

**CHARTERS HECK O'DONNELL
PETRULIS & TYLER, P.C.**

Attorneys and Counselors at Law

JOHN P. CHARTERS
MICHAEL A. HECK*
MARGARET A. O'DONNELL
DONALD L. PETRULIS
ALLAN R. GURVITZ
MATTHEW A. TYLER

CITY CENTER BUILDING
888 WEST BIG BEAVER ROAD, SUITE 1490
TROY, MICHIGAN 48084

TELEPHONE
(248)362-4700
(800)274-6636

FACSIMILE
(248)362-1030

*Also admitted in
California & Texas

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Mr. Philip J. Hanlon
Provost and Executive Vice President for
Academic Affairs
Office of the Provost
3074 Fleming Administration Building
University of Michigan
Ann Arbor, Michigan 48109-1340

Mr. Terrence J. McDonald
Dean, College of Literature, Science, and
the Arts
Office of the Dean
500 S. State Street
Ann Arbor, Michigan 48109

Mr. Jerry May
Vice President for Development
Office of Development
3003 S. State Street
Ann Arbor, Michigan 48109-1288

Dear Gentlemen:

This office represents the World Leadership Program (WLP), a leadership program for emerging religious scholars funded by the Crown Prince of Abu Dhabi and supported by Sheikh Ahmed al-Tayyeb, the Grand Imam of al-Azhar in Cairo, the preeminent Sunni Islam institution. The program is focused on breaking down one of the most consequential divides of our time -- the divide between the U.S. and the Muslim Middle East -- and honors President Obama's desire for sustained engagement with the most important contingency in the Muslim world, its current and future religious leadership. The WLP involves, among other things, top students from al-Azhar University studying English in Cairo for three months and then living and studying at a university in the U.S., followed by a two-week intensive course of study with their American counterparts. (It is collaboration between the United Arab Emirates (UAE), al-Azhar and a host American university.) The goal of the program is to provide the al-Azhar students with a more nuanced approach to American culture and language and to give the American students a broader understanding of Arab Muslim culture.

The WLP, which began in January of 2010, has proven to be a great success. See Exhibit A. As you probably know, the University of Michigan was going to be the host American university. Unfortunately, for reasons that will be discussed below, the WLP had to be moved from the University of Michigan to Georgetown University. This letter is written to resolve questions concerning funds kept by the University of Michigan with regard to the WLP.

1. Ms. Cone, The Director of the World Leadership Program.

The director and founder of the WLP is Margaret Cone, a Michigan native, lawyer and Democrat Party activist in Washington, D.C. She is a graduate of the University of Michigan and has strong ties to the state of Michigan. Ms. Cone was an Executive Assistant to the Mayor of Detroit in the 1980's. In 1992 she joined the Clinton administration in the White House and since has worked in Washington, D.C. Most of Ms. Cone's work in Washington involves representing Hollywood entertainment guilds and recording artists. Over the last ten years, however, she also has been actively involved in Middle East issues as an advisor to the Custody of the Holy Land for the protection of holy sites. She also advises a delegation of the Holy See with regard to negotiations with the state of Israel. Ms. Cone has been active in Christian/Muslim relations since 2004.

2. The World Leadership Program.

Ms. Cone first met Sheikh Ahmed al-Tayyeb - then the President of al-Azhar University - at a conference she organized for religious leaders from the Middle East and the U.S. in New York City and at Harvard University in 2004. During that meeting, she outlined for Sheikh al-Tayyeb a program she envisioned where young future religious scholars from the Middle East and the U.S. could interact formally and informally in an environment structured to allow an open exchange of intellectual and cultural ideas. Over the next several years, Ms. Cone traveled to Cairo to discuss in greater detail the program and to secure the participation of al-Azhar University.

After she secured the commitment from al-Azhar, a truly groundbreaking achievement, she then turned her attention to finding an appropriate host university in the U.S. She was aware of the scholarly work and reputation of the Center for Middle Eastern and North African Studies and the newly founded Islamic Studies Program at the International Institute in the College of Literature, Science and the Arts (LS&A) at the University of Michigan. As an alumnus of the University of Michigan and former resident of the state, Ms. Cone was proud of Ann Arbor's culturally diverse community. She also was aware that Dearborn Michigan, which is a half hour drive from Ann Arbor, has the largest Arab American community in North America. Ms. Cone was hopeful that the International Institute would house the program and thus begin collaboration between The University of Michigan and al-Azhar University.

3. The Initial Involvement of the University of Michigan.

Ms. Cone's initial discussions with the University of Michigan -- in 2008 -- were with Professor Sherman Jackson, a renowned Islamic studies professor. She informed Mr. Jackson of the sensitive nature of the program and she stressed to Professor Jackson that the program had to be completely apolitical. Professor Jackson understood the sensitive nature of the program and agreed with her concerns. Ms. Cone and Professor Jackson agreed that given those concerns, the International Institute would be a good place for the program. After several more meetings and telephone conversations throughout 2008, Professor Jackson agreed that the program would be a wonderful opportunity for the University of Michigan and offered his support. At that

point, she suggested a meeting with the Dean of LS&A to discuss obtaining a formal commitment by the University of Michigan. Professor Jackson stated that he preferred to discuss the idea with Professor Mark Tessler, who was the Director of the International Institute, and with whom Professor Jackson had a close working relationship. (Ms. Cone knew Professor Tessler from conversations with representatives of the International Institute in 2004 when she was looking for a host for the conference for religious scholars that ultimately was held at Harvard University.) Ms. Cone deferred to Professor Jackson.

