

**Chapter 1 : Repeat after us, say no to the mission project. " CHSSP**

*The friars who founded the California missions were of the Franciscan order, which was founded by St. Francis of Assisi, the famous saint who took a vow of poverty. Like their founder, Franciscans were obliged to take a vow of poverty.*

If your browser does not support JavaScript, please read the page content below: Caroline Gentner Student number: Graduation Study programme: International Business and Languages Faculty: Economy, Management and Law Institute: Ids van Dussen Second assessor: Marloes Vollenbroek Date, place: It has been written to finalise the graduation process, which includes an internship at a company, of the study programme International Business and Languages at the HAN University of Applied Sciences. The report has been written from February to June The report has been written at the request of the BNA Branchevereniging Nederlandse Architectenbureaus , where the internship took place. China and Germany have already been explored by multiple Dutch architects, therefore, the opportunity of seeking out opportunities in the United States presented itself. The extensiveness and thoroughness of the research has proven to take more time than expected. Unfortunately, getting in contact with respondents at possible partners architectural firms in San Francisco in the chosen market was close to impossible, which has made the field research of this report very narrow. Contacted respondents often did not take the time to even respond or responded that they were not authorised to give certain information or any information at all. Having tried through multiple ways of communicating LinkedIn, the director of the BNA, e-mail , have failed to show any results. However, no result is a result as well. I would like to give special thanks to my supervisors Mathias Lehner and Edwin Vermeulen for their guidance and advice during the process. As well as my mother, Linda Gentner, for her input and feedback. I hope you enjoy your reading. Caroline Gentner Amsterdam, June 14, 6 Management summary The goal of this report is to give the group of members, hereafter Innovators, of the BNA insights in how to enter the North American market with their architectural services, within the next three years. Their goal is to support architectural firms with their practices on all levels. BNA International is a separate division, that supports Dutch architectural firms who want to take their practice abroad. This research focuses on the group of members Innovators of BNA International that have indicated that they seek opportunities on the North American continent. The Innovators consist of 6 architectural firms, who are all operating on a national and international level. Together, the group hosts over architects who are specialised in sustainable building, building for a higher quality of life, architecture, urban planning, and landscape planning. The group is known for its award-winning design, a hands-on mentality, open to innovations, and working closely on the 6 unique USPs of Dutch architecture water management, infrastructure, innovative housing, urban planning, transformation and complex assignments. To choose the best region within North America for the Dutch architects to enter the market with, the choice of East of West America has been made in the Graduation Proposal. From there, five cities were chosen to further analyse. After two different filters, San Francisco came out as best and most promising market on the West Coast of North America. San Francisco offers opportunities for Dutch architects on several levels. Though the city has a strict planning and regulation system, it is in need of more affordable housing and buildings. The culture in the city is different from the rest of the US, since it is known to be a more free and diverse city, with a hard-working but laid-back mentality at the same time. Internal and external analyses show multiple strengths, weaknesses, opportunities and threats. As well as the most requested projects in San Francisco being aligned with the Dutch USPs, the high affordable housing shortage, and the number of potential clients or partners. On the contrary, weaknesses and threats have also been determined. Threats in San Francisco are that one cannot design without a licensed US architect, the high construction costs and labour shortage, and the strict city planning. These SWOTs have been put into a confrontation matrix, of which two strategic options have been set up. These two strategic are the following: The Innovators should use their advantage of valuing the entire environment and quality of life in designs to enter the market in San Francisco where there is an increasing importance of the human factor in buildings, the quality of life and green building. As well as an open, diverse and hard-working culture. The number of potential clients and partners makes the market as well as the members attractive and accessible

