

Point Loma Foundation: Creating a Village of Dreams

By John Calabotta, President, Point Loma Foundation

Looking across the barren landscape of what is now Downtown San Diego, Alonzo Horton stated: "Go forth and build the city of your dreams." Perhaps in our corner of the Peninsula, we can paraphrase Mr. Horton's quote to "Go forth and create the Village of Your Dreams." We can allow our dreams to expand to components of a Village that includes art work, educational benefit, history that tells the story of generations past, and pedestrian promenades that beckon those to enjoy all that Point Loma has to offer.

In concert with our imagination is the reality that, in addition to vision and pure will, capital is needed to frame the pictures of our imaginations. As many of you know, there exists a source to raise capital for the benefit of the Point Loma community. I am writing of the Point Loma Foundation. The Point Loma Foundation provides the opportunity to raise capital and fund both immediate and long range projects that benefit the Point Loma community – projects that range from public benefit to educational advancement.

Potential sources of donations to the Point Loma Foundation can be from individual donors, planned giving, corporate giving and sponsorships, formation of endowments for long range support, grants from other foundations and grants from government and private agencies. In addition, all contributions to the Point Loma Foundation are held and professionally managed by the San Diego Foundation, one of San Diego's finest institutions.

In order to maintain the membership base and advocacy efforts of the Point Loma Association, the Point Loma Foundation is a separate entity managed by a Board of Directors that meets quarterly. The Point Loma Foundation is organized as a 501(c)3 corporation and its incorporation date is May 2005. Already, capital has been raised and distributed to fund the short term and long range projects of the Point Loma Association that benefit the community.

Regarding long range projects, as president of the Point Loma Foundation, I am pleased to announce the completion of a major first step in our attempt to

create the Village of Your Dreams. Gordon Carrier, Point Loma resident and principal of Carrier Johnson Architecture and Urban Planning, provided his staff "pro-bono" to the Point Loma Foundation to conduct a "charette". My French is limited to one high school semester, however, in the practical sense, a charette is a series of brainstorming sessions within a community to dream, gain input and quantify what is needed for and wanted by a community and its inhabitants.

The charette focused on the Village and included individuals from community groups around the Peninsula and residents from the Point Loma area. Individuals like Dick Lareau, Barbara Morton, Jim Hall, Robin Wilson, Larry Pappas and Klonie Kunzel, just to name a few.

Out of the charette came several ideas for the landscape and urban plan for the Village. Those ideas are presented in renderings that will be shared with the Point Loma community over the course of the next year. I will be contacting many of you to share the results of the charette and garner your input as well. In addition, this first step is one of many that will become part of the broad plan to create The Village of Your Dreams.

Continued on page 2



Our annual dinner chair, Karen Wheeler, has planned a fabulous evening on the *Inspiration*, a new Hornblower yacht. **On Tuesday, May 22**, we will enjoy cocktail hour and silent auction opportunities while cruising San Diego Bay and looking out on our beautiful Point Loma. An entertaining program is being planned by Dick Lareau and Dwight Harrington. Can they top last year? Be there to find out!

More details and your invitation will follow in your Spring newsletter, so be on the lookout!

To join one of the committees (silent auction, program, decor, seating and more) call Karen at (619) 224-3760.

PRESIDENT'S MESSAGE

Patti Adams, 2006-2007 President

*Raindrops on roses and whiskers
on kittens*

*Warm Santa Ana's and no need
for mittens*

*AFC Champions with Super
Bowl Rings*

These are a few of my favorite things!



I hope you had a wonderful Holiday Season and took time to enjoy your favorite things in America's Finest City from our outstanding corner of it, Point Loma!

One of my favorite things is the path between Southwestern and San Diego Yacht Clubs. It is beautiful any time of day. It's a great place to watch both the sun and the moon rise, and to watch junior boaters learn their skills in little sabots. It's also an excellent spot to study and learn about the wind on the water and enhance your sailing skills. And, if you are lucky, you can see everything from ducks to dolphins enjoying a swim in La Playa cove.

This little path could be -- and probably is -- the original La Playa Trail. This brings me to another one of my favorite things! The La Playa Trail Association is a brand new organization committed to documenting, preserving, and enhancing the history of the La Playa Trail. I am thrilled to have people committed to preserving the history of Point Loma. They are planning an informational fund raiser at the UPSES Hall on February 15th to bring like-minded people together. Hope you can join them from 6:00 to 8:00 p.m. Or, if you just want to support them with a check, let me know!

