

Chapter 1 : Items from : Sussex Research Online

International M & A, joint ventures, and beyond by David J. BenDaniel, , Wiley edition, in English.

Over the years, quality leadership has helped guide the Center to a position of influence and inspiration. Eric has a meaningful history with the Anne Carlsen Center and the Jamestown community. Before the Anne Carlsen Center became independently owned, Eric oversaw its operations as a senior executive with Banner Health System, and its predecessor, Lutheran Health Systems, for 12 years. He served as the founder and managing partner of Novus, LLC, a Fargo-based consulting company providing strategic, marketing and operating services to health care and health-related organizations for eight years. The Board of Trustees determined, as part of a thorough process, that Eric is highly qualified to assume leadership of the Anne Carlsen Center. His extensive knowledge of the Center, his visionary leadership, and his passion for the work of this organization make him an excellent fit for this position. We are confident his expertise in strategic planning, health care financing and operations, leadership development, and fundraising will help promote the expansion of programs and services. Your prayerful support and heartfelt generosity are also instrumental to the success of this life-changing organization. Thank you for filling a vital role in this legacy of hope. Nearly donors opened their hearts and pocketbooks to make a difference for the remarkable individuals and families the Center serves. DMF selected the Center, along with other health-related nonprofits across the region, to participate in the hour online fundraising event. It was exciting to challenge ourselves to activate donors who appreciate the convenience and immediacy of donating online. Our donors empower us to daily achieve our mission: Thank you for your support! At the Anne Carlsen Center, our philosophy is more of a team approach. We partner with individuals and families affected by disabilities as they endeavor to make the very most of life. Our highly-trained staff equips and empowers, as the individuals we serve persevere and inspire. But like you and I, they desire and benefit from meaningful experiences and friendships. Throughout our nearly year history, the Center has specialized in creating a range of opportunities for individuals with disabilities to build relationships, develop skills, and reach their full potential. Distinguished as a leader in providing residential, therapeutic and educational services, the Center has further developed its expertise in recent years to address critical and diverse needs. Since we have been expanding our community-based services throughout North Dakota, meeting the needs of individuals and families where they are. While maintaining our well-established campus in Jamestown, we now provide client-centered, multi-disciplinary care to children with developmental disabilities living with their families, and adults with developmental disabilities living in communities of all sizes. Goals include helping children communicate more effectively, learning safety skills, understanding how to make choices, developing social skills, and advocating for themselves. ACC staff also provides community-based services to adults living in communities across the state. Our Community Day Supports consist of community access, individualized skill training, community-based programming, guidance in daily living activities, and special assessment of areas of need. Michelle is one of the remarkable individuals succeeding with support from the Anne Carlsen Center. This year-old woman with cerebral palsy is an ACC client, but lives in her hometown of Wimbledon, N. Across the state, the Anne Carlsen Center is working with people, like Michelle, who have been touched by a disabilityâ€”but not defined by one. Since opening our Grand Forks office in , we have been serving a growing number of clients in that part of the state. In November, the Center opened a Fargo office to provide a base of operations for staff serving individuals in five communities in southeastern North Dakota. Later this year, we will have a presence in Bismarck. In total, ACC has 45 community-based clients in 14 communities. Our donors play a major role in helping us extend our expertise to those in need across the state, while also supporting our well-established Jamestown campus. You have created many smiles of satisfaction and stories of achievement. Through your generosity, the Anne Carlsen Center is empowering families, and meeting critical needs one-on-one. Because of you, individuals with disabilities are playing active, important roles in their communities and developing skills for

