Welcome, Clinic!

Take a clinic notebook and handouts

The 3 handouts are due Friday @ 4pm
to CS Dept / Clinic (Olin 1260/1257)

Sit with your team:

Catch up / introductions
  - summer overlaps?
  - schedule overlaps?

Today: Clinic program overview and first-week
Introductions + roles...

Zachary Dodds  
**Director**, CS Clinic  
2017, 2018, ...

DruAnn Thomas  
**Coordinator**, CS Clinic  
... 2018 ...

Lucas Bang

George Montanez

Mark Kampe

Katherine Breeden

Ed VanderBilt  
**Liaison**, Steelcase  
x4

recruiter, worrier  
fixer!  
faculty advisor  
sponsor repr.
Overview and first-week...

two topics today
What is Clinic?

• Sponsored Student Capstone Project Course
• Starts in September, Ends in May
• Team of 4 to 5 Students & Faculty Advisor
• 10 hours/student/week, 1,200 -1,500 hours total
• Fee is $49,000
• Sponsor owns all IP
Recruiting... the adventure
### 2018-2019 Project Descriptions

<table>
<thead>
<tr>
<th>Sponsor</th>
<th>Title and link to description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Capella</td>
<td>Telemetry and modeling for automatic tuning in Apache Cassandra</td>
</tr>
<tr>
<td>Accenture Labs</td>
<td>Representing and Communicating Intent in Human-Robot Teams</td>
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<tr>
<td>Biovia – Dassault Systemes</td>
<td>Augmented Reality for Improved Laboratory Outcomes</td>
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<td>Booz Allen Hamilton</td>
<td>An All–Audie Analysis and Developing R</td>
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<td>Fluxergy</td>
<td>Reviewing Cc reviews more</td>
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<td>Intuit</td>
<td>ScreenPortal: Single–User</td>
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<td>Jones Parking</td>
<td>Finding the &quot;bilayers&quot;</td>
</tr>
<tr>
<td>Lawrence Livermore National Laboratory (teaming with Physics)</td>
<td></td>
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</tbody>
</table>

### Sponsors

- MentorGraphics: Spatially-aware analysis of silicon wafermaps
- Microsoft: Improving the reading experience through always-on eye tracking
- MIT Lincoln Labs: Machine Learning for Autonomous Navigation and Robotics
- MIT Lincoln Labs (Racecar for Education): A High-performance Racecar Robot for Educational Outreach
- New Relic: Modeling, Predicting, and Visualizing System-performance Time Series
- OpenX: Applications of deep learning to advertisement quality
- Proofpoint: Associating Attacks with Actors
- Pure Storage: Implementing a Clustered NFS Server on a Pure Storage FlashArray
- ServiceNow: Long-term Time Series Data: Optimizing Storage and Use
- Steelcase: Wood Veneer Classification and Cataloguing For Finished Product
- Verkada: Interpreting Image Streams in Multi-Camera Systems
- Webroot: Analyzing The Web for HTTPS Certificate Reputation

**Interesting projects! Nonuniform interest...**
Sponsor benefits

- Results, prototype, pilot, study, ...
- Insights, ideas, directions, ...
- Apprenticeship: sponsors own the IP

- and -

- Investigation
- Recruiting
- Collaboration

- and –

- Enjoyment!

Fees’ purpose + use?
ALL CODES DPPM FY'16
MANUFACTURING

Finish Coverage

Defect Units

Week

HMC Clinic

GLOBAL OPERATIONS 2016
Defining Success

- Sponsors are (usually) looking for insight and ideas
- "Failure" doesn't mean negative results, it means lack of results
- True failure usually comes from lack of team commitment & effort
  - Shows up in weekly meetings where nothing has happened and no ideas are forthcoming

The team is **central** in defining success. *This* can feel quite different
Clinic is a Course

• Clinic expects 10 hours per week per student (more is ok, but be careful!)
• This includes teleconferences and Tuesday meetings
• About 1200-1500 person-hours per project