At the direction of Professor Jackson, Ms. Cone emailed Professor Tessler a copy of the Interfaith Leadership Program (the initial name of the program) overview on August 18, 2008. See Exhibit B. A month later, after various discussions and exchanges of correspondence, Professor Jackson said he had spoken with Professor Tessler and that the University of Michigan would support the project. Professor Jackson emphasized that the University of Michigan would not be responsible for financing or staffing the project and he advised Ms. Cone to make that clear in any proposal she submitted. The University of Michigan also wanted Professor Jackson to be the "point person" for the University of Michigan. Lastly, Professor Jackson advised Ms. Cone that he was very busy as a professor and with other projects which meant that his involvement would be very limited. See Exhibit C.

In September of 2008, Gene Sperling spoke of the program at the Clinton Global Initiative. In February of 2009, Ms. Cone personally delivered a letter to Sheikh al-Tayyeb in Cairo to acknowledge that the program would go forward as a collaboration between al-Azhar University and the University of Michigan's International Institute, under the direction of Professor Jackson. See Exhibit D.

4. Ms. Cone Obtains In Excess of Two Million Dollars in Funding.

Throughout the fall of 2008 and 2009, Ms. Cone was busy drafting documents, preparing a budget and raising funds for the program. (Neither the University of Michigan nor al-Azhar was willing to provide any financial support for the program.) No one from the University of Michigan was involved in these efforts and she had little contact with Professor Jackson during this time. Basically, Ms. Cone was developing the program on her own and her only contact with Professor Jackson was when she needed him to sign-off on a letter or when she was traveling to Egypt.

Following President Obama's "A New Beginning" speech in Cairo in June of 2009 to the Muslim world and with the help of the United Arab Emirates (UAE) Ambassador to the U.S., Yousef al-Otaiba, Ms. Cone met in the UAE with the Crown Prince of Abu Dhabi, Mohamed Bin Zayed al Nahyan, to discuss the program. She also traveled to Saudi Arabia and met with several members of the royal court. (Ms. Cone is a member of King Abdullah's interreligious dialogue initiative founded in 2008.) While she was in the region, she also travelled to Cairo to arrange a meeting between Professor Jackson and Sheikh al-Tayyeb. (Professor Jackson was teaching at the American University of Cairo that summer and did not know Sheikh al-Tayyeb.) During the meeting, Professor Jackson and Ms. Cone discussed the program with Sheikh al-Tayyeb and gave him

materials on the International Institute and its Center for Middle Eastern and North African Studies and the Islamic Studies Program.

In August of 2009, Ms. Cone met with Ambassador Otaiba to discuss the program and give him a budget (which had been agreed to by Professor Jackson) for a two-year program. She requested Two Million Thirty-three Thousand Five Hundred Ninety Dollars (\$2,033,590.00) for the program. In the mid-September 2009, Ambassador Otaiba advised her that the UAE would fund the program with a grant in the amount she had requested.

Unfamiliar with the manner in which the University of Michigan handles grants, Ms. Cone asked Professor Jackson for direction. Professor Jackson told her that Ambassador Otaiba should send a letter to Professor Tessler at the International Institute memorializing the UAE's financial commitment. (Professor Jackson did not recommend that Ms. Cone notify anyone who handles grants for the University of Michigan, generally.) Professor Jackson stated that he was uncertain how these matters are conducted at the University of Michigan -- he had never raised money for the University of Michigan -- but Professor Tessler would know how to handle the funds. As directed, the Ambassador sent a letter in early November 2009 acknowledging the grant and setting the conditions of the grant. For example, (1) the grant "[was] contingent upon the money being spent in accordance with the budget" which had been submitted by Ms. Cone, and (2) Professor Jackson, in consultation with Ms. Cone, were to be responsible for directing disbursements of the funds. See Exhibit E.

In response to the Ambassador's letter, on December 1, 2009, Professors Jackson and Tessler sent a letter -- on International Institute letterhead -- thanking Ambassador Otaiba for his support and providing him instructions for transferring the funds. See Exhibit F. Then, on December 14, 2009, Professors Jackson and Tessler sent a letter -- again on International Institute letterhead -- to Sheikh al-Tayyeb confirming their commitment to the program. See Exhibit G. Professor Jackson was designated the Principal Investigator and Ms. Cone was designated co-Principal Investigator. At the request of Professor Tessler, he was also designated co-Principal Investigator, even though he had made it clear he would serve only in a limited role.

In mid-November 2009, Ms. Cone flew to Cairo to announce the gift from the UAE and discuss with Sheikh al-Tayyeb and other al-Azhar faculty the details of the program, e.g., the timetable for the program, selection of the students, the establishment of the English language course at al-Azhar, and the hiring of teachers. Notwithstanding the very short time frame, she and the representatives of al-Azhar agreed that the program should start in the early of 2010. When Ms. Cone told Professors Tessler and Jackson that arrangements for the program needed to begin, they stated that the University of Michigan could not pay any costs associated with the program until the funds had been transferred by the UAE. In order to avoid any delay in the implementation of the program, Ms. Cone agreed to advance the initial expenditures, approximately \$50,000.00, out of her personal savings. (Indeed, up to that point, all activities regarding the development of the program had been funded by Ms. Cone, personally.)

Ms. Cone continued to spend a lot of time in Cairo selecting the students at al-Azhar for the program, setting up the English language course, hiring teachers, purchasing books, and preparing the students to travel. She was in Cairo from December 5, 2009 until January 9, 2010, January 19, 2010 until February 13, 2010, and March 23, 2010 until April 12, 2010. Because of the time differences, she was dependent on people in Ann Arbor to manage the program in the U.S. Unfortunately, throughout those periods, Professors Tessler and Jackson were travelling extensively and generally not available. As it turned out, Ms. Cone had virtually no support from the University of Michigan.

5. "Problems" Develop at the University of Michigan.