SO2: The Innovators should use the advantage of being known for the six unique Dutch USPs to tackle the high affordable housing shortage in the city, use their knowledge in designs for the most requested projects. This can be done since the culture in the city of SF is open, diverse and hard- working, as well as the number of potential clients and partners for and with which the Innovators can work. Analysing both options according to the SFA model, the second option showed to be the most promising option, and has therefore, been chosen to continue with. After this, the entry decision model 7 has been filled in to choose the best entry mode for the Innovators. Based on these choices a marketing strategy has been set up. This results in different strategies for B2B and B2C. The promotion of this marketing strategy showed to be most important, as the Innovators are not yet known in the foreign market. This goes further in the marketing communication mix, where promoting the Innovators is shown. This promotion can be done by visiting events in San Francisco and contacting larger institutions such as the AIA SF, to generate brand awareness. Baring these promotional steps in mind, an implementation plan has been set up for the next three years. This plan is divided in four phases: What do we offer? What does the foreign market offer? How do we create brand awareness? How do we enquire work? Within these steps several actions to achieve these phases are described per quarter for three years. These costs can differ per firm and the firm can choose whether they take all the described steps or take more or less steps. Therefore, this financial plan is merely an indication of costs that could occur. If these phases are implemented by the Innovators, it brings along certain organisational changes. Organisational changes at the Innovators can be changes such as appointing an employee with a new title suitable to be responsible for the new business in San Francisco. This employee has to be able to speak English and be made aware of all the differences when it comes to doing business in San Francisco. Should it occur that no one at the firm is qualified enough, the firm has to reach out to people who are. The employee should be aware that its new position brings along frequent visits to San Francisco and he or she should not forget that the new business is not its sole responsibility. However, there are a couple of aspects where BNA can aid the Innovators in. BNA can arrange trade missions together with RVO and hereby strengthen its own position as well as that of the Innovators. It can also host a stand at fairs such as the San Francisco Design Week. In doing so, BNA can again strengthen the position of Dutch architects as well as that of the Innovators specifically. To conclude the research, this advisory report shows many opportunities in the market of San Francisco, though it can be a tough market to enter. It is advisable to recognise the differences and similarities and be aware of all aspects of doing business. Finding the right partner will play a big role in this, but it can be a very profitable market for Dutch architects. Which cities on the West Coast would fit the members best to export their service to. Which model in literature about cultural differences would prove most suitable to show the cultural differences between North America and the Netherlands. How can the marketing mix be implemented best for the Innovators. Culture in San Francisco. Financial and legal aspect. Country Selection Model by Veldman. The Six Cultural Dimensions. The Seven Dimensions of Culture. Top 20 Architectural firms San Francisco. Factors affecting Entry Mode decision. Contact SF Planning Department.

**Chapter 2 : DiRT 3 Achievements and Trophies Guide (Xbox , PS3)**

*POPE JOHN PAUL II was coming to California, and it was expected that the Pope would beatify Father Junipero Serra, a Spanish Franciscan priest of the 18th Century, the founder of the California The Hidden Legacy of the Missions: A Personal Tour Through Catholic California - latimes.*

Alta California mission planning, structure and culture[ edit ] Coastal mission chain, planning and overview[ edit ] Prior to , grants of mission lands were made directly by the Spanish Crown. But, given the remote locations and the inherent difficulties in communicating with the territorial governments, power was transferred to the viceroys of New Spain to grant lands and establish missions in North America. Plans to build a twenty-second mission in Santa Rosa in were canceled. In September ,the Rev. This mission is architecturally distinctive because of the strong Moorish lines exhibited. Asistencias "satellite" or "sub" missions, sometimes referred to as "contributing chapels" were small-scale missions that regularly conducted Mass on days of obligation but lacked a resident priest; [9] as with the missions, these settlements were typically established in areas with high concentrations of potential native converts. To sustain a mission, the padres required converted Native Americans , called neophytes, to cultivate crops and tend livestock in the volume needed to support a fair-sized establishment. The scarcity of imported materials, together with a lack of skilled laborers, compelled the missionaries to employ simple building materials and methods in the construction of mission structures. Although the missions were considered temporary ventures by the Spanish hierarchy , the development of an individual settlement was not simply a matter of "priestly whim. Once empowered to erect a mission in a given area, the men assigned to it chose a specific site that featured a good water supply, plenty of wood for fires and building materials, and ample fields for grazing herds and raising crops. It was these simple huts that ultimately gave way to the stone and adobe buildings that exist to the present. The first priority when beginning a settlement was the location and construction of the church iglesia. Once the spot for the church had been selected, its position was marked and the remainder of the mission complex was laid out. The workshops , kitchens , living quarters, storerooms, and other ancillary chambers were usually grouped in the form of a quadrangle , inside which religious celebrations and other festive events often took place. Some fanciful accounts regarding the construction of the missions claimed that underground tunnels were incorporated in the design, to be used as a means of emergency egress in the event of attack; however, no historical evidence written or physical has ever been uncovered to support these assertions. It was employed wherever the indigenous populations were not already concentrated in native pueblos. A total of Friars Minor , mostly Spaniards by birth, were ordained as priests and served in California between and Sixty-seven missionaries died at their posts two as martyrs: Once a Native American " gentile " was baptized, they were labeled a neophyte , or new believer. This happened only after a brief period during which the initiates were instructed in the most basic aspects of the Catholic faith. But, while many natives were lured to join the missions out of curiosity and sincere desire to participate and engage in trade, many found themselves trapped once they were baptized. To the padres, a baptized Indian person was no longer free to move about the country, but had to labor and worship at the mission under the strict observance of the priests and overseers, who herded them to daily masses and labors. If an Indian did not report for their duties for a period of a few days, they were searched for, and if it was discovered that they had left without permission, they were considered runaways. Large-scale military expeditions were organized to round up the escaped neophytes. Sometimes, the Franciscans allowed neophytes to escape the missions, or they would allow them to visit their home village. However, the Franciscans would only allow this so that they could secretly follow the neophytes. Upon arriving to the village and capturing the runaways, they would take back Indians to the missions, sometimes as many as to Indians. On the road they did the same with those of the lodge at San Jose. On arriving home the men were instructed to throw their bows and arrows at the feet of the priest, and make due submission. The infants were then baptized, as were also all children under eight years of age; the former were left with their mothers, but the latter kept apart from all communication with their parents. The consequence was, first, the women consented to the rite and received it, for the love they bore their children;