This year's annual dinner is going to be one of our favorite things. Karen Wheeler is planning a fantastic evening on May 22nd, 2007. Don't miss this one or you'll miss the boat!

Lastly, new years are a big favorite. I love the sense of a fresh start and a renewed commitment to my goals and aspirations. Here's wishing you all a 2007 filled with the delight of your favorite things.

It's a wonderful life!

Point Loma Foundation, continued

Many of you have asked how to make gifts to the Point Loma Foundation. Some have asked how to make a gift for a specific program such as the Point Loma Association's Bus Bench program, art work for the utility boxes, The Village of Your Dreams Plan, and, most recently, for the construction of the Hugh Story Memorial.

To make a gift to the Point Loma Foundation, please contact our treasurer, Klonie Kunzel, at (619) 222-1950, or me at (619) 225-5620 so we can provide you with the proper information on how to make your gift with the specific purpose for which it is intended.

The Point Loma community overflows with creative and committed individuals who want to improve on what we all enjoy today about Point Loma. With your support, the Point Loma Foundation can provide the capital to create The Village of Your Dreams and much more!

Beautification Awards

By Ron Brooks & Betty Allman



Our winter garden awards take us to the crossroads of an ancient Greek writer and towering evergreen trees, better known in the Loma Portal community as Xenophon and Evergreen. The Gail Thomson garden and the Barbara Reeb garden act as two book-ends resting high on the bluff overlooking Liberty Station,

Lindbergh Field and beyond. Seago palms and Star Pine; budding paperwhites, perfect hedges and sloping lawns form verdant, leafy, blossoming gardens that capture our attention and this issue's Beautification Award. Well done, Gail and Barbara.



Home of Barbara Reeb

You can see these photos in color by going to the PLA web site at www.plaweb.org, clicking on the "PLA newsletters" link, then clicking on the link for the Winter 2007 newsletter.



Home of Gail Thompson

PLA Pitch N' Putt a huge success

By Leslie Harrington, PLA Golf Tournament Chair and PLA Secretary

The PLA Pitch N' Putt for the Point was held at Sail Ho Golf Course on October 2, 2006, just two days after Sail Ho officially opened to the public. PLA members were among the first to play the beautifully renovated course. We had 60 players and netted \$3,000 for PLA. First place went to Mike Long's foursome, which included Bill Vickers, Roy Long and Al Bruton. Linda Eves and Bill Vickers won the closest-to-the-pin contest.



Mike Long, Bill Vickers, Roy Long and Al Bruton

A big thank you to our sponsors:

- The San Diego Foundation
- Award Mortgage
- Red Sails Inn
- Diane Sullivan, Realtor/Prudential CA
- Seaport Realtors
- Point Loma Community Bank
- Farmer's Insurance
- Bali Hai Restaurant
- Sign Diego
- Warner Springs Ranch
- Liberty Station
- San Diego National Bank

We had fabulous raffle items and delicious food provided and underwritten by Miguel's Cocina – a special thank you to Barbara Morton!

Raffle items included a two night golf package at Warner Springs Ranch, a spa gift valued at \$200 to Glow MD Skin Care and Spa in Liberty Station and a beautiful golf basket donated by Donis Lovett.

Thank you to the golf committee: Patti Adams, Bill Klees, Martha Phillips, Bruce Cook, Tracy Morgan-Hollingworth and Blake Harrington. See you at Pitch n' Putt 2007!



Nan Lutes, Linda Ybarra, Linda Bienhoff and Lynn Jewell

Phase Two of Utility Box Project underway

By Kerri De Rosier, Utility Box Chair

After great success with the Utility Box pilot project two years ago, the Utility Box Committee is ready to tackle Phase Two.

It took a while to determine who owns each box, but after many phone calls and e-mails, the committee has chosen to paint the following boxes:

- Bali Hai, 2230 Shelter Island Circle
- Dr. David De Rosier's office, 3019 Emerson Street Dana Middle School - corner of Chatsworth and Narragansett (4 boxes)
- Dewey Elementary School, 3251 Rosecrans Street (3 or 4 boxes)
- Collier Park, Soto Street (2 boxes in front of the Community Garden)

The cost estimate for each box is \$500, which includes an artist stipend (\$200), supplies, and box preparation. The Bali Hai and Emerson boxes are privately funded; the PLA needs to raise money to fund the rest. Kerri De Rosier is currently seeking grant money from the City and County, and the PLA will graciously accept donations.