In December 2009, while in Cairo, Ms. Cone learned that several "issues" had developed at the University of Michigan. First, Professor Jackson informed her that there were "problems" with the International Institute hosting the program, so it needed to be moved to the Political Science Department. She was stunned. Everyone had agreed that the program would be hosted by the International Institute; all the materials that had been provided to the UAE, al-Azhar University and the Clinton Global Initiative, had referred to the International Institute; discussions with al-Azhar had focused exclusively on the International Institute as the appropriate place for the program; and the University of Michigan had sent letters that month to the UAE Embassy and to al-Azhar University on International Institute letterhead. It was going to be very awkward explaining the move at such a late date when the only rationale provided by Professor Jackson was "there are problems". Second, Professor Jackson told Ms. Cone that the University of Michigan was demanding more than \$500,000 for "overhead". She was again stunned and told Professor Jackson that was an outlandish demand considering the limited nature of the University of Michigan's involvement in the program and the fact that the University of Michigan had played no part in developing the program or obtaining funds for the program. More importantly, the University of Michigan's request was contrary to the budget which Professor Jackson had approved and which had been submitted to and approved by Ambassador Otaiba.

In response to Ms. Cone's objections, Professor Jackson told her that the University of Michigan had extensive background and expertise in these kinds of programs and that the \$500,000 would cover "everything" -- staffing the program, administering the program, etc. According to Professor Jackson, with the University of Michigan involved, everything would be taken care of -- the participants just had to show up. Ms. Cone was a bit skeptical given that the University of Michigan had shown virtually no interest in the program up to that point. She also found it odd that after having made it clear from the beginning that it did not want to be responsible for administering or staffing the program, the University of Michigan now wanted to "do everything".

Ms. Cone expressed her skepticism to Professor Jackson and he suggested that she speak with Dave Howell, who would direct the program for the University of Michigan. When she questioned Professor Jackson about Mr. Howell's experience and abilities, Professor Jackson stated that he had just met Mr. Howell and had never worked with him. Ms. Cone found that worrisome. She and Professor Jackson had

discussed on many occasions the complexities and the time-consuming nature of the program and they had agreed about the importance of having an experienced team in place to handle the program. They also had discussed the need for someone fluent in Arabic. (Mr. Howell does not speak Arabic.) Now Professor Jackson was content to turn over directing the program to an unknown administrator from the University of Michigan. Unfortunately, Ms. Cone was busy with the program in Cairo and had to rely on Professor Jackson to ensure that the right people were in place at the University of Michigan.

Ms. Cone telephoned Mr. Howell in mid-January, 2010 to discuss the program and request information packets to give to the al-Azhar students in Cairo. She asked Mr. Howell to send her folders containing materials and information about the University of Michigan, Ann Arbor, and the English Language Institute. During the conversation, she also asked Mr. Howell a range of questions about securing student visas and the overall planning and logistics of the program. Mr. Howell seemed confused and told her he would get back to her.

When the packages from Mr. Howell arrived in Cairo, Ms. Cone was disappointed. There was neither a University of Michigan folder nor any material discussing the English Language Institute. Instead there was a Wikipedia article about the University of Michigan, copies of the CV's for Professors Jackson and Tessler, and a non-descript pamphlet about the University of Michigan. Knowing that the initial presentation was going to be very important, Ms. Cone could not use any of the materials. She contacted Mr. Howell about the package and he replied that he did the best he could on short notice. (She later learned that Mr. Howell had been travelling during this period.) Luckily, she was able to obtain suitable materials from colleagues in Ann Arbor. This experience did nothing to allay Ms. Cone's concerns about the University of Michigan staff working on the program and the amount of money the University of Michigan wanted. She emailed Professor Jackson that she would travel to Ann Arbor to discuss the needs of the program.

6. Ms. Cone Discovers That the Program Is To be Housed at The Center for Political Studies, a Wholly Inappropriate Home.

On February 12, 2010, Mr. Howell sent an email to Professor Jackson, Professor Tessler, and Ms. Cone announcing that the funds had been received by the University of Michigan. See Exhibit H. (On February 16, 2009, Professor Tessler received a fax addressed to the International Institute from the UAE Embassy announcing that the funds had been transferred to the University of Michigan. See Exhibit I.) When Ms. Cone received Mr. Howell's letter, she noticed that Mr. Howell was the "Assistant Director, Center for Political Studies, Director of Studies, and Comparative Study of Election Systems", a part of the Institute for Social Research, which is an entity removed and detached from the main teaching university and, which, according to its website, is "recognized around the world as a leading center for the quantitative study of politics". Its website also states that, "Scholars at the center investigate the interactions among institutions, political processes, and individuals - themes united by a concern for understanding democratic politics."

Ms. Cone was very concerned. None of the previous correspondence from Mr. Howell or anyone else involved in the program had indicated that the program was going to be housed anywhere other than at an academic department at LS&A or at one of the other academic schools or colleges of the University of Michigan. Given the absolute imperative that the program be completely apolitical, that was where Ms. Cone and Professor Jackson had agreed it belonged. Ms. Cone was very upset to learn that the Center for Political Studies -- a center that specializes in studying various political institutions and political processes -- was now the home of the program. She was especially troubled by the Center for Political Studies' focus on issues of democracy in the Middle East, an extremely charged topic. She also had concerns whether the Center for Political Studies, which employs scholars with expertise in developing research methodology, had the appropriate skills and background required for planning and administering an international, intercultural, and interreligious student exchange program.