and finally the males gave way for the purpose of enjoying once more the society of wife and family. Marriage was then performed, and so this contaminated race, in their own sight and that of their kindred, became followers of Christ. Two epidemics of measles, one in and the other in, caused many deaths. The mortality rates were so high that the missions were constantly dependent upon new conversions. The foremost dancer is ornamented all over with down feathers, which gives him a monkey-like appearance; the hindermost has had the whimsical idea of painting his body to imitate the uniform of a Spanish soldier, with his boots, stockings, breeches, and upper garments. Women only left the convent after they had been "won" by an Indian suitor and were deemed ready for marriage. Following Spanish custom, courtship took place on either side of a barred window. After the marriage ceremony the woman moved out of the mission compound and into one of the family huts. The cramped and unsanitary conditions the girls lived in contributed to the fast spread of disease and population decline. So many died at times that many of the Indian residents of the missions urged the priests to raid new villages to supply them with more women. The policy of the Franciscans was to keep them constantly occupied. Willard, "he was starved and flogged. If he ran away he was pursued and brought back. The bells were rung at mealtimes, to call the Mission residents to work and to religious services, during births and funerals, to signal the approach of a ship or returning missionary, and at other times; novices were instructed in the intricate rituals associated with the ringing the mission bells. The daily routine began with sunrise Mass and morning prayers, followed by instruction of the natives in the teachings of the Roman Catholic faith. After a generous by era standards breakfast of atole, the able-bodied men and women were assigned their tasks for the day. The men worked a variety of jobs, having learned from the missionaries how to plow, sow, irrigate, cultivate, reap, thresh, and glean. In addition, they were taught to build adobe houses, tan leather hides, shear sheep, weave rugs and clothing from wool, make ropes, soap, paint, and other useful duties. About 90 days out of each year were designated as religious or civil holidays, free from manual labor. The labor organization of the missions resembled a slave plantation in many respects. Each presidio was provided with land, el rancho del rey, which served as a pasture for the presidio livestock and as a source of food for the soldiers. Theoretically the soldiers were supposed to work on this land themselves but within a few years the neophytes were doing all the work on the presidio farm and, in addition, were serving domestics for the soldiers. While the fiction prevailed that neophytes were to receive wages for their work, no attempt was made to collect the wages for these services after It is recorded that the neophytes performed the work "under unmitigated compulsion. They were ill-equipped"nor did most truly desire"to understand complex and radically different Native American customs. Using European standards, they condemned the Indians for living in a "wilderness," for worshipping false gods or no God at all, and for having no written laws, standing armies, forts, or churches. The sign at the lower right-hand corner proclaims the site as being " Farming, therefore, was the most important industry of any mission. Barley, maize, and wheat were among the most common crops grown. Cereal grains were dried and ground by stone into flour. Even today, California is well known for the abundance and many varieties of fruit trees that are cultivated throughout the state. The only fruits indigenous to the region, however, consisted of wild berries or grew on small bushes. Spanish missionaries brought fruit seeds over from Europe, many of which had been introduced from Asia following earlier expeditions to the continent; orange, grape, apple, peach, pear, and fig seeds were among the most prolific of the imports. Grapes were also grown and fermented into wine for sacramental use and again, for trading. Ranching also became an important mission industry as cattle and sheep herds were raised. Serra set aside a portion of the Mission Carmel gardens in for tobacco plants, a practice that soon spread throughout the mission system. It was a constant point of contention between missionaries and the soldiers as to how many fanegas [37] of barley, or how many shirts or blankets the mission had to provide the garrisons on any given year. At times these requirements were hard to meet, especially during years of drought, or when the much anticipated shipments from the port of San Blas failed to arrive. The Spaniards kept meticulous records of mission activities, and each year reports submitted to the Father-Presidente summarizing both the material and spiritual status at each of the settlements. Livestock was raised, not only for the purpose of obtaining meat, but also for wool, leather, and tallow, and for cultivating the land. In, at the height of their prosperity, the missions collectively owned:

Chapter 3 : Missions | LibraryThing

*The exhibition also provides the backdrop against which the missions emerged, taking a closer look at the numerous groups of culturally diverse Indians that populated early California. And it examines the impact of Serra and the mission system on that native population, offering a wide variety of contemporary perspectives on his legacy.*

However, Japan surrendered in August following the atomic bombings of Hiroshima and Nagasaki. Without its "Mountain" tab, the division served as the 10th Infantry Division for the next ten years. The unit was charged with processing and training replacements in large numbers. This mission was expanded with the outbreak of the Korean War in By , the division had trained , new Army recruits at Fort Riley. The division served in Germany for four years, until it was rotated out and replaced by the 3rd Infantry Division. The division moved to Fort Benning , Georgia and was inactivated on 14 June In this process, it lost its mountain warfare capability, but its light infantry organization still made it versatile for difficult terrain. Following a cease-fire in March , the support soldiers began redeploying to Fort Drum through June of that year. The last of the 6, division soldiers deployed to Florida returned home in October Major General Steven L. Arnold, the division Commander, was named Army Forces commander. Div with President George H. Bush , January Due to 10th Mountain Division efforts, humanitarian agencies declared an end to the food emergency and factional fighting decreased. The 10th Mountain Division had two soldiers killed in the fighting, which was the longest sustained firefight by regular US Army forces since the Vietnam War. This force consisted of 54 helicopters and almost 2, soldiers. They occupied the Port-au-Prince International Airport. The division redeployed the last of its soldiers who served in Haiti by 31 January After successfully performing their mission in Bosnia, the division units conducted a transfer of authority, relinquishing their assignments to soldiers of the 49th Armored Division , Texas National Guard. By early summer , all 10th Mountain Division soldiers had returned safely to Fort Drum. During the presidential election , the readiness of the 10th Mountain Division became a political issue when George W. Bush asserted that the division was "not ready for duty. He said the division was no longer capable of mountain warfare. Elements of the division remained in the country until mid, fighting to secure remote areas of the country and participating in prominent operations such as Operation Anaconda , the Fall of Mazar-i-Sharif , and the Battle of Qala-i-Jangi. During that time, they operated in the frontier regions of the country such as Paktika Province , going places previously untouched by the war in search of Taliban and Al-Qaeda forces. Fighting in several small-scale conflicts such as Operation Avalanche , Operation Mountain Resolve , and Operation Mountain Viper , the division maintained a strategy of small units moving through remote regions of the country to interact directly with the population and drive out insurgents. As the only aviation brigade in the theater, the brigade provided air support for all US Army units operating in the country. The 10th Mountain Division was the first unit to introduce contract working dogs into southern Afghanistan. The teams were trained to detect explosives and perform patrol duties throughout the region. The brigade returned to Fort Drum in On the return of the division headquarters and 1st Brigade, the 10th Mountain Division began the process of transformation into a modular division. It returned to the US in late The division and brigade served in the eastern region of the country, along the border with Pakistan , fulfilling a similar role as it did during its previous deployment. In addition, the Task Force provided logistical and combat support for International Security Assistance Force forces throughout the country. After a one-year rest, the headquarters of the 10th Mountain Division was deployed to Iraq for the first time in April The division headquarters served as the command element for southern Baghdad until late March , when it displaced to Basrah to replace departing British forces on 31 March to coordinate security for the Multinational Division-South area of responsibility, a consolidation of the previously Polish-led south central and British-led southeast operational areas. The 10th Mountain participated in larger scale operations, such as Operation Phantom Phoenix. The 3rd Brigade Combat Team was slated to deploy to Iraq in , but that deployment was rerouted. The brigade redeployed to Fort Drum in March after a twelve-month deployment. In May , the brigade deployed again to Afghanistan returning home in February

**Chapter 4 : Full text of "The Presbyterian monthly record."**

*Fray Junipero Serra established San Diego de Alcalá, the first of the California missions, in The Catholic Spanish friars established the mission with the hope of converting Native Americans to Catholicism.*