The themes for the boxes will be: history of Point Loma/La Playa (Portuguese influence), Point Loma Lighthouse, San Diego marine or sea life, sailing, nautical themes, Regional plants and flowers.

The Utility Box Committee is making the following changes for Phase Two:

- Klonie Kunzel is working on recruiting members for an independent jury to review submissions from artists
- In addition to the Point Loma Artists, who supplied all the artists for the pilot project, get the word out to other artists in the Point Loma/Ocean Beach community. Do you know anyone? Please call Kerri at (619) 226-2251.
- Add a "Project of PLA" label on each box.

One exciting aspect of the project is working with the schools. We are planning to hold art contests at Dewey Elementary and Dana Middle Schools to select winning designs. An artist will then do a rendering based on the winning submissions. The schools' principals and art teachers are very excited!

Thanks to Randy Littlefield with SDG&E, Duncan Hughes with the City of San Diego, and Joe DiCarli and Brian Westly of Cox Communications for being helpful and approving our box locations.

Unfortunately, we're unable to paint any boxes belonging to AT&T at this time.

Thanks also to Donis Lovett, who will be the artist liaison, and to Lee Lipsey for her valuable input.

The Board of Directors thanks all of our members for their support.

It is a special pleasure to recognize our members who are

Platinum (\$1,000):

*Scott & Mary Clifton
Frankie & Marcia Lo Vecchio*

Gold (\$500):

<i>Hugh & Diane Bennett</i>	<i>Stephen & Priscilla Bothwell</i>
<i>Glenn & Joanne Dethloff</i>	<i>Sally Stevens Jones</i>
<i>Dick & Dorothea Laub</i>	<i>Tony & Nancy McCune</i>
<i>The McMillin Companies</i>	<i>Joseph & Dee Wambaugh</i>

Silver (\$250)

<i>Dr. Bob Brower</i>	<i>Carolyn Brown</i>
<i>Dr. John & Jodie Bruhn</i>	<i>Jeff Bruhn</i>
<i>Coldwell Banker</i>	<i>Lawrence & Margaret Coleman</i>
<i>Bruce Cook</i>	<i>Karan Cooper & Greenwald Bennet</i>
<i>Barbara Darnell DMV</i>	<i>Mary Lou & Fredrick Harris</i>
<i>Gary H. Hayes</i>	<i>Craig & Rebecca Irving</i>
<i>Ross & Sharon Irwin</i>	<i>Don Lang</i>
<i>Lincoln Military Housing</i>	<i>Rita Moller</i>
<i>Dr. & Mrs. Lee Monroe</i>	<i>Occidental Landscape Inc.</i>
<i>Jim & Sue Ogle</i>	<i>Point Loma Community Bank</i>
<i>Gillian Robinson</i>	<i>Margaret Roulette</i>
<i>San Diego Marine Exchange</i>	<i>Judge Gordon & Jean Thompson</i>
<i>United Portuguese S E S Inc.</i>	<i>Nancy Stove & Jon Warwick</i>
<i>Robin Wilson</i>	<i>Marvin & Bebe Zigman</i>

*Every member at every level is important to us and valued by us.
able to support the P&A at a higher level. They are:*

Bronze (\$100)

*Jean Anderson
Kent & Cynthia Andrews
Larry & Susan Baumann
Peter & Stacey Benjamin
Joseph Benoit
Bruce & Linda Blakley
Richard Bregante
Ron & Ann Brooks
Esther Burnham
Lyle W. Butler
Mike & Cindy Caruso
Charles & Tillie Cheyney
Don & Judy Clark
Nancy Coleman
Gus & Helen Coukoulis
Mr. & Mrs. L.G. Dameson
David & Kerri De Rosier
John & Michen Denney
Ronald Erbetta
Bill & Thalia Evenson
Frank P. Fera
Mari & Mike Fink
Beth & Dave Finster
Annette & Dick Ford
Betty Foss
Kent Foster & Pamela Fairley
Ken Frederick
Allen & Judy Garrett
Douglas & Mary Giddings*