From Cairo, Ms. Cone tried to call Professor Jackson, but was unable to reach him. The following day, February 13, 2010, she sent an email raising her concerns and also pointing out that all the work had fallen on her. The following day, Professor Jackson responded by email that he had just returned from New York and had not been available. Several days later, she finally reached Professor Jackson and explained her concerns. She believed that the Center for Political Studies was not an "apolitical" home for the program and she thought that it was unconscionable for the University of Michigan to take over \$500,000 from the program. She also did not think that Mr. Howell had demonstrated the appropriate experience or skills to manage the program. She said she would fly to Ann Arbor and they could resolve these matters.

On Thursday, February 18, 2010, around 6:00 pm, Professor Jackson emailed Ms. Cone a revised budget prepared by Mr. Howell. Professor Jackson said he wanted her to sign-off by "the end of the week" -- the next day -- before he gave Mr. Howell permission to submit the budget to the University of Michigan. Mr. Howell, who seemingly had no understanding of the program nor a background in developing international educational programs, presumptuously rewrote the budget which had been carefully prepared by her, agreed to by Professor Jackson, and relied upon by the UAE Ambassador. Mr. Howell's new budget gave the University of Michigan and its faculty over One Million Dollars and left less than One Million Dollars to run a two year international educational program and conference. See Exhibit J. Ms. Cone told Professor Jackson that the University of Michigan wanted too much money and that she did not have confidence in the ability of the University of Michigan's staff to handle the program.

7. Ms. Cone Attempted to Address Her Concerns.

Ms. Cone quickly handled her responsibilities in Washington -- she had been out of the country for over a month -- and flew to Michigan on February 22, 2010, to meet with Professor Tessler, Professor Jackson, and Mr. Howell. Her first meeting was with Mr. Howell, who spoke about his research in Qatar and shared with her that the Center for Political Studies was short on funds and appreciated getting the money from the UAE. With regard to his position with Center for Political Studies, Mr. Howell

acknowledged that it could be problematic for the program and he offered to not use his title while working on the program. When Mr. Howell was asked what the Center for Political Studies would do to justify the \$500,000 fee, he said it would "handle administrative matters, such as paying invoices", but acknowledged that the fee did not include secretarial support, additional staffing, or other logistical necessities of the program.

Mr. Howell also addressed Ms. Cone's and Professor Jackson's request that Ms. Michelle Shiber, who had been working on the program for two years, obtain a full time position to continue working on the program. (The need for her assistance was becoming more and more apparent every day.) Even though Michelle Shiber's name and title were in the budget submitted to the UAE, Mr. Howell stated that any full-time position had to first go through the University of Michigan's human resource system to determine whether there was any laid-off University of Michigan staff suitable for the position. He said the process would take several months. (The students were arriving in less than two months!) Mr. Howell then explained to Ms. Cone that the University of Michigan does not accept budgets developed by donors and boasted that he had convinced the University of Michigan that there was not a budget for this program, notwithstanding that the grant was given in such a precise amount -- \$2,033,590.00.

Ms. Cone had planned to meet Professor Jackson and Professor Tessler that afternoon. After her meeting with Mr. Howell, she told Professor Jackson it was a mistake for the University of Michigan to move the program from the International Institute and pressed him for the reasons for the move. (Surely Professor Jackson understood that housing the program at a research center that conducts surveys on Arab democracy would be controversial and untenable to al-Azhar.) She also advised Professor Jackson that they needed to hire a full-time staff -- Mr. Howell was often traveling -- with experience to manage the program. At that point, Professor Jackson told Ms. Cone that he "heard her" and suggested that it would be better for him to meet Professor Tessler alone.

After his meeting with Professor Tessler, Professor Jackson telephoned and told her that Professor Tessler had said that neither the International Institute nor any other department at the University of Michigan had been willing to accept the program so he, Professor Tessler, had decided to place the program in the Center for Political Studies. Professor Jackson also told her that Professor Tessler insisted that the Center for Political Studies receive \$500,000 for overhead. (Interestingly, Ms. Cone later learned that Professor Tessler has a long history with the Center for Political Research, conducts his research through the Center and previously had been the director of the Center.) Lastly, in order to allay Ms. Cone's concerns about having the project at the Center for Political Studies, Professor Jackson agreed with Mr. Howell that those involved in the program would simply refrain from identifying their affiliations with the Center for Political Studies. (Ms. Cone found that troubling, to say the least.) Unfortunately, given that it was already the end of February and students were to begin arriving in May of 2010, she was not sure what to do. Moreover, she was preoccupied with the administration of the program in Cairo. Ms. Cone routinely received daily telephone calls and fielded questions from al-Azhar officials and the program's teachers beginning at 3:00 am.

8. Problems Continued at the University of Michigan.

In addition to Ms. Cone's concerns about where the program was being housed (it is hard to overstate the sensitive nature of housing a religious program affiliated with al-Azhar at the Center for Political Studies), she was very concerned that little seemed to be getting done by the group assigned to coordinate the program at the Center for Political Studies. Given that (1) Professor Tessler, Professor Jackson and Mr. Howell appeared to be constantly traveling, (2) Professor Jackson was in the midst of trying to secure a tenured position at the University of Southern California that had been suggested to him by Professor Tessler, (3) Professor Tessler was on a sabbatical (and not generally available), and (4) the Center for Political Studies staff apparently lacked experience handling this scale and type of a program, it was apparent to her that the WLP was not receiving the attention it needed or deserved.

In March 2010, the immediate issue was securing visas for the sixteen al-Azhar students. Ms. Cone worked with a colleague in Cairo to secure passports for the students (only two al-Azhar students already had a passport) and to fill out the University's J-1 visitor information sheet and visas. All that the University of Michigan needed to do at that point was enter the information into a U.S. Department of Homeland Security database to generate a DS-2019, a required document for a J-1 visa. Ms. Cone emailed the information along with all the necessary documentation and photographs to the Center for Political Studies on Sunday evening, March 21, 2010. She then flew to Cairo to facilitate the process with the U.S. Embassy there. (She first reminded Professor Jackson, Professor Tessler, and the Center for Political Studies staff that the students' English language course began the first week of May 2010.)