Overview In , with an army of approximately , troops, Toyotomi Hideyoshi launched what would end up being the first of two invasions of Korea, with the intent of conquering Joseon Korea and eventually Ming Dynasty China. Initially, the Japanese forces saw overwhelming success on land, capturing both Hanseong present-day Seoul , the capital of Korea, and Pyongyang , and completing the occupation of large portions of the Korean Peninsula in three months. The Japanese forces, well trained, confident, and experienced after the numerous battles and conflicts of the Sengoku Period, typically held the field in most land engagements. This success on land, however, was constrained by the naval campaigns of the Korean navy which would continue to raid Japanese supply fleets in its coastal waters, hampering the Japanese advances as communication and supply lines along the Western Korean coast were disrupted. These trends, with some exceptions on both sides, held true throughout much of the conflict. Under the rule of the Wanli Emperor, Ming China quickly interpreted the Japanese invasions as a challenge and threat to its tributary system. In the engagements that followed, the majority of the Joseon army was focused on defending the northern provinces from Japanese offensives, while also supporting Ming army campaigns to recapture territory occupied by the Japanese. These Ming-led campaigns eventually forced the Japanese army to withdraw from Pyongyang to the south, where the Japanese continued to occupy Hanseong and the southern regions with the exception of the southwestern Jeolla province. The war continued in this manner for five years, and was followed by a brief interlude between to during which Japan and the Ming engaged in ultimately unsuccessful peace talks. The pattern of the second invasion largely mirrored that of the first. The pursuing Ming and Joseon forces, however, failed to dislodge the Japanese from their fortresses and entrenched positions in the southern coastal areas[29][30][39] where both sides became locked in a ten-month long military stalemate. Final peace negotiations between the parties followed afterwards and continued for several years, ultimately resulting in the normalization of relations. Effects Korea lost a large portion of its military strength and faced enormous financial difficulties as a result of the war taking place almost entirely on its soil. In addition to the human losses, Korea suffered tremendous cultural, economic, and infrastructural damage, including a large reduction in the amount of arable land , the destruction and confiscation of significant artworks, artifacts, and historical documents, and the loss of artisans and technicians. During this time, the main Korean royal palaces Gyeongbokgung , Changdeokgung , and Changgyeonggung were burned down, and Deoksugung was used as a temporary palace. In many instances, the destruction of palaces and government offices was a result of class conflicts and internal divisions as much as the invasion itself. The Baekjeong Korean natives of the lowest social rank took advantage of the lack of internal security brought on by invasion, and set fire to changnye Korean government offices in which status ledgers for Korean slaves had been kept. The Wanli Emperor was enthroned in the year , at the age of 9. For the first 10 years of his reign, the Ming was largely run by his teacher and guardian, Zhang Juzheng , who pushed through a series of reforms that revitalized the declining dynasty and made major breakthroughs in several of the key areas that had plagued the Ming, especially its financial problems. Zhang also made strong progress in defending against the Mongols of the north, and as opposed to the corrupt practices of the past promoted military generals, such as Li Chengliang and Qi Jiguang , based on their merits. During the s, the Ming dynasty was still at a relatively revitalized stage. The Ming saw a string of conflicts during this period. Aside from their endless struggle against the Mongolians , they were also dealing with a military rebellion in Ningxia just before the war broke out, along with a border war with the Burmese Taungoo dynasty that coincided with the Imjin war. Their conflicts with the wokou pirates a couple of decades earlier also gave them significant experience against the Japanese style of warfare. Japan was by this time ending a period of internal conflict and the process of unification had been taken forward by Toyotomi Hideyoshi. Japan launched their first attack on the Korean peninsula, with the casus belli that Korea had refused to allow Japanese soldiers pass through their land to militarily confront China. This could have

effectively been true since Japan was eager, for social and economic reasons, to take land on the continent and expand. Since Hideyoshi came to hold power in the absence of a legitimate successor of the Minamoto lineage necessary for the Imperial Shogun commission, he sought military power to legitimize his rule and to decrease his dependence on the Imperial family. This would keep his newly formed state united against a common enemy, and prevent the daimyos from acting on any ambitions against his rule. Fighting a war away from Japanese territory would also prevent territorial destruction, and maintain the infrastructure of the state. Near the end of the ambassadorial mission, Yoshitoshi presented King Seonjo a brace of peafowl and matchlock guns – the first advanced firearms to come to Korea. This lack of interest and underestimation of the power of the arquebus guns greatly contributed to the failures of the Korean army early in the war. On April , the Korean ambassadors including Hwang Yun-gil and Kim Saung-il[80] left for Kyoto , where they waited for two months while Hideyoshi was finishing his campaign against the Hojo clan. For this reason the ambassadors were not given the formal treatment that was due to diplomatic representatives. In the end, the Korean ambassadors asked for Hideyoshi to write a reply to the Korean king, for which they waited 20 days at the port of Sakai. They nonetheless pressed that a war was imminent. Moreover, the court, aware only that Japan was in turmoil with various clan armies fighting each other, substantially underrated the combined strength and abilities of many Japanese armies at the time. The Joseon Court approached Japan as a country inferior to Korea, and saw itself as superior according to its favored position within the Chinese tributary system. Hideyoshi replied with another letter, but since it was not presented by a diplomat in person as expected by custom, the Korean Court ignored it. Military capabilities Japanese infantry were used to fusillade using matchlock guns The two major security threats to Korea and China at the time were the Jurchens, who raided along the northern borders, and the wokou, who pillaged the coastal villages and trade ships. With the transmission of gunpowder and firearms technology from China during the Goryeo Dynasty, Korea improved upon the original Chinese firearm designs, black powder bombs and developed advanced cannon which were used with great efficiency at sea. Even though China was the main source of new military technologies in Asia, Korea was a manufacturing base of both cannon and shipbuilding during this era. When traders from Portugal arrived in Japan and introduced arquebuses and muskets , the Japanese warlords were quick to adapt to this innovative weapon, producing en masse the Tanegashima matchlock. In the on-going civil strife, the Japanese refined the drills and tactics to make best use of the new weapon, thus giving them a great advantage over the Korean armies. Korean cannon were not adapted for effective use on land, and firearms were of a less advanced design. The small arms carried by Japanese soldiers proved to be particularly effective during land engagements and sieges. As Japan had been at war since the midth century, Toyotomi Hideyoshi had half a million battle-hardened soldiers at his disposal[91] to form a remarkable professional army in Asia for the invasion of Korea.

