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Chapter 1 : Business Breakfast at the Turkish-German Chamber of Commerce - Bodenheimer Herzberg

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Now, the idea of ripping a huge gash through neighborhoods and blighting acres of urban land is a non-starter. Can we have our fast lanes, and erase them, too? A presentation and panel discussion this month sponsored by ULI Northwest featured four lidding projects. Two are completed, in other cities. And two local ones – over Interstates 5 and – are still in the dream stage. Its estimated completion has already been delayed by years, and so has the city-building part of the project. Image courtesy Patano Studio Architecture [enlarge] Christopher Patano and supporters see a lid over Interstate-5 reuniting Seattle, which was divided in by freeway construction. The lid can be built in increments, he said. The more practical solution to the freeway gash is lidding. Strategic lids could be the ultimate urban infrastructure – an extension of the land itself, right over the freeway. They could be combined with buildings, or just provide needed open space. Maybe the most successful of these traffic-hiding projects is in a freeway-centric part of the world, Texas. The park, completed in on a deck over the Woodall Rodgers Freeway, is now the heart of the city. It got structural reinforcement, including a mid-line wall, but there was just enough room for the at-grade deck, with plantings. Not really, according to Burnett, compared with other types of infrastructure like highway interchanges – and even buildings like convention centers and arenas. Then, as a shovel-ready project during the Great Recession, the lid got federal stimulus money to get it through construction. It all took a decade, from the idea to the beginning of design to completion in Boston had to dig, a lot, to put its Central Artery into a 1. The Big Dig is the granddaddy of long freeway lids. The Boston team finished the project in after spending three decades on it including planning , and going several billions over budget. But now the city is reconnected with its waterfront, and breathing much easier. Later she moved to Boston, holding leadership positions with the Boston Redevelopment Authority and overseeing the design of landscaping on the lid over the Big Dig, now known as the Rose Kennedy Greenway. Barnes is now university architect and campus planner at the University of Washington. Remembering the changing city administrations and enraged citizenries in Boston, Barnes had some advice for cities contemplating a lidding project: Conceptual plan by Robert Swain [enlarge] Bellevue is likely to build over Interstate , in a small or large way, as it connects the Eastside Rail Corridor trail to the shore of Lake Washington in a project called the Grand Connection. Patano is hopeful that Seattle will move more swiftly to grow some more lidding over Interstate 5. He and members of his downtown Seattle design firm Patano Studio Architecture – some of whom walk to work across the freeway from Capitol Hill – have an idea called the Seattle C. It would stretch from the convention center area and Freeway Park into the South Lake Union area, rising as it does. It would blend in at grade on the uphill side along Capitol Hill. Over the freeway, the lid is like a shelf – above traffic high enough to admit light and accommodate some suggested companion projects, including a basketball arena. So far, basketball arena proponents have not talked with Patano, but the lid has support, he said – especially on Capitol Hill and among proponents of a strong Pike-Pine corridor through downtown. Patano agrees that his idea for lidding I-5 through Seattle carries a lot of baggage – past projects and dreams that add more weight than support. His team won second place in a design competition for the Seattle Commons, a grand park project in South Lake Union that voters rejected in the s. Freeway Park, which spans I-5, has been scorned by neighbors who called it a haven for crime. Activating and policing the iconic park has helped. But now we know a better way to do a lid, said Patano. James Burnett has some advice for an I-5 lid: The lid is part of a larger proposal called the Grand Connection, a long green swath of pedestrian infrastructure. It would stretch from the north-south lying Eastside Rail Corridor on the east side of Interstate, across the freeway and all the way past Bellevue Square to the shore of Lake Washington on the west. Like the plan for redeveloping the Seattle waterfront, it

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includes a mix of open space and dedicated pathways for pedestrians and bicyclists. The lid deck would span a wide chasm there, but it can tie in easily with the street grid, just as bridges now do there, every two-to-four blocks. Someday, with the Grand Connection in place, crossing I will be just another event for people walking or bicycling across town. They may have a great view of many, many cars â€” all moving slower than themselves.

