

A. AlGeology Petroleum: President & OOCPE: COO & Deputy CEO (Aug 2009 to date)

- a. Gas over Bitumen Advisor – Canada. Advise Husky, Sunshine Oilsands and Athabasca on gas over bitumen issues, guiding teams and developing strategy. Representing clients in Hearings and in front of Government. Won ALL the Hearings that I participated in.
- b. International Business Development for NOR Energy – Canada Evaluating and negotiating opportunities in Syria, Egypt, Yemen, Libya, Iraq, Iran, Oman and other MENA countries.
- c. OOCPE COO; Managing projects in Oman (Unconventional & mid-stream) & Kazakhstan; Exploration, Development, Gas plant design & engineering (managing subcontractors Enerflex and Hyundai), negotiations of major / key contracts, operations and maintenance, reservoir engineering, G&G, drilling, fracking, EPC, HSE, business development, commercial & HR. Complex tight deep gas reservoirs.
- d. Responsible for Production Operations; leading a senior management team to ensure the safe, efficient execution of Production Operations.
- e. Develop business plan, market analysis, execution of strategy to promote the growth of the business on an international scale
- f. Budgeting, HSE, profit/ loss, negotiations for major / key contracts
- g. Business Development, PSA and contract negotiations. Evaluated projects in Egypt, Yemen, Kazakhstan, Tajikistan, Libya, India, Sudan and Canada.
- h. Negotiating with Iran to develop offshore field & LNG with Oman

B. Tanganyika/Dublin/Sinopec

- a. Vice President Asset Management and GM. Led team in Canada and Syria (>1000 employees) that increased production from 6,000b/d to 28,000b/d which led to the sale of the company to Sinopec (\$2.2B). Complex deep reservoirs (2500m using cyclic steaming process and insulated tubing). The deepest cyclic steam in the world.

C. FOX-TEK; President/CEO and Chairman of the Board

- a. Led team in Canada and International to open markets for leading Fiber Optics company. Developed technique for monitoring corrosion in facilities.
- b. Investor Relations (IR), Road Shows, Investor and shareholder seminars

D. AlGeology Petroleum (1995 to 2006)

1. Centurion (1 yr))

increased production from 28,000b/d to 48,000 b/d and sold company to Dana Gas for \$1.2B. Led Business Development and Exploitation team.

- i. Egypt; Delta, Gas/condensate in multi layered sands.
- ii. Yemen: Evaluated and Negotiated two blocks.
- iii. Syria: Negotiated and evaluated farmouts
- iv. Libya: Negotiated & evaluated several blocks and bid for exploration blocks
- v. Algeria: Negotiated, evaluated and bid for a heavy oil field
- vi. Sudan: Evaluated new blocks in NW Sudan
- vii. Iraq and Iran: Evaluated several opportunities

2. EnCana (27 months)

- a. Qatar Exploration
 - i. Pre-Khuff exploration (gas & condensate),
 - ii. Exploration of Block 2, prospect and play generation
 - iii. Qatar farm-ins
 - iv. Qatar EnCana Farmout
 - v. Reserves evaluation and building geological models
 - vi. Partner and government negotiations
- b. Bahrain, Block 5 and new Blocks. Evaluated block and managed team
- c. Yemen, Blocks 47, 60, Jeza basin and Farmins/farmout
 - i. New business development
 - ii. Evaluation of all farmins
 - iii. GM in Yemen drilling Tareef-1 under budget with 0 LTI
 - iv. Partner and government negotiations
- d. Oman business development and evaluation of Blocks 3&4. Managing Team
- e. Evaluation of N Field, Kuwait
- f. Evaluation of Iraq, Iran and Syria
- f. Brazil
- g. Australia
- h. Chad and Niger. Evaluation leading to acquisition of field
- i. Evaluation of UAE and negotiating a development Block
- j. Sudan

3. Husky (1 month)

- a. Tucker Lake development and modeling review for SAGD project (Heavy oil over water)

4. Nexen (1 week):

- a. Chard Hearing (technical critique and advice to expert witnesses)