**Chapter 5 : The Dark Legacy of the California Missions | Fullerton Observer, Fullerton News, Fullerton**

*About The Huntington The Huntington Library, Art Collections, and Botanical Gardens is a collections-based research and educational institution established in by Henry E. and Arabella Huntington.*

Cold War[ edit ] In June , the division was rebuilt and activated at Fort Riley , Kansas to serve as a training division. Without its "Mountain" tab, the division served as the 10th Infantry Division for the next ten years. The unit was charged with processing and training replacements in large numbers. This mission was expanded with the outbreak of the Korean War in By , the division had trained , new Army recruits at Fort Riley. The division served in Germany for four years, until it was rotated out and replaced by the 3rd Infantry Division. The division moved to Fort Benning , Georgia and was inactivated on 14 June In this process, it lost its mountain warfare capability, but its light infantry organization still made it versatile for difficult terrain. Following a cease-fire in March , the support soldiers began redeploying to Fort Drum through June of that year. The last of the 6, division soldiers deployed to Florida returned home in October Major General Steven L. Arnold, the division Commander, was named Army Forces commander. Div with President George H. Bush , January Due to 10th Mountain Division efforts, humanitarian agencies declared an end to the food emergency and factional fighting decreased. The 10th Mountain Division had two soldiers killed in the fighting, which was the longest sustained firefight by regular US Army forces since the Vietnam War. This force consisted of 54 helicopters and almost 2, soldiers. They occupied the Port-au-Prince International Airport. The division redeployed the last of its soldiers who served in Haiti by 31 January After successfully performing their mission in Bosnia, the division units conducted a transfer of authority, relinquishing their assignments to soldiers of the 49th Armored Division , Texas National Guard. By early summer , all 10th Mountain Division soldiers had returned safely to Fort Drum. During the presidential election , the readiness of the 10th Mountain Division became a political issue when George W. Bush asserted that the division was "not ready for duty. He said the division was no longer capable of mountain warfare. Elements of the division remained in the country until mid, fighting to secure remote areas of the country and participating in prominent operations such as Operation Anaconda , the Fall of Mazar-i-Sharif , and the Battle of Qala-i-Jangi. During that time, they operated in the frontier regions of the country such as Paktika Province , going places previously untouched by the war in search of Taliban and Al-Qaeda forces. Fighting in several small-scale conflicts such as Operation Avalanche , Operation Mountain Resolve , and Operation Mountain Viper , the division maintained a strategy of small units moving through remote regions of the country to interact directly with the population and drive out insurgents. As the only aviation brigade in the theater, the brigade provided air support for all US Army units operating in the country. The 10th Mountain Division was the first unit to introduce contract working dogs into southern Afghanistan. The teams were trained to detect explosives and perform patrol duties throughout the region. The brigade returned to Fort Drum in On the return of the division headquarters and 1st Brigade, the 10th Mountain Division began the process of transformation into a modular division. It returned to the US in late The division and brigade served in the eastern region of the country, along the border with Pakistan , fulfilling a similar role as it did during its previous deployment. In addition, the Task Force provided logistical and combat support for International Security Assistance Force forces throughout the country. After a one-year rest, the headquarters of the 10th Mountain Division was deployed to Iraq for the first time in April The division headquarters served as the command element for southern Baghdad until late March , when it displaced to Basrah to replace departing British forces on 31 March to coordinate security for the Multinational Division-South area of responsibility, a consolidation of the previously Polish-led south central and British-led southeast operational areas. The 10th Mountain participated in larger scale operations, such as Operation Phantom Phoenix. The 3rd Brigade Combat Team was slated to deploy to Iraq in , but that deployment was rerouted. The brigade redeployed to Fort Drum in March after a twelve-month deployment. In May , the brigade deployed again to Afghanistan returning home in February