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Numerous studies demonstrate that economic empowerment of women positively affects economic growth. Studies also indicate that when women acquire and control monetary and capital assets, women tend to reinvest in food, healthcare, and education for both themselves and their children, all of which has a multiplier effect on job creation and economic growth. In addition to positively affecting economic growth, the financial empowerment of women often translates into greater bargaining power in their homes. Societal benefits also accrue when women work outside the home, bringing them into contact with new people and ideas and providing avenues for greater participation in public life, including community activism. One report concluded that women lack the opportunity to access specific entrepreneurship and leadership training such as business planning, marketing, finance, negotiation, communication, and other acquired competencies, which would increase the likelihood of entrepreneurial success. This day immersive, leadership and professional development seminar is designed for innovative women entrepreneurs from Asia, the Pacific, and the United States to enhance their leadership skills and entrepreneurial capacity; experientially explore innovative entrepreneurship, leadership, and community examples; build a sense of self-efficacy; and expand national and regional networks. The Changing Faces Seminar seeks to: To date, women from 34 countries have participated in the Changing Faces Seminar. For a complete list of the Changing Faces alumnae, please click here. To read about how our Changing Faces alumni, Host Mentors, and galwithLEI attendees are generating jobs, strengthening communities, and creating change, click here. Participants also expanded their knowledge of entrepreneurship, economic growth, leadership, and community building through carefully selected field visits and meetings with experts, practitioners, business owners, and policymakers in Hawaii. Participants were individually matched with local women leaders in a Host Mentor program and, in return, Changing Faces participants acted as mentors for a select group of high school students in a Next Generation Service Project. The Changing Faces Seminar also provided training and consultative sessions to help participants develop and actualize a concrete Action Plan for the betterment of their business or their community. Finally Changing Faces women served as panelists, moderators and attendees at the publically ticketed galwithLEI, a purposeful, collaborative, and dynamic forum. May 6 , Study Destinations: Oahu and Maui Funding: EWC plus individual scholarships funded six to eight women from the U. EWC and scholarship funding covered lodging and meals on Oahu and Maui, local ground transportation, interisland airfare to Maui, and other programmatic costs. Participants were responsible for their roundtrip airfare to and from Honolulu, visa fees, health insurance and baggage charges. EWC encouraged additional participant cost-sharing of programmatic costs and considered cost-sharing in the selection of applicants. Congratulations to the Changing Faces Women: Specific training exercises are tailored to the incoming cohort of women through pre-arrival self-assessment questionnaires and cover such topics as: The Outreach College conceptualizes, plans, and instructs up to six workshops over two days covering such topics as: These entrepreneurial workshops are tailored to the self-assessed needs of the incoming cohort and benefit mid-career participants who may not have the access, monetary resources or the time to engage in a longer management or leadership class at a university. Community Field Visits Community site visits and meetings with government officials, business executives, academics, non-profits, and other leaders in the Hawaii community contextually explore entrepreneurship, leadership, economic growth, and community building. The women look at diverse examples of entrepreneurship in agriculture, clean technology, community development, services, finance, and public-private partnerships. The galwithLEI Forum celebrates the Leadership, Entrepreneurship and Inspiration of female business and social entrepreneurs in generating jobs and strengthening communities. Rather, information sharing is purposeful, collaborative, and dynamic. Workshop panelists and special guests include local established women leaders, bold millennials, and the international Changing Faces Women

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blending experience, ambition, and passion. Participants are asked to come to Hawaii having identified a goal that they would like to achieve through their work or community activities in the coming year. Throughout the Seminar, participants are guided through a set of activities including a SWOT Strength, Weaknesses, Opportunities, and Threats analysis, peer mentoring, and individual advising sessions to help them analyze and concretize their action plans. In the final days of the Seminar, Changing Faces participants are asked to share their action plans in a formal presentation, which affords practice in articulating their plan to funders, supervisors, or peers, and demonstrates what they have learned about strategic planning and public speaking as a result of the skills training. For example, a Changing Faces alumna from Vietnam developed an ambitious action plan to establish a non-governmental, non-profit organization in her home country aimed at promoting volunteerism and charitable giving as well as providing support services for local non-profits. Two years later, she launched the LIN Center for Community Development, which contributed 10, volunteer hours and dispersed 11 grants valued at over VND million in alone. Tracking implementation of the action plans also provides a meaningful way for the women to remain in touch with and to support one another other after the Seminar concludes. The Host Mentor Program serves as a platform for both knowledge transfer and networking. The Changing Faces participant had entered into the textile trade with no experience or relevant professional contacts and with little knowledge of the quality standards, needs, and interests of national and international markets.