*Russell H Ginns
Connie Golden
Ken & Fran Golden
Julio & Lynn Guidi
Fred Hage Jr.
Kathryn Hattox, Portola Properties
William & Joanne Herrin
Andy & Karen Hewitt
John W. Hilton
Patricia C. Houser
Susan Houser
Fred & Bonnie Howe
William Jewell
Allen Jones & Rebecca Michael
Dianne & John Kernan
Dee & Bill Kettenburg
Dr. & Mrs. Bruce Kimball
Richard & Windie Knoth
Klonie Kunzel
Bob & Laura Kyle
John & Carol Landis
Dick & Vickie Lareau
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Bruce & Joanne Leidenberger
Tom & Terry Lewis
Lee & Geoff Lipsey
Alan & Dorothy Lord
Sean & Jeanette McCarthy
Betsy McCullough & James Hare*

*Connie Melhorn
Terry & Barbara Moore
Michael & Barbara Morton
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Gary & Cheryl Nogle
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Phyllis Monise & Antone Rose
Rodney & Missy Simms
Gregory & arlette Smith
Dan & Mary Snell
Mr. & Mrs. Wallace Springstead
Diane Sullivan
Sun Harbor Marina
Frederick & Patricia Tellam
Emory & Lois Thompson
Tom & Barbara Tourtellott
Judge Howard & Marlene Turrentine
Craig Whitwer*

Thank You!

Around Point Loma...

NTC Update

Everyone wants to know...When is Trader Joe's opening? According to Greg Block, Community Relations Manager with The Corky McMillin Companies, the new opening date is end of January. Starbuck's will also open at that time. Here's an update on other Liberty Station venues:

Liberty Station Marketplace – Vons, Sammy's Woodfired Pizza, Coldstone Creamery, Panera Bread, Da Kine's and La Salsa will open in the spring.

NTC Park Phase I – The first phase is in its maintenance period. While McMillin anticipates an early spring opening, the City of San Diego will determine when the park is ready for public use. Watch the progress of the park on the NTC Park Cam <http://www.libertystation.com/web-cam/index.html>.

West Hotel – A 200 room Courtyard by Marriott and a 150 room Hilton Homewood Suites near the corner of Harbor Drive and Laning Road are under construction, with an estimated late summer 2007 opening.

Harbor Square – Located adjacent to the West Hotel project, this project will include 24,000 square feet of restaurants and other retail uses. Construction is underway. Tenants such as Oggi's Pizza, Subway, Dinner Studio, Los Primos, Sushiya and Rose's Nails expect to be open for business late spring 2007.

East Hotel – Miller Global, a Denver based Real Estate Investment and Development Company, has submitted a Planned Development Permit application for a 650-room hotel at Liberty Station's east hotel site, across the boat channel from the West Hotel. The permit application outlines plans for the development of a potential family friendly "Nickelodeon Resort Hotel."

Office District – The office district is almost complete, with one, 109,000 square foot building remaining to be constructed. Leasing is underway in all other buildings. For leasing information, contact Matt Hietbrink at 619.226.5840 or mhietbrink@mcmillin.com.

Writer's Symposium at PLNU

Word by Word, the 12th annual Writer's Symposium by the Sea, will be held on the Point Loma Nazarene University campus February 21-23, 2007 in conjunction with the Wesleyan Center Conference, an event focusing on writers' and artists' depiction of the Christian life.

Featured guests of the Writer's Symposium include Anne Lamott, author of *Bird by Bird*, *Traveling Mercies*, *Plan B: Further Thoughts on Faith*, and *Operating Instructions*; and Eugene Peterson, scholar-pastor and author of *The Message*, *Under the Predictable Plant*, and *Christ Plays in Ten Thousand Places*.

For more information or to register for the symposium and conference, go to www.pointloma.edu/wesleyan.



Thanks to Dee Kettenburg for helping to create a sparkle in the Village this holiday season. She sent over 500 letters to local businesses encouraging them to put up lights for the holidays. As you can see in this picture featuring Willis Allen's display, the reaction has been very positive. "I have people calling me saying, 'hey, I like this!'", said Dee.

Thanks also to Jean Leighton with Impact Designs, who provided lighting and design for BOTH sides of the Nimitz Bridge this year, in memory of Hugh Story.