**Key goal:** optimize *output value* for your invested *input time*

*experiential...*
Clinic is fundamentally a team experience

Clinic is a Course

Manage Your Workload

- These are team projects; you can’t do it all alone
- Distribute work to make best use of each person’s skills
  - All team members, not just PM, responsible for load balancing
- If somebody slack off for even one week, that’s a permanently lost resource
  - You can’t make up the time later!
- Your advisor is watching but it’s your responsibility

Clinic is fundamentally a team experience
Clinic’s Course Goals

Sponsors’ Goals?
Alignment!
Clinic’s Course Goals

- **Optimize output** for each week’s 10+ hours input

- **Sustained professionalism** on an authentic, externally-motivated project

- **Effective teaming:** collaboration and organization

Sponsors’ Goals? Alignment!
How the Liaisons Fit In

Liaisons:
- Usually came up with project, or at least were deeply involved
- Know the problem well
- Have unique knowledge that will help you
- Care about your progress and results

Keep liaisons informed (e-mail, teleconference, etc.)

But use their time efficiently; they are very busy people
Roles

The Faculty Advisor

Advisor does *not* do the work of the project

Advisor *does*

- Keep you and your team on track
- Suggest how to solve problems and do research
- Offer ideas and suggestions
- Review all documents
- Assign your grade in consultation with me

*Since 2015, all of the CS dept*
Roles

How You Fit In

Useful to think of relationship as consultant (you) and client (sponsor)

- **NOT** employer/employee
- You are helping them solve a tough problem
- May need to balance their needs against other demands

You *should* push back and/or change direction, as needed:

... *the key is doing so professionally*
A previous project example...

Figure 1.4  Our provided microscope station.

Figure 6.2  Results of classification algorithm: green points are identified as apatite crystals and red points are non-apatite crystals.

Apatite to Zircon (4 clinic projects)
Resources

Where all of this information is located...

The Clinic Handbook details ALL of the clinic program.

Read this!
Overview and first-week...

and other details – some small, all important!
Overview and first-week...

[Tuesday, September 4]
+ All clinic_students_meet at our usual weekly timeslot (usually T 11am-12:15pm).
+ This one week, it will be 11-noon, because it is during HMC’s convocation.
+ This one week, it will be in_Shanahan B480_, HMC’s recital hall, because convocation is in McAlister
+ I’ll overview the Clinic program; most faculty advisors will be at convocation

[Tuesday, September 4]
+ Your team should schedule a meeting with your fac. advisor
  + For Tuesday, ideally: many CSers are free T 4:15pm and/or T 5:15pm
  + If a team advisor does not have first-year advisees, Tuesday lunch/noon might work

[Wednesday, September 5]
+ Your team should meet to prepare for the liaison meeting Thursday
  + research and create an agenda (with questions/thoughts/plans/ideas)
  + send that agenda to liaison(s) no later than Wed. evening (advisors will help set details)

[Thursday, September 6]
+ This is Clinic Launch Day and the kickoff meeting with liaisons
  + the meeting with liaisons is 11am-1pm (it includes lunch)
  + the Project Manager (PM)_and_another team member should come to the Aviation Room, by_10:50am_
  + to pick up your liaison(s) and your lunches & bring to your team’s meeting room (TBA: Wed. morning)
+ The liaison(s) will present/lead. The team also presents/leads with questions/ideas.
Overview and first-week... and other details – some small, all important!

First Meeting With Liaison(s)

- First meeting with sponsor will be this Thursday, 11:00 AM to 1:00 PM
  - Bag lunch will be provided
  - If you have class conflicts, let your advisor know now
- Two team members should come to the Aviation room to pick up lunches and escort liaison(s) to designated meeting area
- Liaison should give you crash introduction to project to help launch

2 team members, by 10:50am

Those 1-2 students bring the liaisons to a designated room: each team is assigned
For the liaison meeting

Dress Code

Business casual on Thursday & for site visits

Think of every meeting with the liaison as a form of job interview

even if they’re casual

even if you’re on another path
Preparation:

• Meet at least once *before* the liaison meeting

• Research the sponsor, the project, and context
  
  Be ready with questions  
  Be ready with discussion directions  
  Ask about preferred technologies/tools  
  + ok to suggest your own  
  + but be sure to get agreement!  
  Be ready for administrative scheduling/organization  
  + weekly calls  
  + fall site visit  