independence and for the future. With heartfelt thanks, Eric Monson Chief Executive Officer The Ambassador 3 Students learn valuable skills for the future, while achieving record-setting year A dam smiles at a nearby cart. It carries dozens of jars filled to the brim with the fruits of his labor and that of his friends. Despite a challenging spring, seeds were dutifully planted and grew into large, flavorful vegetables. The veggies were picked, sliced and simmered before being canned as the delicious dip. There are plenty of educational and therapeutic benefits to gardening, and as Ben learned gardening can be lots of fun! Plans changed quickly, however, when the Center was forced to evacuate on March 23 due to the threat of overland flooding. Students, staff and medical equipment were relocated to a variety of sites throughout Jamestown for nearly three months. In the weeks following the move, Maddock and Lewis began talking about what to do with the garden. It was nice to be able to open that side door and go into the garden plots or into the solarium. Once the salsa production stops, plants in the ACC gardens are pulled from the ground, and organic hay is placed over each plot to reduce weed emergence. Uprooted plants are taken to the city compost site. A hit with the students, staff and everyone who has bought a jar of the chip dip, the salsa is here to stay. Just 32 jars of salsa were made that first year all during a home economics session that began when students got to class and ran until 1: Nine different flavors were made this season: The highlight of the evening was the diamond raffle, and the winning ticket holder took home an point diamond. I could not believe I won. The Ambassador 5 As Trinity recovers from some of the effects of Traumatic Brain Injury, her sparkling personality is shining through. Here, she gets a little one-on-one time with Santa. Girl experiences healing, friendships at ACC following tragic accident Fourteen first-graders sit forward attentively in their desks as their teacher, Mrs. Hegland, leads them in a vocabulary lesson set to music. The students sing a story about a Nate who likes to bake a cake. Her eyes light up and her smile broadens as she raises her arm when Mrs. Hegland asks for a volunteer. Circle a word in the song printed on a poster-size laminated sheet that has a long a and silent e. Trinity carefully grips the blue marker and circles the word ate. Her eyes sparkle with satisfaction, as Mrs. Hegland praises her for choosing a correct answer. Early Childhood Education classroom. In an Instant It was June 13, , and Trinity was an active 6-year-old who loved singing, dancing, and playing with her sister. A quick learner, she excelled in school. Tests confirmed she was reading at a third-grade reading level. The 6-year-old suddenly vanished from sight, and was under water for a dangerously long time between four to seven minutes before being rescued. She was in a coma following the near drowning, and spent the first month of recovery in the Intensive Care Unit at a Bismarck hospital. Therapists utilized tactile, visual and auditory items to try to draw a response. Trinity savors this moment with a smile. She has spent months preparing for it. Staff has implemented an eye-gaze communication technique to aid in communication also known as eye-pointing by which Trinity has demonstrated, to the delight of many, her comprehension and reading abilities. Throughout the year, she grew stronger and more alert, providing quicker responses, enjoying greater participation, and exhibiting more endurance. All the while, her outgoing personality continued to shine through, as well as the ability to make friends easily. Trinity quickly told us yes, using her eye-gaze communication techniques. I invited her to my birthday party. Although not able to speak the words, she follows the stories with her eyes, as teachers and direct care staff read to her. Trinity has started vocalizing more throughout her day. These vocal sounds, although not words, have improved her ability to communicate with staff and fellow students. We want her to understand that she can vocalize in different ways. It is very nice to hear that. For breathing, she relied on a tracheostomy an artificial opening in the wind pipe. Now, that opening is capped, with the goal of weaning her off the tracheostomy tube and restoring her voice. Although Trinity is still fed through a gastrostomy feeding tube inserted into her stomach, she has been eating more orally, as she relearns how to move food around in her mouth. After Trinity participated in several trials with portable eye-controlled communication devices, ACC staff determined the technology, with its limitless vocabulary options, was the perfect fit for her needs and abilities. Staff is working to acquire a second device to be used exclusively by Trinity in her communication needs, from morning to night. This device will give her more independence and active participation in learning. Bakken says in about two years time,

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Trinity may be able to “with nursing assistance” move back home with her family. Another option might be placement with a Bismarck provider of residential and medical services. Trinity smiles as she interacts with two Great Pyrenees dogs during a therapeutic classroom activity. It would be great to have the girls back together. Their whole lives they have been inseparable—they have always looked out for each other. I am looking forward to seeing them redevelop that sisterly bond. With each milestone reached, this 8-year-old girl offers inspiration and hope in the power of determination. Jamestown salon and spa blended color and creativity in a fun event in December that brought joy to many clients served by the Anne Carlsen Center ACC. They are such positive people! so caring. You can tell they love their jobs. Even during the flood, they put the individuals they serve first.

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Chapter 2 : Open Research Online Items where Year is - Open Research Online

Includes bibliographical references (p.) and index Strategic choices / Laurance R. Newman and Guy F. diCicco -- Legal aspects of acquiring U.S. enterprises / Paul McCarthy -- Legal aspects of acquiring non-U.S. enterprises / Paul McCarthy -- Accounting aspects of international mergers and acquisitions / Michael R. Nanus -- Tax aspects of inbound merger and acquisition and joint venture.