5. Gulf/Conoco (4 years; 2 years full time, 2 part time)

- a. Chard Hearing (Landmark mapping, 3D modeling, reservoir characterization, sedimentology/core etc., technical critique)
- b. Resource Management Report (review and rewrite report for Energy Board)
- c. Surmont & kerrobert (Landmark mapping, 3d modeling, geostatistics, reservoir characterization, simulation, exploration and development – 100 wells, reserves and risking, commercial plans, Horizontal wells, 3D and 4D seismic, expert witness in Hearings). Exploration success of 85%
- d. Athabasca evaluation for commercial site
- e. Negotiations with partners and technical presentations

6. Talisman:

- a. Business Development (review Middle East and N. Africa for executives) lead to acquisition of Arakis (State Petroleum) in Sudan, Exploration block in Algeria and Qatar entry

7. T.G. World Energy Inc (one week):

- a. Business Development and evaluation of potential for Egypt.

b. Strategic partnership with GPC

8. Seagull Energy International (4 weeks):

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- a. Business Development, identify opportunities and introduce them to Egypt and Yemen. Company was acquired by Apache and plan led to growth in Egypt.

9. Calvalley Petroleum (6 months):

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- a. Block 9 Yemen (exploration and development plans, 3D modeling, commercialization, mapping, road shows, farm out plans, reserves, negotiating PSA for exceptional terms and JVA with partner). 95% success in Exploration.
 - b. Domestic (Alameda & other heavy oil, Zama and Susa shallow gas)
 - c. Strategic partnerships and negotiating for blocks with Yemen, Egypt, Syria, Bangladesh and Sudan.
 - d. Australia (evaluation of onshore block)

7. Chauvco Resources (2 years)

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- a. Iraq (Ain Zalah and Hamrin fields, development and commercialization plans, mapping, 3D models, Service contract negotiations, ranking, risking, reserves)
 - b. Iraq (Block 9, exploration and development plans, mapping, 3D models, PSA negotiations, petrophysics)
 - c. Iraq (evaluate gas potential in N and NW Iraq, and PSA negotiations)
 - d. UAE (evaluation of whole country, mapping, present study, negotiate)
 - e. Sudan (evaluate Heglig Block) and other exploration blocks.
 - f. Iran (evaluate Bilal Field, Arab D and Buy back contract negotiations)
 - g. Algeria (evaluate ElGassi & Block 438b and PSA negotiations)
 - h. Turkey (evaluate farm-ins and strategic partnerships)
 - i. Libya (evaluate BOCO Blocks, SW Libya)
 - j. Egypt (evaluate bid round and Shell farm-in and strategic partnerships)
 - k. Syria (evaluate Said Zerba Babassi field in N. Syria)
 - l. Bahrain (evaluated shallow H/C potential)
 - m. Business Development in Qatar, Saudi Arabia, Kuwait, Oman, Bahrain, Tunisia, Morocco (visited all and strategic partners)
 - n. Country ranking & intelligence gathering of the countries of the world
 - o. Evaluated, Gabon, Argentina, China, North Sea, Niger, Nigeria, FSU, Bulgaria, Austria, Mongolia, Indonesia, Pakistan, India and Australia.
 - p. Negotiated with agents in several countries. Also assessed different partners.

8. Norsk Hydro (6 months)

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- a. Ras Kanayas block, development and commercialization plans
 - b. Exploration and bid round evaluation
 - c. Business development in Kuwait (evaluated KUFPEC's Amal field)
 - d. Evaluate and rank all farm-ins in Egypt
 - e. Sudan exploration blocks.

9. NTG Clarity (2 years, part time):

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- a. Management of High Tech company (250 staff, raising capital, taking public, 5 acquisitions, IR/road shows)
 - b. Business Development, strategic partnerships and portfolio valuation

10. Wi-LAN/Cell-LOC (6 months):

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- a. Managing High Tech companies, writing business plans, raising capital and taking Public

B. Canadian Occidental (1991 to 1995, 4 years)

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- a. Management of Sanaa office (government negotiations, contracts, PSA and JVA negotiations)
 - b. Business development (Egypt, Iran, Libya, N. Sea, Nigeria, SE Asia). Lead to blocks in Nigeria, Egypt & Iran
 - c. Development and commercialization of fields
 - d. Corporate relations, strategic partnerships, scouting and partner relations

E. Teknica/AGOCO (1990 to 1991, 1.5 years):

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- a. Development plans for all AGOCO's Fields (Sarir, Nafoora, Aguila, Hamada, Amal etc.)
 - b. Mapping and sedimentology of Bouri Field, offshore Libya
 - c. Bahrain, full G&G of Awali field (Khuff and pre-Khuff gas discoveries)
 - d. Bahrain offshore disputed zone