On Thursday morning, March 25, 2010, Ms. Cone emailed Professor Jackson and the Center for Political Studies about the status of the J-1 applications. She wanted to know whether the appropriate information had been entered into the U.S. Department of Homeland Security System system and she wanted to review copies of the completed J-1 applications for accuracy before her meeting with the U.S. Embassy on Sunday, March 28, 2010. (Again, Ms. Cone had provided all of the needed information and it simply needed to be typed into the government approved computer system.) No one responded to her request.

On Friday, March 26, 2010, Professor Jackson - - who had been travelling - - emailed her a file that he stated contained the completed J-1 applications which had been given to him by Mr. Howell. Professor Jackson also indicated that the Center for Political Studies would send the J-1 applications to the International Center on Monday, March 29, 2010, and the International Center would have them finished the following week. When she opened the file she had received from Professor Jackson, she discovered that the J-1 application forms were not there. She immediately tried to contact Professor Jackson and the Center for Political Studies.

On Sunday, March 28, 2010, Ms. Cone met with an U.S. Embassy official, without the needed information. The Embassy official expressed surprise that the University of Michigan was so late in applying for the visas and advised her to find out exactly where the University of Michigan was in the process. The Embassy official told her that if the University of Michigan had not already entered the al-Azhar students' information into the U.S. Department of Homeland Security system, then it would be too late to complete the J-1 visa process. Luckily, the Embassy official also told her that the program was strongly supported by the Embassy and she should call the Deputy Chief of Mission to see if the al-Azhar students might be eligible for another type of visa. When Ms. Cone returned to her hotel, she checked her emails and saw that Professor Jackson had sent a very apologetic email. He explained that he had clearly told Mr. Howell that he needed copies of the J-1 applications and believed that he had forwarded them to her. He had not! Professor Jackson also said he had told Mr. Howell that the applications had to be ready for input at the International Center. They were not! See Exhibit K.

By Monday evening, March 29, 2010, the Center for Political Studies staff was still working on the J-1 visas and still had not sent the information to the International Center for insertion into the U.S. Department of Homeland Security system. Mr. Howell was traveling to Qatar the next day and Professor Jackson was on a book tour at Princeton.

On Tuesday, March 30, 2010, Ms. Cone met with the Deputy Chief of Mission, the Embassy's General Counsel, and the Director of Bureau of Consulate Affairs at the Embassy. They told her that there would not be sufficient time to guarantee the al-Azhar students' J-1 visas and recommended that she obtain B1/B2 visas for the program. For the next ten days, working closely with the Embassy, Ms. Cone and her colleague worked more than twelve hours each day, meeting with every al-Azhar student, entering detailed personal and educational information about each student into the U.S. state department data base, scheduling student interviews with the Embassy, and securing B1/B2 visas for the students.

Ms. Cone returned to Washington on April 12, 2010. In light of the visa fiasco, she emailed Professors Tessler and Jackson and asked again that the University of Michigan prepare a document outlining its duties and obligations to the program showing services it would provide for the \$500,000 fee. Professor Jackson had assured Ms. Cone that the University of Michigan would do "everything", and yet one of the most important, albeit basic, tasks - - arranging to get the al-Azhar students to the U.S. - - had proven to be too difficult. Professor Tessler and Professor Jackson did not respond.

Unfortunately, other basic responsibilities were not being handled by the University of Michigan either. Instead, Ms. Cone was doing everything, e.g. enrolling the students in an English language course, hiring faculty for the July conference, arranging airline flights, handling administrative paperwork. In fact, aside from providing a list of housing options for the students while in Ann Arbor (Ms. Cone had to negotiate a more reasonable rent payment than the one negotiated by Mr. Howell), very few of the critical logistical issues had been addressed. For example, invoices for

\$176,000.00 in expenses which were submitted to Professor Jackson in early March, still had not been processed by mid-April. (Professor Jackson had failed to turn in the invoices.) Embarrassingly, even thanking or acknowledging the UAE for its donation had been neglected. (When the UAE Embassy did not hear back from anyone at the University of Michigan after announcing the transfer of the funds, it contacted Professor Tessler wondering if the University of Michigan had received the funds. Professor Tessler then sent an email to the Ambassador on March 3, 2010, thanking him for the funds and explaining that the delay was due to Professor Jackson and his travelling.)

Planning for the two week July conference was also being neglected by the University of Michigan. Before Ms. Cone returned to Cairo in March 2010 to assist with the students' visas, she had hired a comparative Islam and Judaism scholar and a scholar in religious studies, both with PhDs from Harvard University and both fluent in Arabic, to develop the curriculum for the July conference. (No one from the University of Michigan had thought to develop a curriculum.) However, she needed Professor Jackson to invite University of Michigan faculty to participate. Unfortunately, with his job search in full swing, Professor Jackson seemed distracted --he missed two scheduled conference calls -- one on March 9 and one on March 23 -- to discuss the conference curriculum. Ms. Cone even prepared a list of suitable faculty and gave it to Professor Jackson, but to no end. (Ms. Cone did not think it would be appropriate for her to send out invitations to Professor Tessler and Professor Jackson's colleagues.) Moreover, Professor Tessler had made it clear that his "limited role" was to respond to things on "the University side" brought to him by Professor Jackson. Given that University of Michigan faculty soon would be leaving for the summer recess and not returning until the fall, Ms. Cone was very worried about the viability of the program.