Publicity director, Amos Landman, asked to resign after invoking the fifth amendment before a United States Senate Internal Security subcommittee. Executive committee approves name change to National Civic League, but discovers the name was incorporated in by another group, who is reluctant to relinquish it. Publication of Model City Charter 6th ed. Alfred Willoughby retires and William N. National Municipal League, Annual National Conference on Government incorporated. Adopts new operating name recommended by Committee on Goals and Priorities for the s: Citizens Forum on Self-Government. Adopts new name and mission statement recommended by the Directions for file Future Task Force: The League buys the name from the previously incorporated group. Establishment of National Civic League Press. Publication of Model City Charter 7th ed. Series names and dates have been maintained through the various organizational name changes. Administrative records, contains some of the earliest League papers. The legal organization of the League and its operating documents, its constitution and bylaws, and annual reports are included in this series. In an effort to keep the governing body informed, and as official minutes became shorter and less, detailed, the League executive officer began sending memos to the Executive Board, the Council and the Board of Directors, eventually supplementing these with memos from other staff members and specialists. Office files, bulk represents items of League interest, as well as articles about the League, historical statements, fund raising and development activities, rosters of officers and Council members, information concerning employees, documents concerning the sale of its New York City building, and its relocation to Colorado. This series contains various reports and League grant proposals in draft and completed form. Correspondence, bulk is the core of the collection. There are principal correspondents and an estimated 11, minor ones. A multidisciplinary field, there are duty managers, attorneys, purchasing agents, government professors, as well as scores of ordinary citizens interested in better government. Among these are Carl H. Ridley and Orin F. Hamilton, and Jay Nash as well as numerous mayors, governors, senators, representatives and other politicians. The earliest letter is dated November 1, from R. The bulk of the correspondence, however; dates from There are no letters from any of the founding members and only a few from League presidents prior to The first executive director, Clinton Rogers Woodruff, who stepped down in , is represented by 6 letters dated between Dodds, who was also League President from to has several files of correspondence, most of it written after his resignation as Executive Director. Russell Forbes, appointed in , is the first Executive Director to be represented by a significant amount of correspondence. In the Executive Committee Minutes from 24 March , it was reported that "the secretary was authorized to destroy the old letters and records of the League more than five years old. Most probably this was a change in stationary and location rather than a physical move of furnishings and files. In , Richard S. He assures me that he will gladly turn over to you all his files of correspondence, official records, etc. Four years later in , Howard P. Jones, also writing to Frank Stewart, relates that "[b]efore we moved to our present office Russell Forbes went through most of the old correspondence and destroyed everything that was not necessary from the standpoint of permanent record. There is no record of the criteria employed to make this determination. The League has always been interested in the structure of municipal government, and the education and participation of the citizenry. Although the League has continually denied its advocacy position, from its first municipal program adopted in , it has strongly and continuously advocated the council-manager form of city government. The League expanded its scope in to state government. In the s the League published a handbook for citizens wishing to conduct campaigns in their communities for a council-manager municipal government. Later; in the s, this same

