



IBM Research - Almaden
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Josephine M. Cheng
IBM Fellow and Vice President

April 8, 2011

Mihaela Ulieru, PhD
President, IMPACT Institute for the Digital Economy
Director, Adaptive Risk Management Laboratory
Professor (on leave), Faculty of Computer Science
The University of New Brunswick
P.O. Box 4400 Fredericton, New Brunswick
E3B 5A3 Canada

Dear Dr. Ulieru,

It is with great pleasure that I invite you to visit IBM Almaden Research Center in the May / June 2011 timeframe. We look forward to welcoming you as scholar in residence during your short-term stay.

IBM provides no compensation or reimbursement of expenses for this honorary position.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Cheng'.

Josephine M. Cheng, IBM Fellow
and Vice President, IBM Research - Almaden