F. Husky Oil (1984 to 1990, 6 years)

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- a. EOR of all Husky heavy oil fields (reservoir characterization, 3D models, sedimentology, drilling over 200 wells, simulation, ranking, risking, reserves)
 - b. Exploration of the Caribou Block (primrose, Clearwater Fm)
 - c. Development plans and commercialization for Aberfeldy, Wainwright and Primrose
 - d. Evaluation of all Tar sands and reservoir characterization
 - e. Developed G&G applications for gas and oil mapping and reserves evaluation
 - f. Business Development and introduction to Egypt and Libya

G. AGAT Technologies (1982 to 1984, 2 years):

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- a. Reservoir quality and characterization of most fields in Canada and several International fields
 - b. East Coast sedimentology and mapping
 - c. Beaufort Sea and MacKenzie Delta
 - d. Manville, Manyberries and Devonian studies

H. Shell Egypt (1981 to 1982, 1 year)

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- a. Discovery of the Sitra and Badr ElDeen Fields, Exploration and development geology (100% success rate).
 - b. Regional geology and Basin Analysis

I. Imperial College (1975 to 1981, Ph.D. and Consulting 5 years)

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- a. Ph.D. on carbonate and clastic Sabkhas of Bahrain, and reservoir models and characterization.
 - b. Consulting on sedimentology of Bahrain (petrography, SEM, XRD)
 - c. N. Sea cores and sedimentology (Brent field)

Testimonials':

Gary Guidry; President CEO Tanganyika

I first knew of Essam's talent at Nexen, and have worked with him at EnCana and now at Tanganyika. He is exceptional in every category with a combined strong technical skillset, business sense, cultural awareness and overall he is very professional style in everything he does. Essam has added several years worth of value in his first 6 months at TYK

On behalf of the Board of Directors and Management, I'd like to thank everyone on the team for your valuable contribution resulting in a pivotal year for the Company.

In recognition of your contribution toward Tanganyika's successes and your personal efforts in 2008, the Board has approved a bonus amount of \$90,000.00.

Ibrahim AlBaja; Manager Reservoir Engineering, AGOCO, Benghazi, Libya

Mr. Zaghloul was fully responsible for the reservoir and development geology of a Super Giant (Sarir), and several other Giant Fields (Messia, Magid, C-North, "L" and Hamada) all of which are complex stratigraphic/structural clastic reservoirs. We were very impressed with Essam's quick response to the call of duty, where he has drilled several successful wells leading to an increase in reserves and delineation of some fields. He has utilized various tools in conducting subsurface studies such as logs, core, petrophysical analysis, geophysics and engineering and has made some significant contributions in the planning of our fields. Essam has planned and co-ordinated several studies which were carried out overseas, and a detailed in-house geological study carried out by International Consultants leading to a significant improve in the quality of these studies. He has a gift for solving complex problems. He has supervised four geologists and has been training a junior geologist. Essam has also written several reports to senior management.

Robert Deputy; Operations Manager ARCO Yemen

It has been a pleasure working with you in Yemen, and you have earned the professional respect of everyone in the petroleum industry here. There is a good chance that we will cross paths again, as it appears that our respective companies are pursuing projects in the same general areas.

William Catalano; Director and Chairman of Advisory Board NTG Clarity

Dr. Zaghloul raised capital for NTG and took the company public. This was a lengthy and tedious process and he accomplished this in record time. He designed and implemented the Investor Relations program and gave many road shows.

He then structured the company to become a leader in networks and to remain on course during the hard economic times of the last few years. He was instrumental in acquiring 5 companies and merging them seamlessly with NTG.

Essam managed a staff of over 250 employees and was respected by all his subordinates and peers in the industry. He provided strong leadership and mentored his staff. His open door policy was always appreciated by all.

Ernest Manko; G&G Manager Husky Oil:

I have known Essam for about four years as a geologist and colleague in the employ of Husky Oil Operations Ltd., in Calgary, Alberta, Canada. My working relationship with him dates back to mid 1987 where we, in separate divisions within Husky, jointly participated in exploration and development of bitumen and natural gas within the Caribou Lake block in the Primrose Air Weapons Range. Since June, 1988, we have had direct association in the Heavy Oil/Sands Pod wherein, Essam, under my supervision, performed as Staff Geologist with sole responsibility for the geology of Husky's EOR projects - active and inactive.