advocacy led the League to be targeted by far right-wing organizations as a left-wing communistic organization. Beginning in the late thirties, the League became caught up in the trend which still continues today of employing experts to survey a community and make recommendations. Bebout, writing to Guy C. Latcom of the Citizens League of Cleveland, said that the League criteria for even accepting such surveys was "the likelihood that the people ordering the work will actually make good use of it. In the early forties, there is a considerable amount of correspondence between the League and Berry Fleming of Augusta, Georgia, in which the League coaches Fleming on how to proceed in his attempt at municipal reform in Augusta. The novel was later made into a motion picture about a retired army colonel who takes on the local government of his sleepy Georgia town over the impending demolition of a historic landmark. Committees and projects, along with Series 1, contains the oldest League records, but only a fraction of what might have been preserved. This series contains material related to only of the more than League committees and projects. The bulk of this series dates from the mids; however, more recent activity, such as the Public Disputes Network, the Committee In Support of Responsible Professional Management, and the Radon Action Program, is also not documented. This series excludes correspondence and grant proposals, but includes committee rosters, minutes of meetings, annotated drafts, published and unpublished reports, etc. Prior to , League staff members served as support staff for the various committees. After about , the New York staff assumed a more prominent role, with the committees functioning more as advisory bodies. By the late fifties, the League supplemented its New York City staff with project directors, located in New York and elsewhere. Committees still existed but primarily as advisory and consultative. In the late forties, the number of League committees actively working on specific governmental topics dwindled. At the same time, many committees were formed to deal with internal League issues, e. Consequently much of the correspondence between and is concerned with these topics. In and after; the League took on a number of massive projects which included quantitative research on complex issues, e. These projects often had a project director who was not always located in New York City and who maintained his or her own correspondence. Too League projects have taken on lives of their own: These files contain primarily brochures and printed programs, with a miscellany of material for each conference, including budgets, staff memos, papers presented, clippings, camera-ready art, etc. The All-America Cities Award program, begun in , proved to be overwhelmingly popular. In the words of League President George H. Gallup, the awards are "given for citizen teamwork rather. To be selected an All-America City a community must show noteworthy accomplishments through alert, continuing citizen participation. The League judged the entrants and awarded the prize; Inok profiled the cities in its pages. Cartons 70 and 71 contain general program information, including entry forms, city contact lists, presentation and registration information, and surveys. Carton 70 contains lists of winners by year folder 55 and by state folder Subject files, contains information on issues of interest to the League. This series contains the smear filescopies of articles attempting to cast the National Municipal League as a left-wing, communist-controlled front organization. Biographical files, consists of information on persons who were conference speakers, Board or Council members, and development committee members. Financial records, contain budgets, auditors reports, and other items relating to the finances of the League. Included is a radio series titled Citizens at Work, which used information gleaned from the All-America Cities Awards program. Included in Series 9 are 66 scrapbooks assembled to document various conferences, projects, and awards. Carton contains all the photographs extracted from other parts of the collection. Portraits in oil and large portrait photographs have been extracted from the records and are available for viewing in Archives and Special Collections. In , the League presented to Columbia University its files on the proportional representation system of voting which contained "correspondence as well as documents through ". Several staff members, most notably Elsie S. Parker and Richard S. Childs, were officials of both organizations. In a meeting of the Executive Committee , the Executive Director was "authorized to deposit with universities maintaining archives in the particular subject matter areas the papers of Richard Spencer Childs now in the possession of the League and dealing with subjects other than the League. By , internal League issues once again became a focal point as the League

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underwent a reorganization, changing its name to Citizens Forum on Self-Government, and then to the National Civic League. With a relatively new President , a new location, and new mission statement, the National Civic League might be considered an entirely different organization than the one casually brought together in . As a result of the appraisal of the National Municipal League Records, large numbers of publications were removed and sent to the general collections of Auraria Library. All publications of the National Municipal League itself will be cataloged and maintained in Archives and Special Collections.

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Chapter 3 : National Municipal League records, - , guide to holdings

Strategic choices / Laurance R. Newman and Guy F. diCicco --Legal aspects of acquiring U.S. enterprises / Paul McCarthy --Legal aspects of acquiring non-U.S. enterprises / Paul McCarthy --Accounting aspects of international mergers and acquisitions / Michael R. Nanus --Tax aspects of inbound merger and acquisition and joint venture transactions.