• Create and print agendas  
  Send with an introductory note the prior evening (Wed.)
Meeting expectations

Meeting Conduct

- Everyone should speak in every meeting—or imply:
  - Lack of interest
  - Lack of contributions
- Corollary: Project Manager shouldn’t do all the talking
- **Take notes** throughout meeting
  - Needed for IP records
  - Helps focus your attention

requires preparation and support

nor should the advisor, ideally!
Meeting expectations

Meeting Minutes

Except for work sessions, every meeting (team, teleconference, etc.) should have minutes kept, and posted

- Rotate who takes them

Minutes must include:

- Attendance (who was present)
  - Note late arrivals and arrival time (including advisors and liaisons)
- What was discussed
- What was decided
- What was undecided or was planned for the future

*can be notebook or laptop minutes (~advisor)*
May come up:

**NDAs**

Many sponsors want non-disclosure agreements ("NDAs")

Most NDAs are fine **BUT** all must be approved by Clinic Director
  - Goal is to protect you from unreasonable lawyers

If you have concerns about an NDA, talk to me right away
Definitely discuss:

**Site Visit**

Your team will make a site visit, usually soon, to:

- Tour sponsor’s facility
- Meet key people
- Learn (lots) more about the project

Scheduling is between you, your advisor, and the liaison (but is often on a Friday)

Site visits are critical; don’t miss them

- Your advisor or I will negotiate with other faculty if necessary
Site visits
Definitely schedule:

**Weekly Teleconference**

- One call (up to 60 minutes) expected each week
- Always have written agenda, e-mailed by PM *at least* a day in advance
- Begin with each member’s progress for previous week
- Then discuss issues, risks, plans
- Finish by having each member summarize next week’s action items or tasks
  - This is critical: people need to know what they should do

*but usually 15-30 minutes*

*same level of professionalism  (looser dress code? ~ maybe!)*

*reserve your conference room ASAP  (we have three)*

*backup option:  faculty advisor's office*
Inside a telecon...
val recos = sc.textFile("/axp/pmpshared/dpdestiny/data/hgb/post_expedia_hive_db2/warehouse/train_expedia_5_25_capped").map(_.split("\u0001")).map(q => (q(0),q(2))).groupBy(_._1).map(t =>
  t._1" + "," + t.mkString(",")
)
recos.saveAsTextFile("/axp/pmpshared/dpdestiny/working_dir/fp_thomas/tmp.StaticResults")

Lookalike based recommendations

/opt/mapr/spark/spark/bin/spark-submit --class "SimpleApp" --master yarn-client \
--executor-memory 5g --num-executors 100 --queue dphgb \
/axp/pmpshared/dpdestiny/scripts/hotrec_v2.jar \
-t /axp/pmpshared/dpdestiny/data/hgb/post_expedia_hive_db2/warehouse/test_expedia_5_25_10p \
-i /axp/pmpshared/dpdestiny/data/hgb/post_expedia_hive_db2/warehouse/train_expedia_5_25_capped \
-d /axp/pmpshared/dpdestiny/data/hgb_v2/cust_level_hotel_smith_if_treated_14 \
-s /axp/pmpshared/dpdestiny/working_dir/fp_thomas/v1.schema.csv \
-k 100 -ct bruteforce -ot metrics

/opt/mapr/spark/spark/bin/spark-submit --class "SimpleApp" --master yarn-client \
--executor-memory 5g --num-executors 100 --queue dphgb \
/axp/pmpshared/dpdestiny/scripts/hotrec_v2.jar \
-t /axp/pmpshared/dpdestiny/data/hgb/post_expedia_hive_db2/warehouse/test_expedia_5_25_10p \
-i /axp/pmpshared/dpdestiny/data/hgb/post_expedia_hive_db2/warehouse/train_expedia_5_25_capped \
-d /axp/pmpshared/dpdestiny/data/hgb_v2/cust_level_hotel_smith_if_treated_14 \
-s /axp/pmpshared/dpdestiny/working_dir/fp_thomas/v1.schema.csv \
-k 100 -ct covertree -ot metrics
Clinic toolsets