**Chapter 6 : Japanese invasions of Korea (1592) - Infogalactic: the planetary knowledge core**

*In July , Serra founded Mission San Diego, and before his death in he would establish eight of California's other 20 Franciscan missions. A rival to Alta California's military governors as an authority figure, Serra ruled the string of missionary outposts from his headquarters in Carmel.*

The Hornet proved to be effective but limited in combat radius. Its design was expanded in the Super Hornet, which has an empty weight slightly greater than the FC. The end of the Cold War led to a period of military budget cuts and considerable restructuring. Testing involved 3, test flights covering 4, flight hours. Navy operational tests and evaluations in ,[13] and was approved in February The Super Hornet is informally referred to as the "Rhino" to distinguish it from earlier "legacy" Hornets and to prevent confusion in radio calls. This aids safe flight operations, as the catapult and arresting systems must be set differently for the heavier Super Hornet. The Navy calls this reduction in aircraft types a "neck-down". As of , changes to rectify the problem on newly manufactured airframes had been implemented, and existing aircraft would also receive modifications from onwards. The sensor, mounted in a modified centerline fuel tank, detects long wave IR emissions to spot and track targets such as aircraft;[29] combat using theIRST and AIM-9X Sidewinder missiles is immune to radar jamming. Flight testing demonstrated CFTs could slightly reduce drag while expanding the combat radius by nautical miles. Boeing stated that the CFTs do not add any cruise drag but acknowledged a negative impact imposed on transonic acceleration due to increased wave drag. Growth capabilities could include the addition of a long-range infrared search and track sensor and new air-to-air tracking modes. The term for this ability is known as "bringback". This results in pitch rates in excess of 40 degrees per second, and high resistance to departure from controlled flight. Navy took a "balanced approach" to survivability in its design. Instead, its design incorporates a combination of stealth, advanced electronic-warfare capabilities, reduced ballistic vulnerability, the use of standoff weapons, and innovative tactics that cumulatively and collectively enhance the safety of the fighter and crew. The alignment of the leading edges of the engine inlets is designed to scatter radiation to the sides. Fixed fanlike reflecting structures in the inlet tunnel divert radar energy away from the rotating fan blades. Considerable attention has been paid to the removal or filling of unnecessary surface join gaps and resonant cavities. Careful attention has been paid to the alignment of many panel boundaries and edges, to direct reflected waves away from the aircraft in uniformly narrow angles. This was the first time the unit had participated in an active combat capacity using the Super Hornet. Navy in a multi-year contract. The decision to take direct action was made to protect U. Air Vice Marshal ret. The main reasons given were concerns over operational suitability, the lack of a proper review process, and internal beliefs that an interim fighter was not required. Louis, Missouri on 21 July These aircraft may be purchased to avoid a capability gap developing due to delays to the F program. The government remains committed to the F Lightning II acquisition. The Super Hornets were ready to commence attacks once ordered. Brazil has put forward an initial requirement for 36 aircraft, with a potential total purchase of examples. The final selection is to be in mid where 24 to 30 fighters are expected. An industry source suggested that the Super Hornet could be ski jump launched without catapults. Because orders for the F have also dwindled, Boeing is readying plans to close its St. Louis factory that makes both airplanes. Went into low rate production in , with fleet deployment in The EAG will replace the U.

Chapter 7 : Mission San Diego de Alcalá - Kathleen J. Edgar, Susan E. Edgar - Google Books

*Repeat after us, say no to the mission project. In fourth grade, California's students learn state history. Integral to this is a study of the people who first inhabited the state.*