How better to declare the overarching philosophy of Regis College? It is a timeless message lived and expressed through the ages by the Sisters of St. We have a heritage. Our dedication to teaching, learning, and service spans the academic disciplines and the world, evidenced beautifully by the Erat Scholars Program, and enthusiastically with the launch of our Center for Global Connectionsâ€”both highlighted in this issue. Our commitment to educating students for success in the 21st century is demonstrated by new degree programs in Justice Studies, Interdisciplinary Fine Arts, Nuclear Imaging, a doctoral program in Education, and expanded integration of iPads and other technological innovations across the curriculum. Our shared obligation to securing the future of Regis College is manifested by increasing enrollment, by a master plan for the physical development of the campus, and by continued growth and prudent management of finances. All of usâ€”students, alumni, families, friends, faculty, and staffâ€”have an important role in the continued success of Regis College, remembering all the while that we are indeed part of something more. Influenced both by the gentleness of St. Most of us will never be on the Forbes list of the richest people, but with your help we will all be inscribed in the book written in heaven among those who have passed around what is good, who have understood that sharing is a bond, and who have kept building up Regis again and again to meet the needs of rising generations. Regis College is going places. Researcher, social activist, and philanthropist Kathryn Erat also received an honorary doctor of laws degree see story, page As in all of his works, the details go beyond pure visual description; they amplify the meditative mood of the row of modest houses, prominent trees, flat stretch of sand, and dark sea. Regis Focuses on West Campus Plan The College announced in July that it has shelved plans to develop the East Campus and will concentrate on fulfillment of a master plan for the West Campus, bringing litigation with the town of Weston to an end. Work is underway on this phase of the master plan, with a completion date. Initiatives range from tweaking a lesson plan to developing an entire hybrid or online course. She comes to us from Holyoke Community College, where she worked as an instructional designer, and she has served as an instructional technologist at Sage College. Johnson-Taylor is a certified Quality Matters peer-reviewer and has taught in traditional, hybrid and online classrooms. His research interests include integrative STEM education, cultural and historical studies, and gender and socioeconomic equity in regard to all aspects of education. Erin Wisniewski joined the Student Life team as director of international student services. Her responsibilities include the International Ambassador program, which links new international students with a Regis administrator and a current On the Bookshelf student to aid in the adjustment process. Previously, she was director of student activities at American International College. He brings more than two decades of experience in all areas of higher education communication, marketing, and advancement. He holds a BS in journalism from Boston University, and was a local newspaper editor for several years. Hans Christensen of Westport, Conn. Weston resident Michael Halloran, formerly the global head of technology investment banking at Deutsche Bank Alex Brown, and currently a trustee of Parmenter Community Health Care, a nonprofit in Wayland. His wife, Carolyn, is a member of the class of Special Assistant to the President M. Army soldier killed in the Vietnam War in A summary of the book, and all of chapter one, are available on the website www.Regis.edu Summer Scholars will be immersed in intensive, two-week courses from July 14 to July 28, and will have the option to live on campus throughout. Students will choose two college-level courses which will count for three credits each at Regis, and may qualify for academic credit at other institutions. Course offerings are in public health, psychology, health and fitness, writing, communication, and marketing. Rising high school juniors and seniors

get first priority for admission. For details, call or visit www. On any given day in recent years, Zallas could be the patriotic wife of a powerful general, a colonial hurling taunts at beleaguered British soldiers, or a performer in a traditional Greek dance group. She can also argue the relative merits of classic movies, television shows, and old radio shows—from the Marx Brothers to Jack Benny, Cary Grant to John Wayne—which pre-date her by several decades. I just fell in love with the horses. My dad sometimes jokes that I only watch the movies for the horses. As I got older, I realized that combining my love for science and passion for animals would make an exciting career. I frequently re-enact at the Minute Man National Historical Park, in several capacities as a member of the Guild of Historical Interpreters, and I also perform as a citizenwitness at the Boston Massacre. She and her fellow dancers traveled to Macedonia, Greece, this past summer to perform, sightsee, and bask in their Greek heritage. She participated in a three-day convention involving dance groups from all over Macedonia. Why does this happen? Why do we see this result after administering a medication? It was a fantastic opportunity and I believe this experience ultimately helped me prepare for veterinary school and will give me a preview of what I will be capable of after graduating. I really enjoyed microbiology at Regis, which made me consider working for the CDC. Traits that will continue to serve Zallas well into the future. If so, then tap into Regis. Hired as the director of athletics for the Pride in December and armed with 25 years of coaching experience at the collegiate and professional levels, Riley knows that succeeding in this business is all about the people. His vision for Regis athletics starts here: And for good reason. Not only was he a four-year letter winner for the Boston College Eagles—and a co-captain in ’78 for the national runner-up—he is part of a year legacy of coaching at the United States Military Academy at West Point. He fondly recalls the school bus dropping him off at the rink, where he spent countless hours as a child. Keeping with tradition, Riley says the coaching gene has also been passed on to his son Brett, a senior hockey player at Hobart who has already started coaching in the summer. The elder Riley spent 36 years as the head coach at Army, squeezing in a gold medal as the coach of the U. Olympic team along the way. Rob took over for his father in the season, just two years after leading Division III Babson College to a national championship. Brian Riley, his brother, then took the helm in and has held it ever since. Riley has also spent time in professional hockey, as a coach and a consultant for the Columbus Blue Jackets. I felt like I could really make a difference at a school like Regis. Winning is an important Commitment. We want to live by those three words. Holly Redmond Photography Fall 13 goal in his eyes, but he is also focused on succeeding in other areas. Stressing academic excellence and community involvement, he notes that keeping the student-athlete experience a positive one is among his top priorities. Recent graduate Kara Donovan embodies this message. A standout in soccer and softball, Riley and the entire Regis community were very proud of her. To Riley, these are the types of things that can boost pride and impress prospective studentathletes, fans, and the opposition. But through the changes, many Pride teams have experienced great success. In the ’13 academic year, Regis racked up four league championships and finished second in three other sports. However, the goal is to make the sports Regis currently has the best they can be before thinking about making further additions. For now, Riley already has plenty to focus on. Glynn, RN, PhD, bring individual strengths, varied experiences and perspectives, and unique personalities to the table. He was fresh off a long stint at Lynn University in Florida, where he was a professor of economics with dual appointments in the College of Liberal Education and the College of Business and Management. He was also chair of the Center for Interdisciplinary Studies and associate dean for assessment and faculty development in the Office of Academic Affairs. Glynn was appointed dean of the School of Nursing, Science and Health Professions in , after serving as interim dean when incumbent Antoinette Hays was named Regis College president in . She joined the Regis faculty in , bringing with her 24 years of experience in administrative and faculty positions at Simmons College, Lesley University, and Boston College. The Dean Team sat down recently with Communications Director and Regis Today Editor Peter Kent to discuss issues, trends, and challenges in higher education, and what Regis is doing to prepare students for life and careers in the 21st century. There is such an emphasis these days on colleges and universities preparing students for careers. So, why a liberal arts