While in Cairo handling the students' visas, Ms. Cone sent Professor Jackson an email on April 2, 2010, raising deep concerns about the success of the program and recommended that he -- as PI -- hire additional staff for the program. Professor Jackson responded that he was traveling; that he understood her position; and that he empathized with her for all the difficulties she was confronting getting the program in place. Unfortunately, Professor Jackson's empathy did not result in action. Several days later, Ms. Cone emailed Professors Tessler and Jackson stating that the program should be housed at a department at the University with experience overseeing international student exchange programs. In light of the mishandling of students' visa, it was clear that the Center for Political Studies did not have the needed expertise. In response, Professor Tessler stated that he "would have no objection to moving the project if there is a better home for it," but he could not make a decision about moving the program because Professor Jackson was the PI. See Exhibit L.

When Ms. Cone did not hear from Professor Jackson, she emailed him again on April 8, 2010, and told him that the current situation at the University of Michigan was untenable. See Exhibit M. Later that day Professor Jackson responded that he would support a move, but did not know any place at the University of Michigan where the results would be any different. Incredibly, Professor Jackson asked her for ideas. See Exhibit N. Ms. Cone replied that someone had recommended she contact Professor Gotfried Hagen, the director of the Center for Middle East and North Africa at the

International Institute, where Ms. Cone had thought the program was going to be housed. Professor Jackson did not respond.

The situation became even more desperate and uncertain when Professor Jackson told Ms. Cone that he was not planning on being in Ann Arbor for the program during May and June because he had committed to attend meetings in Qatar and to teach at the American University in Cairo. He also hinted that he might be moving to the University of Southern California over the summer. It was now abundantly clear that no one from the University of Michigan was going to be in Ann Arbor to oversee the program. Ms. Cone was concerned about the arrival of the al-Azhar students in May and she was equally troubled that little had been done to prepare for the two-week conference in July.

9. The University of Michigan Abandons the Program.

In an email dated April 14, 2010, Professor Tessler addressed some of Ms. Cone's concerns. Although Professor Tessler defended the work of Center for Political Studies, he acknowledged that things had not been performed in a timely manner and he expressed surprise that Professor Jackson was not going to be available in May and June for the program's Ann Arbor portion. Significantly, Professor Tessler also acknowledged that it was not clear whether other instructors had been arranged to fill the void created by Professor Jackson's absence. See Exhibit O.

At that point, Ms. Cone was uncertain who at the University of Michigan would assume responsibility for the students and the program. Professor Jackson was not going to be in Ann Arbor during May and most of June, Professor Tessler was on leave, and Mr. Howell traveled often and did not have the background to support the program. Ms. Cone contacted Professors Tessler and Jackson and asked that they send a letter to al-Azhar stating who from the University of Michigan would accept responsibility for the students while they were in Ann Arbor. Neither Professor responded to that request.

Ms. Cone finally spoke with Professor Hagen on April 20, 2010. Professor Hagen told her he had been unaware of the program and that while he thought it was an exciting project, his department would not be able to make the preparations for the students' arrival in two weeks. He also said that he had spoken with Nancy Burns, Director of Center for Political Studies and she had said the project was going very well and was on track. (Given that Professors Tessler and Jackson had advised Ms. Cone that the International Institute "was not interested" in the program, she was surprised to learn that Professor Hagen had never heard of it.)

At the recommendation of a donor to the University of Michigan, Ms. Cone then telephoned Jerry Mays, the Director of Development at the University of Michigan. After she explained to Mr. Mays the situation, he too said he was unaware of the program or of the UAE grant, but that he would try move the program to another department at the University. The following day, Mr. Mays told Ms. Cone that the grant had not gone through normal University of Michigan protocols, and had been deposited directly into the Center for Political Studies and not into the University of Michigan. As such, "it was not a University of Michigan project", he had no control over the funds and it would be

exceedingly difficult to move the program. In short, Mr. Mays said that there was nothing he could do. Ms. Cone emailed Professor Tessler when she learned that the grant had not gone through official University of Michigan channels. Professor Tessler did not respond.

Following her conversations with Professor Hagen and Mr. Mays, the Center for Political Studies apparently decided that evening to "wash its hands" of the program. In fact, in an email dated April 23, 2010, Professor Tessler recommended that if the airline tickets had not been bought, then the program should be canceled. Furthermore, even though a number of students were expected to arrive in the Ann Arbor area in the very near future, the University of Michigan wanted to immediately return the funds to the UAE. See Exhibit P.

10. The Program Goes Forward in Ann Arbor Without the Assistance of the University of Michigan.

Ms. Cone knew that if the University of Michigan immediately returned the funds to the UAE, as it wanted to do, the program would be over. Knowing that canceling the program would be unfair to the al-Azhar students and an insult to al-Azhar and the UAE, she quickly contacted Provost Sullivan's office and asked that the Center for Political Studies pay meals, books, supplies and tuition for the program before returning the funds to the UAE. She then began making arrangements for the students stay in Ann Arbor.

Having been a student at the University of Michigan, Ms. Cone knew the campus well. She arranged for halal meal service at Mosher Jordan dormitory and a local restaurant, she hired staff, contacted local community and political leaders, finalized housing and transportation arrangements, purchased student health insurance, books and supplies, arranged a welcome reception, developed a program schedule of outside activities and then moved to Ann Arbor to run the program. Unfortunately, the University of Michigan agreed to hold the funds only until May 15, 2010. No expenditure after that was reimbursed through the University of Michigan for Ms. Cone. After May 15, 2010, the financial responsibility for the program fell on Ms. Cone.