Through his experience with, and outside Husky, Essam has developed a strong, comprehensive knowledge of the heavy oil deposits of Western Canada. He has a sound fundamental understanding of the Mannville heavy oil-bearing sandstone reservoirs, of reservoir description and of the "engineering" of heavy oil exploitation - by primary methods, and more importantly, by thermal recovery processes. He is well versed in geological wellsite and drilling operations, having in the past year alone, supervised the drilling of some forty wells in development of three active EOR projects. He has a strong background in Petrophysics and the other disciplines related with reservoir evaluation, including petrography, sedimentology, mineralogy, etc.

It should be noted that Essam has excellent facility with computers and the applications of computer geology. While at Husky he was a strong contributor in the design and implementation of a unique and, to date, unparalleled computer data file. Recently, he supervised development of auxiliary oil and gas identification programs to this file, demonstrated their applications, and tutored co-workers in their use.

Essam's responsibility grew to geological supervision, essentially alone, of three currently active EOR pilots. With only minimal assistance, he was able to perform the required functions well. He has made a very significant contribution to the Geology and Geophysics Group and to the Heavy Oil/Oil Sands Pod. His services will be missed.

R.C. Wilson; Production Engineering Manager, Husky Oil:

Mr. Zaghloul's work has always been completed to a high technical standard and clearly presented. He has functioned extremely well in a project team environment due to his positive attitude and effective interpersonal skills. His work has always been well organized and timely, indicative of good organizational skills and time management.

Ed Klován, Ph.D.; Manager Computer Geology, Husky Oil:

Most of his work at Husky was involved in the geology of heavy oil deposits. Here he spent some time in exploration studies but most of his efforts were devoted to the geological and engineering analysis of reservoirs from the point of view of Enhanced Oil Recovery projects. It was in this latter role that I worked directly with him.

Mr. Zaghloul is a careful and diligent worker. He has a very good grasp of geological fundamentals and is especially good at detailed stratigraphy and sedimentology. He is up to date in the area of diagenesis and the important role it plays in determining reservoir quality. He has had extensive experience in using computerized methods of geological and petrophysical analysis and has, in fact, been instrumental in designing some systems for the computer.

Combined with this knowledge and experience is an ability to put them to very applied uses. Thus, his work has been used in the design of EOR schemes for several reservoirs. He has had experience in preparing geological and other data for use in reservoir simulation. Lately, he has been involved in the exploration for gas deposits, again using computerized data base applications.

In short, I believe Mr. Zaghloul to be a first rate geologist with the theoretical and practical background to tackle just about any type of exploration or exploitation problem. He generates many novel ideas and is not afraid to try new approaches.

Scott Smith, EOR Geology Husky Oil:

Essam Zaghloul was employed as a senior geologist with Husky Oil Operations Ltd. in the Heavy Oil Division's EOR Geology Group for approximately one and two-thirds years and he is currently working for the Production Geology Division. During that period, Essam evaluated potential EOR areas (Rush Lake - Sparky Formation; Edam - Waseca Formation) and was the geological EOR team member on the Aberfeldy Sparky steamflood and Golden Lake Sparky fireflood projects.

Essam demonstrated good technical skills, well logs, cores, mineralogy and mapping. He communicates well, both written and verbal and works well with his co-workers.

Ed Shimoon; CEO Calvalley

Dr. Zaghloul will be in charge of Calvalley's entire exploration program, which includes land holdings in Western Canada and in the Republic of Yemen. Dr. Zaghloul has over 20 years experience as a geological consultant, both domestically and internationally. Domestically, Dr. Zaghloul has worked in the Western Canada Basin, the Beaufort Sea, and the East Coast. Internationally, he has worked extensively in Yemen and elsewhere in the Middle East, North Africa, and China.

Wes Densmore; President of Canadian Occidental:

I am very pleased to advise you that you have been selected to receive a performance bonus for 1993 based on your valuable contribution to the progress and development of the International Division. Your bonus is \$16,000 and details concerning payment are enclosed with a letter from Jeff Cullum.