education? We must prepare students for their respective professions, yes, but simultaneously we must answer the call for proving that a strong liberal arts foundation is essential. When we say a liberal arts education produces lifelong learners, we mean those essential skills of critical thinking and writing, oral communication, quantitative reasoning, scientific inquiry and reasoning, information literacy, and integrative skills—pulling them together and applying them. These skills transcend all disciplines. The liberal arts foundation is the critical ingredient that allows individuals to learn and to adapt throughout their life. A step in the right direction? Hospitals are rated based on their outcomes: You can go online, you can look, you can choose. You can see exactly where the hospital falls; you can see where the nursing home falls. Regis has been ramping up its global agenda in recent years, through curricular initiatives, expanded study abroad and service opportunities, international student recruitment, faculty scholarship, and a new Center for Global Connections. Why is this a priority? Our economies are interconnected. Our markets are interconnected. To ignore that is to ignore reality. And if we predicate ourselves on preparing lifelong learners in the liberal arts tradition for professional practice in the 21st century, we must embrace globalization to make sure that we are truly preparing our students to be citizens of the world. Our students are going to be out there operating in a global network. Asadoorian, PhD, both believe a liberal arts foundation prepares students for any profession. You have to know that in Africa, immunization—or the lack thereof—is a huge problem, both for that continent and others as Africans travel. You have to think about epidemics and how quickly they can spread. We now talk about people infected with SARS in China as an epidemic; it is a huge issue, because it can travel so quickly all over the world. Why these two fields?

List of Exhibits xxiii PART ONE CRITICAL ISSUES IN PLANNING AND IMPLEMENTATION 1 Chapter 1 Strategic Choices 3 Laurance R. Newman and Guy F. diCicco The Quest for Corporate Growth 3 Corporate Strategy 5 International Transactions and Deal Making 9 Deal-Making Strategy 14 Privatization-A Deal-Making Opportunity 22 Joint Ventures and Strategic.

