;*
* *Reciprocal student visits particularly in the context of graduate programs and business plan completions;*
* *Joint pursuit of external research funding in the US and elsewhere; and*
* *Cooperation in the domain of case study development.*

Several similarities between UT’s COBI and AUB’s OSB were highlighted including many common interests and programs in such areas as entrepreneurship, innovation, economic development, family business, technology commercialization and others.

In a post-visit communique, Dean Gutteridge suggested additional areas of possible collaboration—disciplinary areas where COBI’s expertise might complement the Olayan School of Business—including Global Business Ethics, Human Resources Management, Leadership Development and Health Care Business Innovation.

There was an agreement between deans Najjar and Gutteridge to identify school/college liaisons to pursue the exploration of and work toward collaborative projects and possible programs. Dean Gutteridge has named Dr. Sonny Ariss as UT’s COBI liaison.

It is anticipated that the UT/AUB business liaisons will work toward and report back to their respective deans on possible collaborative ventures.

UT sees the collaboration of the two business schools as an important component to the institutional partnership and reflective of the “deeper” international relationships desired by President Jacobs.

**Engineering--A Very Fruitful Presentation and Wide Ranging Discussion of Possibilities:** UT’s Dean of Engineering, Dr. Nagi Naganathan, presented an overview of the UT College of Engineering, its academic, research, tech transfer, intellectual property policies and other matters to several faculty and administrators in the AUB School of Engineering. The presentation provided the basis for a wide-ranging discussion, interaction and numerous questions. Considerable discussion centered on interdisciplinary and intercollegiate education and research. Dean Gutteridge from UT’s College of Business and Innovation, commented about the intercollegiate “school” being developed between our Colleges of Engineering and Business, i.e., School for Technology Management and Manufacturing Excellence (STMME).

Another theme of the discussion had to do with “innovation” and the issues surrounding “intellectual property.” Another focused on UT’s “coop” requirements and how that is administered and counts toward graduation.

AUB Professor of Engineering and Associate Provost, Dr. Nesreen Ghaddar, asked, “How can AUB Engineering work with UT’s College of Engineering?” The group consensus was that there were many areas where the two engineering schools could collaborate and learn from each other. One serious suggestion was to encourage “faculty exchanges.”

As in so many of our AUB meetings and conversations, all of us felt there was a strong basis for meaningful and value-added collaboration between our two schools of engineering.

President Emeritus Johnson extended an invitation to an AUB Engineering delegation to visit UT where there could be more time to fully explore areas of common interest.

**Interest and Support of Toledo’s Lebanese Community for UT/AUB Collaboration:** Toledo’s Lebanese community has been strongly supportive of the University of Toledo for many years. Many Lebanese students have come to study and take degrees at UT. Many AUB graduates have done graduate study at UT and several AUB alums have or are currently serving on UT’s faculty. There are strong ties between the University and the Lebanese community in Toledo.

An important leader of Toledo’s Lebanese community is Mr. Yehia “John” Shousher. At his own expense, Mr. Shousher volunteered to join the UT delegation to “help in any way.” He participated in all meetings at AUB and represented the views of Toledo’s Lebanese community and conveyed their support for our discussions and anticipated collaboration.

The UT delegation indicated that it may be important, even necessary, to have some financial support to help launch the relationship between UT and AUB, particularly for the efforts to plan and establish a joint research institute focused on diabetes. Neither University has funds budgeted to launch such an ambitious initiative which will require numerous trips to and from Beirut. It was felt that should these discussions result in concrete plans to establish a long-term partnership, UT will seek Mr. Shousher’s assistance in raising local funds to support these efforts.

Mr. Shousher has also suggested that if there is an agreement to move forward with the UT/AUB collaboration, it would be helpful to form a small Toledo “advisory group” familiar with AUB to assist in these efforts. This suggestion was well received and supported by the visiting delegation.

The University of Toledo wishes to express its sincere appreciation to Mr. Shousher for his strong support of and participation in this visit to AUB. We will continue to seek his guidance as we move ahead with these discussions and plans.