The Point Loma Beautification Committee works hard for Point Loma

Did you know that there are more than 43 items on the Point Loma Beautification Committee's maintenance schedule? Tasks include weed control, watering, fertilizing, trimming, pruning, cleanup, checking sprinklers, and oversight. Here's a list of the areas on the Landscape Maintenance Schedule and lead people for each area: your dues at work!

- ~Pork chops at Nimitz and West Point Loma (Karen Davis)
- ~Dewey School (lead: Mean Green Team)
- ~Nimitz Triangle (lead: Ed Streicher)
- ~Cañon Street Sycamores, Elderberry bushes, and wildflowers (Debbie Hatz)
- ~Jacaranda Trees on Rosecrans and Cañon Streets (Karen Davis and Ardetta Steiner)
- ~Gold Medallion Trees (Karen Davis and Ardetta Steiner)
- ~Dana Middle School (Jess Walker)
- ~Nimitz Median (Jodie Bruhn)
- ~Tennyson Triangle (Ed Streicher)
- ~Nimitz Wall (Dee Kettenburg)
- ~Nimitz West (Ed Streicher)
- ~Point Loma Entry Sign at Nimitz West (Bob Sherman)
- ~Village Flower Project / Catalina Jacarandas (Klonie Kunzel)
- ~Graffiti Removal (Ann Silliman)
- ~Newsrack project (Ron Brooks/Betty Allman)
- ~Code Compliance Issues (Celeste Trepte)
- ~Al's Garage (Ron Brooks/Betty Allman)
- ~Beautification Awards (Ron Brooks/Betty Allman)

The Mean Green Team meets every Friday at 9:00. For the schedule, e-mail Ron Brooks at brooks1@cox.net.

Fuel Plume update:

There was a town hall meeting on 12/7 in which Capt Mark Patton reported, "We know the boundaries of and have contained the plume." Next steps will be to pump out the product using a trench system which will take approximately six years and a complete rebuilding of the tank farm over two to three years. You can see the Captain's presentation at www.epointloma.com.

Donations sought for Hugh Story Memorial

At the last meeting, the PLA Board approved a fantastic conceptual design created by Kirk O'Brien for a memorial to Hugh Story at the south entrance of the Point Loma Branch Library. The design includes a stylized structure of a submarine, which functionally can be used for seating, and a landscaped area that flows in the wake of the boat. "It's a metaphor for Hugh's life - from warrior to Johnny Appleseed," said O'Brien, who also stressed that that the final design will be the result of a community process.

City approval is required before plans can be finalized. O'Brien hopes to have more detailed renderings by the next PLA meeting.

Celeste and Gene Trepte have planted the first seed with their generous gift to the fund. All donations for the Hugh Story Memorial should be mailed as follows:

San Diego Foundation/Point Loma Foundation Fund
2508 Historic Decatur Road #200
San Diego, CA 92106
Attn: Leslie Harrington

Please make checks out to the Point Loma Foundation. All funds donated through the Foundation are tax deductible. A notation that the funds are for the Hugh Story Memorial should be made on the check or via an attached memo. Address questions about the Point Loma Foundation to John Calabotta at (619) 225-5620.



Thanks to the efforts of Celeste Trepte and Matt Awbry from Councilman Kevin Faulconer's office, the west side of Cañon Street was cleared of weeds and trash. Celeste called Matt with her concern about the fire hazard caused by the overgrown brush, then Matt contacted the Fire Rescue Department, who determined that there indeed was overgrown brush along the side of the road that was encroaching into the street - in violation of the California Fire Code. Matt called on the Alpha Project to clear the brush - and they did. The project was completed in record time.

News you can use...

Newsracks: We reported in the last newsletter that the Newsrack Ordinance went before the Land Use and Housing Committee. The issue is now going before the City Council on January 30 at 2:30 in the Council Room on the 12th floor of the City Administration Building.

Bench update: You may have noticed that the bench in front of Point Loma/Shelter Island Drug remains broken. Bruce Cook is working on a solution to fill in the flower bed, reinforce the bench, and then place a flower bed on either side of the bench.

COMMUNITY CALENDAR

The **Point Loma Garden Club** has meetings and workshops at the **UPSES Hall (new location)** on the second Wednesday of every month. Meetings begin at 10:00 a.m., followed by workshops at 12:00. For meeting topics, go to www.plgc.org.