Keck Observatory have now been in operation for almost a decade. Several detector upgrades and new third generation instruments are in progress. The near-infrared integral field spectrometer for AO OSIRIS has passed critical design review and is in advanced fabrication, and studies for a near-infrared multi-object spectrometer are in the preliminary design phase. Other major developments include regular operation of the Keck-Keck interferometer, and the first successful closed-loop operations with the Laser Guide Star on Keck II. Moorwood Show Abstract ESO celebrated the end of the first 5 years of very successful operation of its VLT in Chile on 1st April and is now set to expand this facility further with the addition of several 1. Masanori Iye Show Abstract An updated overview of the performance and science achievements of the first generation observational instruments for the 8,2-m Subaru Telescope [http:](http://) Also given is the status of the development of the second generation instruments. Simons ; Joseph B. Osip ; Mark M. Elliot; Eric Persson; Stephen A. The Walter Baade telescope achieved first light in September and the Landon Clay telescope started science operations in September Buckley ; Peter L. Nordsieck ; Darragh E. Williams Show Abstract The Southern African Large Telescope SALT , which had its ground-breaking in September , is rapidly nearing completion, with commissioning planned for most of and first science observations due to begin in early This paper describes the design and status of the SALT instrumentation, including the facility instruments e. The First Generation instruments, which are all seeing limited, will provide the following capabilities: Barden Show Abstract The Anglo-Australian Observatory AAO has an instrumentation group for engineering, design, and fabrication that integrates tightly with an energetic group of instrument scientists¹ to develop complex astronomical instruments. This instrumentation group puts ideas for innovative technical solutions generated by the instrument scientist group into reality. One demonstration of past achievement is the highly ambitious and successful 2dF instrument that yielded invaluable scientific insight into the cosmological structure of the universe. Under development are a completely new and unique fiber positioning scheme Echidna for use in the FMOS instrument for Subaru; a double-beamed, VPH-based, bench-mounted spectrograph for 2dF; new IR and optical detector controllers; a renovation of the telescope and instrument control systems for the AAT; and a feasibility study for an Echidna-style positioner for the Gemini telescopes. Several other design studies are underway for new instrument technologies using leading edge and innovative concepts in robotics and fibers. The synergy between our scientists and engineers establishes a sound basis for solving the instrumentation challenges facing us. Likewise, three instruments are being prepared for first light and, as of this writing, are about to start their laboratory integration. These first light instruments are: At the planning stage are several future instruments that will arrive to the GTC with different calendars after Day One. This is expected by late early There is interest in the GTC community for installing visiting instruments on the GTC, thus the GTC board is discussing a policy to allow visitor instruments, some of which have already been proposed to be hosted by the GTC. Hill ; Phillip J. MacQueen ; Lawrence W. Ramsey ; Matthew D. The HET operates with a fixed segmented primary and has a tracker which moves the four-mirror corrector and prime focus instrument package to track the sidereal and non-sidereal motions of objects. The HET has been taking science data for five years, but the image quality and primary mirror stability have been far from specifications. Work over the past two years has improved performance significantly, and demonstrated site-seeing limited images of 0. The performance of the HET is discussed in detail. The first phase of HET instrumentation includes three facility instruments: The current status of the instruments is described. The availability of all these instruments mounted simultaneously on the LBT permits unique science, flexible

scheduling, and improved operational support. It has already been suggested that seeing limited imaging cameras for telescopes whose diameters are larger than 20m are considered virtually impossible for a reasonable cost. The design allows for easy correction of aberrations over the Field of View. It has low weight and size with respect to any focal reducer or prime focus station of the same performance. It can be applied to existing 8m-class telescopes to provide a wide field fast focal plane or to achieve seeing-limited imaging on Extremely Large Telescopes. As it offers inherently fast read-out in a massive parallel mode, the SFC can be used as a pupil or focal plane camera for pupil-plane or Shack-Hartmann wavefront sensing for m class telescopes. Mackay ; John Baldwin ; Nicholas Law ; Peter Warner Show Abstract Many astronomical imaging studies, such as those of weak gravitational lensing, call for better angular resolution than is normally possible from the ground over wide fields of view. For many of these studies astronomers need images which show a consistent point spread function across the field even if this comes at the expense of the ultimate in angular resolution at the centre of the field. Adaptive Optics does not show any prospect of being able to achieve fields of view as large as are needed at visible wavelengths and therefore a new technique of delivering high resolution images from the ground must be developed. Electron multiplying CCDs are available that allow images to be taken at high speed without the usual penalty of read noise. We have developed a new technique called Lucky Imaging which achieves high resolution by selecting the better images from a sequence of images, then shifting and adding each to give a much higher resolution output image. Resolutions in the range 0. Even under poorer conditions we find that image selection allows the final resolution to be better than the traditional seeing value by a factor of as much as three. This paper describes the technique and some of the results obtained using this method. It has been in operation since February More than scientific single spectra have been obtained, which have enabled the on-sky performance of the instrument to be compared to the predictions. We show that in several relevant aspects the real instrument significantly outperforms the specified astronomical performance. Some of the early scientific results are finally presented. After being used for about one year including the commissioning runs we report a very successful implementation of the measures taken to maximise stability, efficiency and spectral performance. Equipped with a fully automated data reduction pipeline that produces solar system barycentric radial velocities in near real-time, HARPS promises to deliver data of unequalled quality. HARPS will primarily be used for the search for exoplanets and in the field of asteroseismology. First exciting scientific results confirm these expectations. The instrument was installed through the period, getting its final components, the fibre system, in September of that year. A number of nights were then allocated to the instrument to verify it throughput. This paper discusses the installation of the bHROS system in the pier lab and the difficulties encountered getting an accurate measure of the throughput of the system. An overview of the measured performance of the instrument and details of additional, proposed, system enhancements is given and an indication of the timescales for its release to the astronomical community is discussed. Reynolds ; Michael Lloyd-Hart Show Abstract The use of spectrographs with telescopes having high order adaptive optics AO systems offers the possibility of achieving near diffraction-limited spectral resolution with ground-based telescopes, as well as important advantages for instrument design. The use of an optical fiber to couple the instrument to the telescope affords additional advantages such as flexibility in the placement of the instrument and improved homogeneity of the input illumination function. We have largely eliminated this effect through the use of an automated fiber stretcher device. We report here on improvements to the fiber feed optics and on interim observations made with the instrument at a conventional telescope not equipped with adaptive optics. David Crampton ; Richard Murowinski Show Abstract GMOS is the first telescope - spectrograph combination that acts as a complete system to deliver enhanced image quality and stability while simultaneously exploiting the large aperture of an 8m telescope. The entire system optics, mechanics, software, detectors was designed to take advantage of the best images that the Gemini telescopes produce while being extremely reliable and efficient. The built-in wavefront sensor allows the telescope to quickly point at an object, optimize its focus and then track it precisely for many hours possibly over several nights while maintaining perfect telescope and instrument