Your Clinic Notebook

- You have an HMC notebook for Clinic
  - Number and date every page, new page per date
  - Cross out, don’t erase or scribble out
- Patents can be decide (or lost) by what is recorded in notebooks
- *Everything* about Clinic should go into notebook
  - Chronological record of your thoughts
- Notebooks are collected at end of year
  - I.e., **NOTHING ELSE** goes in notebook!
- Electronic records should be on Trac,
  - I.e., **DON’T PUT CLINIC DATA ON YOUR LAPTOP!**

Popular tools: github projects, Jira, Trello, google docs, many others...

key principles: **secure + archivable**

or other advisor + liaison-approved toolsets

Trac ~ clinic-project specific wiki and management tool
Email Aliases

- For sponsor “acme”, standard aliases are (16 is for 2016–2017):
  - `acme16@cs.hmc.edu` reaches all team members and advisor
    - For "internal only" messages
  - `acme16l` ("ell", not 1) is acme16 plus liaison(s)
    - Use when liaisons need to be in discussion
  - `acme16liaison` will reach only the liaison(s)
  - `acme16pm` will reach only the project manager
  - `acme16advisor` will reach only the advisor

- Usually you will use `acme16` or `acme16l`.

- All aliases are automatically archived in case we need records for patent purposes, etc.
  - I.e., use them even if you’re just mailing one person (PM or advisor)

---

Warning: My email about this was incorrect! Note the "l"!
Other Clinic Resources...

**Equipment**

- You have your own area and special computers on Sprague second floor.
  - Use Clinic computers for project, not your own!
- Your ID card opens SW corner stairway. Test it!
- If you need other equipment or software, tell your advisor and me as soon as you know. Don’t be shy!
- **DO NOT** appropriate equipment from other projects on the 2nd floor (or elsewhere) without asking!
  - This is an honor-code issue; people have a right to expect their equipment to be undisturbed—including apparently unused equipment and unopened boxes

Non-HMCers, please go to F&M (in Platt) to gain access – soon!

Some teams may need fifth machines – let me know what’s needed!
About Sprague

Second floor is a secure shared area—treat it as such. Non-Clinic people (friends, relatives) are not allowed.

We provide snacks

- Limited monthly budget
- Shopping trips are assigned to teams (we have CostCo card)
- This food is for SNACKS while you’re working
  - Not for non-Clinic people
  - Not intended to substitute for meals (breakfast)

There is a vermin problem. Don’t leave empties or dirty dishes lying around.

- Clean up IMMEDIATELY after finishing food
- Don’t just put stuff in the sink

Professionalism ~ with peers as much as liaisons
Crackers are attacking all machines on Internet, 24x7.
Your machine will be a target—and will be used for evil.
ALL accounts must have strong passwords—root, yours, git, etc.
“Strong”: not in dictionary, not in frequent-passwords list. Special characters good. Four (truly) random English words good
If you’re using Windows 10, be sure to turn off all monitoring, reporting, and “helpful” functions!
All Sprague machines have same initial password: change it ASAP!