Jon Dudley/ Ian Hutcheon: CSPG Conference:

We would like to extend an invitation to you to present a paper in this session. We anticipate aspects of the tar sands to include Geological Framework, Mineralogy/Diagenesis, Geochemistry of Exploitation, and Geophysical Monitoring of Exploitation. We believe that your work on computerized database applications to tar sands would be a valuable contribution to the success of the geological framework portion of the session.

Shane O'Leary; VP ME and S. Hemisphere, EnCana:

I have supervised Essam Zaghloul from the time he joined EnCana on October 15, 2002 until his transfer to Yemen as Country Manager in September 2003. During this period his position was Team Lead Development Geology. While Essam has only been with EnCana a short time, he has brought a wealth of experience to the Middle East and Southern Hemisphere Group and has made excellent contributions over this period. In particular, he assumed the lead geology role with the Middle East group and was instrumental in working with the team to develop new play concepts in Qatar Block 2 based on key learnings from our well program. Also, because of his previous work in Yemen, he was able to assume the role of Country Manager providing a very smooth transition from his predecessor and enhancing our relationship with the government.

Essam has very strong interpersonal skills, is an excellent team player and has vast knowledge of the international and domestic oil and gas industry. He is able to form productive working relationships with people in a short period of time both internally and externally. He has developed an impressive number of contacts in the industry which could be of benefit to EnCana in a number of roles.

Dana Coffield, Ph.D.; VP ME EnCana:

Essam has superior geoscience technical skills developed over a long and varied career, which allows him to focus rapidly on critical issues impacting business evaluations and business decision making. This, combined with his equally diverse international operations background, made him an extremely effective Country Manager in Yemen, where he was critical in executing our exploration program. This included being the primary contact for government relations, partner relations, management of staff and contractors, and field operations (notably, the drilling of an exploration well in a complex environment).

David Hardy; Legal Counsel International EnCana:

During the Cox Minerals project I quickly discovered that Essam has a very high level of knowledge with respect to the Middle East and the way business is conducted there. He used this knowledge effectively to accurately (I believe) assess the feasibility of the project. I also found that Essam was very astute commercially. As a result, Essam was able to quickly discern that the project did not represent a worthwhile opportunity.

My involvement with Essam in Yemen has been of a longer duration. I believe that Essam has worked very effectively with our partners in the Yemen projects and with the various officials in the Ministry of Oil and Gas.

Doing business in Yemen can present difficulties because it is relatively unstructured and much depends on how one interacts with and builds relationships with the individuals one deals with. Essam's knowledge of the local situation and the good relationships he has built with Ministry officials have facilitated many aspects of our activities in Yemen. Examples of this are the approval of the most recent extension of the Block 47 PSA to allow us time to evaluate the block after drilling the well and obtaining the release of the Letters of Credit with respect to Block 60 (which in essence eliminated the risk that we would have to pay a penalty for the under expenditure on the block).

Don Campbell; President AGAT Technologies:

Essam brought to AGAT expertise in both clastic and carbonate sedimentology having had experience in both oil and gas exploration and research. In his capacity, he directed reservoir quality work including reservoir sensitivity and completion procedures in both conventional and heavy oil reservoirs. He also initiated, recommended and evaluated geologic studies.

He has excellent communication skills where he gave many presentations and was involved in and successful in marketing. Essam had also written a great number of technical reports which were well received by our clients.

Dick Auchinleck; President & CEO Gulf Canada:

In recognition of technical excellence and the extraordinary amount of personal effort put into the Gas Bitumen Hearing by you and your teammates, please accept this award as thanks for a job well done.

Randall Block, QC; BLG:

Essam, I thought you might be interested in the enclosed letter. It shows the complete faith that the Board staff had in your geological model (and complete rejection of Putnam's model) largely due to your hard work

Sig Slotboom; VP Chauvco:

Dr. Zaghloul evaluated several projects in Iraq, Syria and the UAE where he visited the countries and met and negotiated with the governments for exploration and development blocks. He also evaluated many farm outs by other industry players. He carried out several studies and presented them to the different ministries and to the national oil companies. The studies were well received and highly praised. Essam has a unique way of assessing and resolving technical issues and presenting them in a simple and easy to understand manner. He was well liked and admired by all the people we met in those countries.