focus and providing first order image compensation. As a result of the carefully-engineered design of its structure and mechanisms and its active flexure control system, GMOS offers unique scientific opportunities. A recent enhancement was the implementation of the "nod and shuffle" technique to give improved sky subtraction for very faint object spectroscopy. Erskine ; Jerry Edelman Show Abstract Externally dispersed interferometry EDI is a technique for enhancing the performance of spectrographs for wide bandwidth high resolution spectroscopy and Doppler radial velocimetry. By placing a small angle-independent interferometer near the slit of a spectrograph, periodic fiducials are embedded on the recorded spectrum. The multiplication of the stellar spectrum times the sinusoidal fiducial net creates a moire pattern, which manifests high detailed spectral information heterodyned down to detectably low spatial frequencies. The latter can more accurately survive the blurring, distortions and CCD Nyquist limitations of the spectrograph. Hence lower resolution spectrographs can be used to perform high resolution spectroscopy and radial velocimetry. Meyer ; Kevin J. Kearney ; Zoran Ninkov ; Christopher T. Cotton ; Peter Hammond; Bryan D. The DMD, which sits at the telescope focal plane, is an x array of 17 micron square mirrors that can individually deflect incident light into one of two output paths: In standard operation, all light is deflected towards the imaging path, consisting of an Offner relay which reimages the DMD onto a CCD detector. The locations of spectroscopic targets are then noted, and the micromirrors corresponding to these targets are then deflected towards the spectroscopy path. The spectroscopic parameters e. We present a description of the instrument, details of its design, and initial measurements, including multi-object stellar spectra. It covers in a single exposure the spectral range from the UV to the H band with a possible extension into part of the K band. It is designed to maximize the sensitivity in this spectral range through the splitting in three arms with optimized optics, coatings, dispersive elements and detectors. The small number of moving functions and therefore instrument modes and fixed spectral format make it easy to operate and permit a fast response. A mini-IFU unit 1. The instrument includes atmospheric dispersion correctors in the UV and visual arms. The project foresees the development of a fully automatic data reduction package. The name of the instrument has been inspired by its capability to observe in a single shot a source of unknown flux distribution and redshift. When it operation, its observing capability will be unique at very large telescopes. The observing modes for the instrument at Day One shall be: Spectral resolutions of , and , covering the whole spectral range, will be available. The general description of this instrument and its expected scientific performance are summarised. Joss Bland-Hawthorn ; Andrew J. McGrath ; Will Saunders ; Roger Haynes ; Peter Gillingham Show Abstract An unsolved problem in astronomical instrumentation is an imaging integral field spectrograph where the user has the freedom to specify arbitrarily complex, contiguous or disjoint regions over the focal plane, rather than a contiguous rectangular field. We present a new concept to solve this problem. Our device allows the user to format the field of view with fibre bundles packed into arbitrary patterns.

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