Workshops: **January 10** - Flower Arranging Part I; **February 14** - Flower Arranging Part II; **March 14** - Flower Arranging Part III

January 16, 5:30 - 8:00 p.m.
Chamber Installation "Super Mixer," Fiddler's Green

Upcoming programs at the Hervey Point Loma Library: (Registration required for OASIS classes)
January 10, 1:00 - 3:00 p.m.
OASIS: Artfully Asian

Jan 10, 7:00 p.m.
Nancy Bildsoe, Mark Twain: Horse Sense and Nonsense

February 14, 6:00 - 8:00 p.m.
OASIS: Chocolate Tastings and Trivia

February 28, 7:00 p.m.
Music of Africa: World Beat Center Musicians. Children welcome!

February 28, 1:00 - 3:00 p.m.
OASIS: Evolution vs. Creationism

March 7, 1:00 - 3:00 p.m.
OASIS: Freud, Jung, Campbell: The Concept of Shadow

March 21, 7:00 p.m.
Mary Harker on Poetry of Adrienne Rich

March 28, 1:00 - 3:00 p.m.
OASIS: Your Mouth: a Reflection of Your Total Body Health

February 15, 6:00 - 8:00 p.m.
La Playa Trail Association informational meeting and fundraiser at the UPSES Hall.

March 3, 2005, 9:00 a.m. to 2:30 p.m.
59th-annual Ocean Beach Kiwanis Kite Festival

Kite making, entertainment, prizes, lunch, and a parade to the beach. See Arts Calendar for details.

SAVE THE DATE!

Taste of Shelter Island - April 17.
Tickets on sale in March.

PLA Annual Dinner - May 22, 2007

Point Loma Association
Meets second Wednesday, 7:30 a.m.
Bali Ha'i Restaurant
2230 Shelter Island Dr.
Patti Adams, 887-9313
Beautification Committee
1st Tues, 8:00 a.m. SDYC
Ron Brooks, 224-9912

Peninsula Community Planning Board
Meets third Thursday, 6:30 - 9:30 p.m.
Pt. Loma Library
3701 Voltaire Street
Cynthia Conger,
665-3210

North Bay Redevelopment PAC
Meets quarterly on first Wednesday, 7:30 a.m.
Peninsula Community Service Center
3740 Sports Arena Blvd.
Lydia Goularte-Ruiz,
533-5170

Midway Planning Advisory Committee
Meets second Wednesday, 2 p.m.
Peninsula Community Service Center
3740 Sports Arena Blvd.
Tom Traver, 295-5551

Ocean Beach Town Council
Meets fourth Wednesday, 7 p.m.
OB Recreation Center
4726 Santa Monica Ave.
Dave Martin, 515-4400

Ocean Beach Planning Board
Third Tuesday, 7 p.m.
OB Recreation Center
4726 Santa Monica Ave.
Marc Snelling, 819-0287;
chair@obpb.org



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www.PLAweb.org

Are you an artist or do you know one who would love to tackle painting a utility box in Point Loma? Call Kerri De Rosier, Utility Box Committee Chair, at (619) 226-2251.



P.O. Box 60212, San Diego, CA 92166-0212

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Chairpersons

Beautification: Ron Brooks
Membership: Tracy Morgan Hollingworth

Newsletter editor: Kerri De Rosier
kdsdero@sbcglobal.net

Who We Are

Point Loma Association was organized in 1961. Originally called “Point Loma Village Beautiful,” we were primarily concerned with the aesthetics of the Village.

Today, in addition to beautifying the Peninsula, PLA represents the community through direct involvement with agencies of federal, state and local governments, the Port District, the San Diego Unified School District, the Peninsula Community Planning Board, and others who directly affect our quality of life.

PLA Membership consists of residents and local businesses working together. We donate time, effort and money to make the Peninsula a better place in which to live and work. Annual Membership is \$30. We appreciate donations at additional support levels: \$1,000 Platinum, \$500 Gold, \$250 Silver, and \$100 Bronze. Our membership year is July 1 through June 30. To request a membership brochure, please call Tracy Morgan Hollingworth at (619) 225-8156.

Our Mission:

PLA is an organization of residents and local businesses committed to improving the quality of life in Point Loma through beautification, education, charitable activities and civic collaboration.