Essam evaluated several world class projects in Iraq, Syria, Egypt, Algeria, Qatar and the UAE where he visited the countries and met and negotiated with the governments for exploration and development blocks. He also evaluated many farm outs by other industry players. He carried out several detailed studies and presented them to the different ministries and to the national oil companies. The studies were well received and highly praised. Essam has a unique way of assessing and resolving technical issues and presenting them in a simple and easy to understand manner. He was well liked and admired by all the people we met in those countries ranging from technical and operational staff to the ministerial level.

Magnar Ulaess; Exploration manager Norsk Hydro:

Essam carried out responsibilities in the following areas :

- 1- Acquisitions; Evaluation of Shell and Kufpec concessions in the Western Desert and the Gulf of Suez.
- 2- Farm-Ins; Evaluation of several offers in the Western Desert, Sinai, Offshore Mediterranean and the Gulf of Suez.
- 3- Open Area; Evaluation of open areas in the Gulf of Suez and the Western Desert.
- 4- Planning for a Geological and Geophysical model for the company's acreage.
- 5- Business development opportunities
- 6- Exploration advice.

Essam carried out his responsibilities in a most conscientious and professional manner. His high ethical standards and deep personal involvement made lasting impressions on our staff at all levels, and he will be deeply missed. We have no reservations in recommending Essam Zaghoul, and wish him continued success in his international career.

H.E. Rasheed Barabaa, Minister of Oil, Yemen:

I would like to thank EnCana for the excellent work it has done in Yemen in such a short period since it has entered Yemen. The quality of the work is exceptional and the relationship with PEPA and the Ministry is one of trust and respect. This relationship has been enhanced through your recent appointment of Dr. Zaghoul as Country Manager, whom has a long history in Yemen and is well respected by all.

Lambert Aikhionbare, Ph.D.; Lecturer University of Benin:

Mr. Zaghoul is a fine geologist who takes pride in his profession. He displays an excellent maturity in tackling geological problems. His understanding of modern sedimentation, in particular coastal sabkhas, is almost unequal. He possesses a very good command of the English language which makes his explanation of complex geological material extremely simple.

Dave Theriault; Director Oil Sands, Gulf Canada:

Essam worked on the Surmont Gas/Bitumen Hearing where he quickly rose to the occasion and in a short amount of time managed to assess and address all the issues. His expertise of the Athabasca Oil Sands and Heavy Oil geology of Alberta are second to none. Essam combined his sedimentologic, mapping, reservoir characterization, log analyses, petrographic, seismic and Landmark and other computer skills to generate 3D geologic and hydrocarbon history models and assist in generating simulation models. As an expert witness, he helped convince the Energy Board of Gulf's position leading to a landslide decision in favor of Gulf. Essam was given awards by Gulf in recognition of his technical excellence, mentoring team members, leadership and the extraordinary amount of his personal effort.

Essam also drilled over 50 wells that helped Gulf identify its first SAGD commercial sites. He also came up with a development plan for the Surmont Block. His expertise in 3D seismic and horizontal drilling led to the drilling of successful SAGD horizontal well pairs and observation wells.

Essam also put in extra effort and significant teamwork in the Surmont Scientific Research Tax Credit resulting in one of the largest and most significant Revenue Canada Audit Tax credits for Gulf.

Essam has excellent written and oral skills and has given many high caliber presentations to the extent he is superior to many geologists I have worked with or supervised.

Essam is a conscientious geologist who applies himself seriously to project work and is well respected by his peers. I am very proud of Essam's accomplishments. Essam continues to work as an expert witness, geological consultant and businessman.

Ahmed Al-Wahaibi; CEO OOC:

Dr. Zaghloul quickly reflected his strong leadership and teamwork skills, with personality, energy and passion for the business leading all his staff to respect and willingly implement OOC's strategy. He has a unique ability to understand complex issues, simplify them and communicate them to others leading to implementing the company business in an efficient and seamless manner. He demonstrated strong project management skills, proven implementation skills and strong influencing/persuasive/negotiating skills.

I was impressed with how he maintained personal effectiveness and consistency of performance when working under work related pressure / stress. He lead by example, provided the company with a clear strategic direction, promoted a clear sense of purpose and inspired a positive attitude to work. He established and maintained good relationships and was able to work with others towards shared goals. He promoted a friendly and cooperative climate where he collaborated, shared plans, information and resources and spotted and nurtured opportunities for collaboration.