Chapter 3 : Changing Perspectives

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Prior to , Russia was the only major power in the world with which the United States had neither a war, nor serious diplomatic dispute. It even supported and defended America during its formative and most vulnerable years—the American Revolution and Civil War. In our current political climate, each nation blames the other for meddling in domestic and international affairs. Meanwhile, recurring sanctions against Russia have forced it to align with China versus the United States. Continued hostilities only increase the chances of direct confrontations—be they political, economic, cyber or nuclear. Arguably, America has more at stake in these scenarios long-term. Despite current turmoil, it is now incumbent on the U. As the Russian Federation detoxes from its Soviet occupation, Washington should likewise cleanse itself of the biased disposition it has toward Moscow. The moment has come to shift U. Russia and America after the U. R The emergence of Soviet communism in Russia led to a geopolitical and social calamity of immense proportions. This criminal regime, architected by Vladimir Lenin, relinquished moral authority by building its foundation on the bones of over 60 million of its own people whom it exterminated over several decades. During this era, the Soviets erased the bond America and Imperial Russia once shared. The collapse of the U. Unfortunately, some Beltway insiders stood in the way of this rekindling. For its part, Russia has tried to engage the United States. In , Putin offered President Bush a compromise on joint missile defense. After his election in , President Medvedev proposed working together on several key initiatives, and President Obama committed to "resetting, but also broadening" ties. These actions were unimaginable during the Cold War. But Washington failed to capitalize on this opportunity. Instead, it continued to treat Russia as the U. This inability of the entrenched Cold War establishment to differentiate Russia from the Soviet Union plagues our relations to this day. While Russia inherited certain Soviet attributes, including a seat on the UN Security Council, Soviet-era monuments, and commemorations of the Great Patriotic War for its defeat of Nazi Germany, it draws stark contrast from the communist regime—diplomatically, economically and ideologically. Thus, it is essential to recognize that Russia is not the holistic successor of the U. In covering suspected Russian interference in the American presidential election, commentators omit documented U. Time Magazine memorialized one such intrusion with its July 15, cover-story featuring a cartoon of Russian president, Boris Yeltsin, waving an American flag—the caption reads: The Secret Story about how American advisers helped Yeltsin win. In dealing with Russia, certain politicians and pundits have practiced foreign policy by crayon—full of name calling and unproven accusations. Notwithstanding valid disagreements one may have with President Putin, he is an accomplished leader and should be treated accordingly. Thus, the question arises: Since sanctions are self-defeating, perhaps pragmatic cooperation will be more productive. To this end, America cannot revert to Cold War habits. It must rebuild trust with a new cadre of diplomats and policymakers who seek commerce over conflict, and possess Russian cultural fluency. Why can this approach work? While the Soviet mentality lingers and will take time to dissipate, the new generation of Russians is very much like us and wants a positive relationship with America. I experienced these sentiments when meeting with President Medvedev, in both Moscow and Silicon Valley in . While visiting San Francisco, he sent his first tweet, hung-out with Steve Jobs, and met entrepreneurs over coffee. This period was arguably the peak of Russian-American relations in the 21st century—full of promise. There is an undeniable truth: Russian-American relations will outlast their current presidents. Even during Soviet times, with polar-opposite ideologies and far more subterfuge on both sides, open channels of communication were maintained through the height of the nuclear threat to elude mutually assured destruction. In the current cyber-age, effective negotiation, rules-of-engagement, and productive diplomacy are arguably even more critical to the preservation of national security. It offers the United States much to gain from a renewed positive relationship. Most young Russians are strikingly different

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from old Soviets. We need to find ways to encourage dialog, resolve conflicts, and do business. If not, then the U. What They Never Tell You. The views expressed in this post reflect those of the authors and not that of the EastWest Institute.

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[] and has edited two volumes on East-West business, Changing Perspectives in East- West Commerce [] and Partners in East-West Economic Relations: The Determinants of Choice [, coeditor]. Professor McMillan is director of the Institute of Soviet and East European Studies at Carleton.