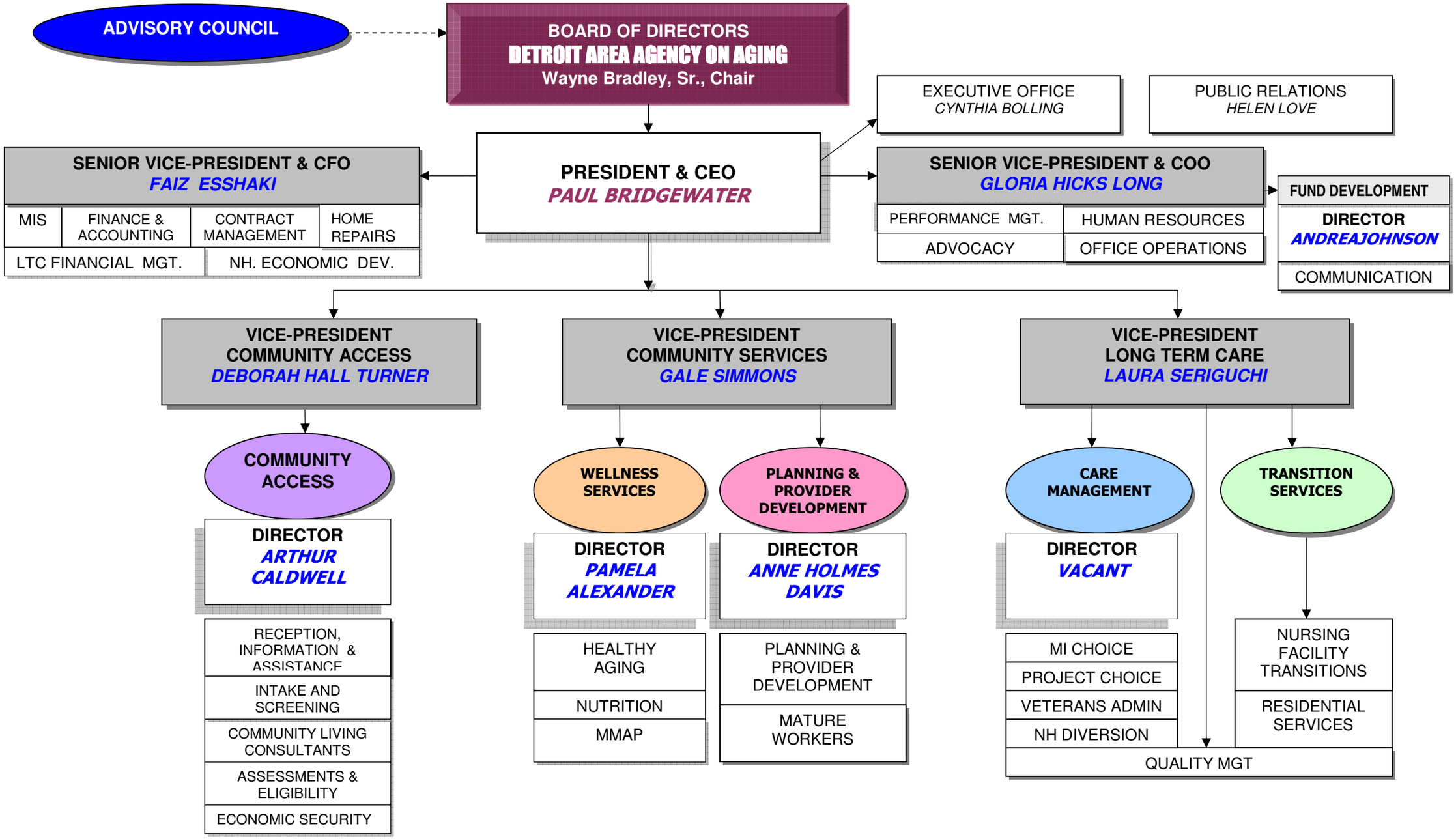GLOBAL OVERVIEW (Proposed 11/23/09)