Ms. Cone arranged a variety of field trips, special events, and performances designed to expose the al-Azhar students to significant dimensions of American culture and society. The students participated in a political roundtable with Rick Snyder, then gubernatorial candidate and current Governor of Michigan. In an intimate boardroom gathering attended by the students and approximately 20 of Michigan's most influential Muslim business and community leaders, the students observed as Mr. Snyder presented his "plan of action" for the State and then addressed the concerns of his guests. Students also attended a special 50-year anniversary screening of the American classic film *To Kill a Mockingbird*, giving the students a valuable glimpse into America's social and economic history. The WLP staff also sponsored the students' attendance at a professional conference in Ann Arbor hosted by the Radius of Arab American Writers Inc., featuring a full day of discussions, lectures, and performances highlighting Arab American artistic and cultural achievements. There were numerous other exposures to American art, contemporary society, and our cultural and religious diversity.

The students also traveled to Chicago where they attended The Urban International Festival, a cultural festival organized by the Inner-city Muslim Action Network (IMAN) to celebrate the artistic expression of the urban community. They spent a day at Chicago's Art Institute, a day at Shedd's Aquarium and toured Chicago's exciting waterfront.

The WLP, with the guidance of the Imam Mohammed Mardini and the University of Michigan Muslim Students' Association, arranged meetings between the al-Azhar students and local religious communities, professional associations, and student organizations. During the first weeks of the Ann Arbor program, the students visited the Muslim Unity Center, a thriving Muslim community located in the northern Detroit metropolitan area. The students were welcomed by an al-Azhar University graduate and imam of the congregation, Mohammed Musa. The students also met Sheikh Hisham Kabbani, a distinguished religious leader at his mosque near Flint, Michigan. The al-Azhar students visited numerous other local Muslim congregations, all eager to meet the al-Azhar scholars. The students also forged close relationships with members of the Harvest Mission Community Church. The two groups shared meals, engaged in recreational activities, and enjoyed casual conversation with each other, as well as discussed important religious issues. In addition to the religious outreach, heavy emphasis was placed on helping the students cultivate professional relationships and forge meaningful relationships with members of the local community. The students attended an organizational planning meeting of the Egyptian American Society, a cultural organization comprising some of the most accomplished and influential Egyptian American professionals and scholars in the country.

Incredibly, despite the fact that the al-Azhar students were in Ann Arbor for almost nine weeks, the University of Michigan did nothing to take advantage of their presence. The students were essentially ignored by the University of Michigan.

11. The Two Week Educational Program Was Moved to Georgetown.

While working on the arrangements for the al-Azhar students in Ann Arbor, Ms. Cone also began discreetly contacting people she thought might be interested in hosting the educational program. (Uninterested in damaging the reputation of the University of Michigan, she explained that scheduling complications with the al-Azhar faculty necessitated shortening the program and holding the two week conference in Washington, D.C.) Among the people she contacted were Dr. John Esposito, Professor of Religion and International Affairs at Georgetown University, one of the preeminent scholars in the field. Shortly after she left Dr. Esposito a message, he contacted her and said that he thought the WLP was a great program and he wanted his center and staff at Georgetown University to be involved. Over the next few weeks, Ms. Cone obtained a commitment from Georgetown University to host the program, hired experienced staff and began making the arrangements for the program at Georgetown. Professor Esposito, with WLP staff assistance, quickly lined up an incredible array of speakers and guests.

Georgetown University and WLP staff also invited an outstanding group of doctoral students and seminarians representing American religious and cultural diversity

at its finest. The American students included Christian seminarians from Princeton Theological Seminary, Morehouse College and Harvard University, an Asian-American doctoral student of Buddhist ethics at the University of Wisconsin, and an Arabic-speaking Orthodox Jewish rabbinical student at Yeshiva University in New York. Like their Egyptian counterparts, the American participants were hand-picked for their potential to become influential academics, activists, and religious leaders in their respective communities.

Georgetown University and WLP staff devoted effort and attention to developing the curriculum and creating a learning atmosphere that would allow the al-Azhar and American students to overcome significant language and cultural barriers. In short, Georgetown University was able to do in a few short weeks what the University of Michigan was unable (or unwilling) to do in more than a year.

Unlike the University of Michigan, Georgetown University and the various professors and scholars who were contacted to participate in the program, clearly appreciated the importance of the program and took the appropriate steps to make sure the program was successful. For example, Professor Jonathan Sarna, the Joseph H. & Belle R. Braun Professor of American Jewish history at Brandeis University, a highly sought after, world-renown scholar, changed his schedule so that he could attend the conference. In fact, in order to be present, he got up early, caught the shuttle out of Boston's Logan Airport, flew to Washington D.C., participated in the program, stayed during the day and then caught an evening plane from Washington, D.C. back to Boston. Similarly, Georgetown Professor Ibrahim Kalin, who is currently a special adviser to the Prime Minister of Turkey, re-arranged his schedule so he could fly from Turkey to attend the program. Professor Chester Gillis, the Dean of Georgetown College and a professor of theology, changed his summer vacation plans to participate. Four distinguished professors from al-Azhar University in Cairo flew to Georgetown to serve as rich sources of knowledge about Islam and Egypt.

In addition to the wealth of American and al-Azhar scholars, the program featured distinguished guests such as Valerie Jarrett, a senior advisor to President Obama, Pradeep Ramamurthy, the director of global engagement at the National Security Council, and Sally Quinn, a celebrated journalist. (For a complete list of the Scholars and distinguished guests, see sections 5 and 6 of Exhibit A.) Despite the fact that the University of Michigan seemed content to allow the program to fail, Ms. Cone invited both Professors Tessler and Jackson to the conference as well as three University of Michigan doctoral candidates. Professor Tessler attended one day of the program. Professor Jackson did not attend.

For all of its efforts making the two week conference a success, Georgetown accepted Thirty Four Thousand Dollars (\$34,000.00).