**Security in Beirut:** Security and political stability of Lebanon during this period of conflict in Syria was discussed with President Peter Dorman and in several other meetings during our two-day visit. While everyone is concerned about the impact of this conflict on Lebanon, all were of the opinion that AUB is a “safe harbor” in Lebanon and that this concern should not stop planning for collaborative ventures at this time. If the conflict spills over into Lebanon to any great extent, visits and collaborative activities can be put on “hold” until such time as it is safe for all concerned.

**Additional Significant In-put to the Visit:** Many additional AUB faculty, staff and administrators contributed to the success of the UT visit. The visiting delegation is extremely appreciative of the time and thoughtful contributions of these many AUB colleagues and new friends. Following are a few that must be mentioned along with their views:

* **Provost Ahmad Dallal:** Provost Dallal’s Office organized the schedule and warmly received its UT visitors. He commented on the importance of “internationalization,” student exchanges, American higher education standards, funding and stressed the growing importance of “interdisciplinary” programs at AUB. Further, he stressed the importance of “solving problems” and the mission and role of the university. Provost Dallal sees the potential UT/AUB agreement as a “framework” for promoting faculty and student exchanges, study abroad, and other activity. He noted the need for “faculty champions” if this partnership is to be fruitful.
* **Developmental Economics and Public Policy:** Areas of potential cooperation discussed in this session included conferences, student exchanges, and summer internships. The leadership and faculty involved in the Institute for Public Policy and International Affairs wanted to contrast their work with “western think tanks.” They asked that we jointly consider “reciprocity in our summer programs.” The Institute may be an important location for UT social scientists (economists, sociologists, political scientists) to collaborate on research and to assist UT in gaining a better understanding of Lebanon and the Middle East. It is easy to envision guest lectures where this could be accomplished.
* **Nature Conservation Center for Sustainable Futures:**  UT has had a partnership with the Nature Conservation Center in the past. Four Ph.D. students at UT came from the AUB Center. We discussed the positive outcomes from this collaboration (mentioning the “bumps in the road”) but also restated our common interest in working together in the future. This was a very up-beat meeting pointing to their work related to the “green campus,” “green Lebanon” and other important research and action programs.

**Next Steps and Action Items:**

1. Share draft of this report with AUB colleagues to solicit comments, corrections and additions to ensure a common understanding of the visit and its outcomes.
2. Ask President Jacobs to accept and act on this report and to move ahead with the proposed activities and formalizing the AUB collaboration with a Memorandum of Understanding (MOU) which would be signed by Presidents Dorman and Jacobs as soon as possible—hopefully before the 2012-13 academic year.
3. President Jacobs extend a formal invitation to President Dorman to visit UT and finalize the MOU while here.
4. Request Dr. Sonia Najjar to finalize her vision and plans for a joint AUB/UT diabetes research institute and seek agreement with the AUB School of Medicine. This is to be completed before the universities enter into an MOU.
5. With President Jacobs’ approval, work with Mr. Shousher to form a local Lebanese Advisory Group to assist UT in realizing a successful, sustainable partnership with AUB.
6. President Jacobs publicly identify (preferably in a press release) AUB as one of UT’s major international partners as soon as the MOU is signed by both presidents.
7. President Jacobs approve the proposed Global Strategy as a framework for pursing global partners and projects.

**Final Comments: Dan Johnson, President Emeritus**

*It was my honor and privilege to lead UT’s delegation visit to American University of Beirut. We were very warmly received by our hosts and felt “at home” almost immediately.*

*The UT delegation believes that our university and AUB have much to gain from a close working relationship in many disciplines and the interdisciplinary futures both institutions are developing.*

*We encourage our respective Presidents to consider the potential benefits that could accrue from this partnership and satisfy themselves that this is the right move for both institutions.*

*The world is, indeed, very small …and getting smaller. The ties between Toledo and Beirut are considerable and could continue to grow and develop even more with a pragmatic and productive partnership between our two universities. We believe both institutions would be elevated by such a partnership.*

**Delegation Members:**

Dan Johnson\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Kris Brickman\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Tom Gutteridge\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Yehia “John” Shousher\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Attachments:**

1. Visit Program Schedule—June 2012
2. Minutes from meetings