key principles: secure + archivable
**Back to the Bird’s-eye View:**

**HMC CS Clinic Program: 2018–2019  current as of July 21, 2018**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep. 3 Mon.</td>
<td>7pm-7:30pm</td>
<td>Project managers’ meeting (only PMs and Clinic Director need attend)</td>
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<td></td>
<td></td>
<td>(Fall semester begins the following morning.)</td>
</tr>
<tr>
<td>Sep. 4 Tue.</td>
<td>11am-12:15pm</td>
<td>Full-clinic meeting in Galileo McAlistier (students and clinic director)</td>
</tr>
<tr>
<td>Sep. 6 Thu.</td>
<td>11am-1pm</td>
<td>LAUNCH DAY Team/Liaison/Advisor (face-to-face team meeting with liaisons)</td>
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<tr>
<td>Sep. 7 Fri.</td>
<td>by 4pm</td>
<td>All Clinic forms are due to DruAnn Thomas in Olm 1257</td>
</tr>
<tr>
<td>Sep. 11 Tue.</td>
<td>11am-12:15pm</td>
<td>Professional development in Galileo McAlistier</td>
</tr>
<tr>
<td>Sep. 18 Tue.</td>
<td>11am-12:15pm</td>
<td>Professional development in Galileo McAlistier</td>
</tr>
<tr>
<td>Sep. 20 Thu.</td>
<td></td>
<td>Career Fair (Software engineering focus) in the LAC from 11am-2pm</td>
</tr>
<tr>
<td>Sep. 25 Tue.</td>
<td>11am-12:15pm</td>
<td>Professional development in Galileo McAlistier</td>
</tr>
<tr>
<td>Oct. 1 Mon.</td>
<td>by 10am</td>
<td>Draft statement of work due to advisor (cc Clinic Director and D. Thomas)</td>
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<tr>
<td></td>
<td></td>
<td>- deadline extensions must be pre-approved by both clinic director and fac. advisor</td>
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<tr>
<td>Oct. 2 Tue.</td>
<td>11am-12:15pm</td>
<td>Phase I Clinic presentations in McAlistier and Beckman B126</td>
</tr>
<tr>
<td>Oct. 8 Mon.</td>
<td>by 10am</td>
<td>Fac-Adv-approved, printed statement of work due to DruAnn Thomas</td>
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<td></td>
<td></td>
<td>- all extensions must be pre-approved by both clinic director and fac. advisor</td>
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<tr>
<td>Oct. 9 Tue.</td>
<td>11am-12:15pm</td>
<td>Phase I Clinic presentations in McAlistier and Beckman B126</td>
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<td>Oct. 11 Thu.</td>
<td></td>
<td>Career Fair (Cross-STEM focus) in the LAC from 11am-2pm</td>
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<tr>
<td>Oct. 16 Tue.</td>
<td>11am-12:15pm</td>
<td>Phase I Clinic presentations in McAlistier and Beckman B126</td>
</tr>
<tr>
<td>Oct. 22-23</td>
<td></td>
<td>Fall break</td>
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<tr>
<td>Oct. 30 Tue.</td>
<td>11am-12:15pm</td>
<td>Phase I Clinic presentations in McAlistier and Beckman B126</td>
</tr>
<tr>
<td>Nov. 6 Tue.</td>
<td>11am-12:15pm</td>
<td>Phase II Clinic design reviews (various rooms, TBD)</td>
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<tr>
<td>Nov. 13 Tue.</td>
<td>11am-12:15pm</td>
<td>Phase II Clinic design reviews (various rooms, TBD)</td>
</tr>
<tr>
<td>Nov. 20 Tue.</td>
<td>11am-12:15pm</td>
<td>Phase II Clinic design reviews (various rooms, TBD)</td>
</tr>
<tr>
<td>Nov. 27 Tue.</td>
<td>11am-12:15pm</td>
<td>Phase II Clinic design reviews (various rooms, TBD)</td>
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<td>Nov. 29-30</td>
<td></td>
<td>Thanksgiving break</td>
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<tr>
<td>Dec. 4 Tue.</td>
<td>11am-12:15pm</td>
<td>Professional development in Galileo McAlistier</td>
</tr>
<tr>
<td>Dec. 5 Wed.</td>
<td>by 10am</td>
<td>Draft midyear update due to advisor (cc Clinic Director and D. Thomas)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- deadline extensions must be pre-approved by both clinic director and fac. advisor</td>
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</tbody>
</table>

**Dec. 11 Tue.: No clinic meeting- week on Midyear Update**

**Dec. 12 Wed.: by 10am** Fac-Adv-approved, printed Midyear Update due to DruAnn Thomas
- email a copy to the Clinic Director and DruAnn Thomas
- all extensions must be pre-approved by both clinic director and fac. advisor

**Dec. 14 Fri.:** Final semester classes end and online-survey Clinic Feedback is due

**Dec. 17-21:** Final exam week

**Jan. 21 Mon.: 7pm-7:30pm** Project managers’ meeting (only PMs and Clinic Director need attend)
(Spring semester begins the following morning)