12. Concerns about Expenses Charged by the University of Michigan.

Ms. Cone received a summary of WLP expenses from the University of Michigan and was troubled by the amount of money the University of Michigan charged the WLP. See Exhibit Q. As the director and co-PI of the WLP, Ms. Cone attempted to resolve

her concerns last August 2010. Unfortunately, her concerns were never satisfactorily addressed by the University of Michigan. See Exhibit R. As such, there remain several issues concerning funds kept by the University of Michigan that need to be addressed.

First, the University of Michigan charged \$98,379.00 for "faculty". The reasons for these charges have never been explained and are not clear. In fact, given that the University of Michigan had severed its ties to the program before the al-Azhar students arrived and the academic conference was moved to Georgetown University, it is difficult to imagine how there could be any faculty charges. Moreover, the WLP has no record of services provided by the University of Michigan faculty. We understand the University of Michigan requires faculty to keep "timesheets" that record the tasks performed and the number of hours worked on particular projects and to the extent you believe that the "faculty" charges are appropriate, we would like copies of all timesheets submitted by University of Michigan faculty for work related to the WLP.

The second issue relates to the fees – at least \$150,000 -- charged by the University of Michigan to the WLP. We want to know the basis for this charge. What did the University of Michigan do? What services were provided? Given that (1) the University of Michigan did not develop the program, (2) the University of Michigan did not obtain funding for the program, (3) the University of Michigan did not obtain the participation of al-Azhar, (4) the University of Michigan did not prepare the curriculum for the program, (5) the University of Michigan did not provide nor obtain faculty for the program, (6) the University of Michigan did not provide office space for the program, (7) the University of Michigan did not provide support staff for the program, (8) and the few simple tasks which the University of Michigan attempted to complete, e.g. the visa applications, were seriously bungled, it is unclear why the University of Michigan believes it is entitled to any money whatsoever. (Interestingly, the December 2010 CV of Professor Tessler indicates that the University of Michigan and he received a \$750,033.00 grant from the UAE for the World Leadership Program "to develop and administer an international learning program for students from Al-Azhar" with co-PI Sherman Jackson. However, as should be clear by now, the University of Michigan neither developed nor administered the program. In fact, while the al-Azhar students were in Ann Arbor, no one from the University of Michigan even attempted to meet with them.) Please provide details for the University of Michigan charges.

13. Conclusion.

The World Leadership Program was created with the goal of fostering connections and improving intercultural understanding among emerging religious scholars and leaders from the U.S. and the Muslim Middle East, giving them an opportunity to study, interact with one another, and enrich themselves through language study and dialogue. The foundation of the program is to engage tomorrow's leaders at the earliest stages of their vocational training and lay the groundwork for long-term partnerships between the Muslim Middle East and the U.S., by establishing a platform for dialogue among those who will build these bridges.

The WLP has begun planning for its second year by selecting an excellent group of students from al-Azhar and preparing the English language course. Notwithstanding

the current problems in Egypt, the WLP anticipates the al-Azhar students will arrive in the U.S. in May 2011. The WLP hopes to expand the program to include students studying at universities in the Kingdom of Saudi Arabia as well.

In reviewing the facts and circumstances surrounding this matter, it is clear that the University of Michigan and the Center for Political Studies failed to realize the groundbreaking nature of what was being handed to them. Upon being presented an incredible opportunity to host the program, the University of Michigan agreed that the appropriate home for the program was the International Institute. Letters were sent and documents exchanged which clearly indicated that the International Institute would house the program. Then, because of as yet unspecified "problems," Professor Tessler unilaterally placed the program in the Center for Political Studies -- a completely unacceptable home for the program. (Given their backgrounds, both Professors Tessler and Jackson had to know that the Center for Political Studies was an absolutely unacceptable place for the program.)

Furthermore, given that Professor Tessler was on a research sabbatical and Professor Jackson, the "point person" for the University of Michigan, was constantly traveling for various matters, was attempting to secure a tenured position at the University of Southern California, and was planning to teach in the Middle East during the summer of 2010, even if the Center for Political Studies had been an acceptable home for the program, there was literally no one from the University of Michigan available for the program.

Incredibly, when Ms. Cone pointed out these problems and requested significant changes, the University of Michigan balked. Rather than muster the considerable resources of the University of Michigan to ensure a successful program, the University of Michigan walked away -- abandoning an incredible opportunity and potentially damaging an important global initiative. (This was the first time that young al-Azhar Islamic scholars had traveled to the U.S. to study. It also was the first time that a group of distinguished al-Azhar faculty travelled to the U.S. to lecture American graduate students and seminarians. Once again, it is hard to believe that Professors Jackson and Tessler did not understand the importance of the program and the significance of the opportunity presented to the University of Michigan.) But for Ms. Cone's sheer determination and tenacity, the program would have failed. Through her tireless efforts and the efforts of Dr. Esposito and Georgetown University, the program was not only salvaged, but was a great success.

The WLP could have been an example of how the University of Michigan is at the forefront of global issues and events. Instead, the University' of Michigan's actions are a sad example of opportunities lost. Frankly, one is left with the impression that from the Center for Political Studies standpoint, the WLP was nothing more than a "money grab". As a proud graduate of the University of Michigan Law School, I find this very disheartening.

The WLP has an ethical and fiduciary obligation to the UAE and the Crown Prince of Abu Dhabi to ensure that the funds were handled properly by the University of

Michigan. Therefore, we request documentation justifying the "faculty" charges of \$98,370.00 and the other University of Michigan fees, which appear to be in excess of \$150,000. We look forward to a response to our request within two weeks.

Very truly yours,

CHARTERS HECK O'DONNELL
PETRULIS & TYLER, P.C.

Michael A. Heck

MAH/taa
Enclosures