**Jan. 22 et al.: 11am-12:15pm** Phase III presentations begin
- Phase III presentations are held each Tuesday in one or more locations TBD
- through the full spring semester; these are mandatory to attend each week

**Feb. 7 Thu.:** (If date still to be finalized) Career Fair (Cross-STEM focus) in the LAC from 11am-2pm

**Mar. 18-22:** Spring break

**Apr. 1 Mon.: by 10am** Draft of poster design due to advisor (cc Clinic Director and D. Thomas)
- deadline extensions must be pre-approved by both clinic director and fac. advisor

**Apr. 12 Fri.:** Software feature freeze

**Apr. 17 Wed.: by 10am** Draft of final report due to advisor (cc Clinic Director and D. Thomas)
- deadline extensions must be pre-approved by both clinic director and fac. advisor

**Apr. 19 Fri.:** Software code freeze

**Apr. 22 Mon.: by 4pm** Final poster design emailed to Tim Buchheim
- cc both the Clinic Director and D. Thomas
- all extensions must be pre-approved by both clinic director and fac. advisor

**Apr. 22 Mon.: by 4pm** Draft of projects day presentation due to advisor
- cc Clinic Director and D. Thomas
- deadline extensions must be pre-approved by both clinic director and fac. advisor

**Apr. 30 Tue.: 11am-12noon** Final Phase III Clinic presentations (subject to change)

**May 7 Tue.:** PROJECTS DAY
- posters up in Platt/Green Room by 9am
- two poster sessions, three final presentations (schedules TBD)
- dinner with liaison(s), advisors, CAC, and all teams at 6:15pm in the LAC

**May 10 Fri.: by 4pm** Printed, advisor-approved Final Report copies are due to D. Thomas
- printed on special paper D. Thomas will provide to teams
- also emailed to both D. Thomas and Clinic Director

**May 10 Fri.: by 4pm** Clinic work and workarea checklist due to Clinic Director or D. Thomas

**May 10 Fri.:** Spring semester classes end and the online-survey Clinic Feedback is due

**Late May:** Spiralbound final report and other deliverables mailed to sponsor

**Late August:** Hardbound final report mailed to sponsor and students

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*If we have time... Look over the plan for the year.*
Clinic is fundamentally a team experience

**Manage Your Workload**

- These are team projects; you can’t do it all alone
- Distribute work to make best use of each person’s skills
  - All team members, not just PM, responsible for load balancing
- If somebody slacks off for even one week, that’s a permanently lost resource
  - You can’t make up the time later!
- Your advisor is watching but it’s your responsibility
Back to the Bird’s-eye View:

We Are All In a Time Box

Clinic is **OVER** on May 10, 2019

Don’t waste precious time waiting for:
- **Equipment to be purchased:**
  - Ask for what you (think you) need NOW
  - Advisor can approve anything under $500.
  - Includes computers, storage, books, etc.
    - Books under $100: Don’t even ask, just do it
- **Information from liaison:**
  - Time lost getting information is gone forever
  - If they’re slow, you miss goals
  - Make sure they know that! (Remember they’re busy)
- **Work to be assigned to you:**
  - Go out and get it! (But don’t steal)

**optimize the output of your 10+ hours**
Bigger-picture

If You Have Issues

Address it right away:

- Discuss with your Project Manager, or
- Discuss with your Clinic Advisor, or
- Discuss with me (individually or in a group), or
- Talk to a professor you feel comfortable with (preferably CS)
- **Do not involve the liaison in internal politics**
To-do List

Topics where the team should take the lead

Be ready with questions
Be ready with discussion directions
Ask about preferred technologies/tools
  + ok to suggest your own
  + but be sure to get agreement!
Be ready for administrative scheduling/organization
  + weekly calls
  + fall site visit

(* ) Be sure to send a short email to your liaisons, introducing yourselves and looking forward to Thursday!

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  + The liaison(s) will present/lead. The team also presents/leads with questions/ideas.
“Clinic finds a way”

- M. O’Neill

Thoughts?

You’re Clinic ~ Have fun!