Global changes Q4 As fewer and fewer unexplored and uncolonized areas remain around the globe, mostly located in the African core, access to cheap and easily acquired labor and natural resources becomes much more restricted. However, Christmas bells are ringing along with dark tolling of church bells, and earliest joiners of the conflict are starting to feel first signs of war exhaustion. Among the terms of the treaty were a dynastic marriage between members of the royal houses, joint administration of the Dutch and Portobrazilian East Indies, and a full sale of the Dutch Suriname to Portugal-Brazil. Region Asian Pacific Islands: The agreement stated that the entire Dutch colonial possession in Ghana was going to be transferred to the CSA in exchange for a promise of building an analytical engine in the Netherlands - a promise that is yet to materialize into concrete actions. Regions Asian Pacific Islands: Confederate States of America: Mexico converts EC into This economic boom is also reflected in a series of small-scale rearmament programs, improving infantry and cavalry small-arms and communication devices. In order to counter any possible threats in peace and war, the Twin Crowns launched a massive expansion of all branches of service, stretching its resources to the limit. In the late , The Commune of Communes planned to add another million of soldiers and sailors to its already giant 3-million-strong fighting force, only to face a harsh reality: This winter, the Iberian Republic stood to benefit from it, receiving much needed influx of Russian precision equipment and simple difference engines in exchange for its metal alloys, clockwork, and machine tools. Times are changing, however, as this winter a lot of Russian companies and directorial offices have started outsourcing parts of their supply chain and basic services to Portugal, in exchange providing local economic players with expertise and consulting services. Much more is deliberately harvested than can currently be used and this excess is sold to the hungry Japanese industrial machine in exchange for commercial fishing and freight ships, as well as construction equipment. Supplementing this is actual food to feed the hungry Japanese industrialists, including dozens of tons of fresh and smoked salmon, crab, oysters, and clams. Meanwhile, militarism is in vogue among North-German inventors and entrepreneurs, as a notorious Raketenkrieg festival create a demand for home-manufactured liquid-propellant rockets and dedicated, state-protected natural reserves. Netherlands converts EC to Stephen keeps doing its best to replenish field losses and produce enough battle-ready formations to cover its multitude of fronts. As one of the first actions made by the young ruler, the nation drastically expanded its Ministry of Internal Affairs, diplomatic corps, and the industrial arm of the Ministry of Production and Commerce. By now, a de-facto directorial nature of the government has been fully formalized, pushing off of the already existing power-sharing agreements that is settled between the industrialists, samurai-savants, the army, and the navy. A royal proclamation was published, changing the formal name of the country to the Sikh Empire of Indostan. Sikh Empire name changes to Indostan starting Turn 6 The Sikh Empire of Indostan continues growing into one of the dominant Asian powers, with its army and intelligence forces expanding to address various threats and ambitions in the east.

**Chapter 8 : Military Paper Model: November**

*A Legacy of Missions. July 14, Download High-res video Download Standard-res video Download Low-res video. A Chilean pastor working in Paraguay explains how the legacy of Alliance missions inspired him and others to "go."*

The Vatican expectation had been that a beatifying gesture would please California. This summer I decided, apart--but not entirely apart--from the shifting documentary evidence concerning the life of Father Serra, to visit the missions. I was not going looking for saints or for the villains of history. I was looking for shells. I was looking at the way California regards its historical monuments, the way memory survives. There are 21 missions in California. I begin my pilgrimage at the airport in Orange County. The lady behind the Avis counter says my rental car is over there--"just beyond the John Wayne statue. We are accustomed to thinking of California as the West. The Protestant myth of California was constructed by people who came here from the East; they were heading toward the setting sun. Historically, California is more profoundly North. The Spanish Franciscans did not, nor did the plated conquistadores, think of California as the West. Father Junipero Serra thought of California as the northern extension of a mission system connecting Mexico with the reign of Christ, the cross plunged deep into the heart of the southern American RR continent and thence, over the sea, to Europe, to Spain, to Rome. The missions were satellites of Christendom. The landscape of California was continuous with the landscape of Mexico. The sky a dome over all. And one could imaginatively navigate a return to civilization by the stars. In the Archivo General de Indias in Seville, Father Junipero Serra, lector of theology, native of Petra in the province of Majorca, is recorded as "swarthy, with dark eyes and hair, scant beard. Serra may be, however, the true father of California, because he imagined it whole. In fourth-grade mythology, Serra is the great traveler of the state, staff in hand. He left a trail. In fact, the staff was a cane. So much so that his travel here was on mules or by ship. In fact, Serra covered a greater distance than did Marco Polo. Father Serra was a driven man. Shaped by a medieval Catholicism, Serra dreamed of one world united by a single faith. He came here to convert the pagan. Whereas the Puritans in New England regarded Indians from a distance, Spanish priests lived in the midst of the Indians. Two impulses--one individualistic, the other communal--would meet in California. The Protestant came west, the Catholic came north. The collision of cultures is played out in every dry creek I cross and on every freeway exit sign. Anglo names suggest ownership of land--Irvine, Bakersfield--fading contracts in strongboxes, and the force of pioneer personalities. Or else they are plain and descriptive of the way the land looked--Pleasant Hill, Riverbank. Most of the Spanish names are holy names. The central mystery of the Catholic Church is the mystery of the Incarnation--God became man, the Word took on flesh and dwelt among us. The mystery of the Incarnation is celebrated in the Eucharist with the sacramental transubstantiation of bread and wine into the body and blood of Christ. The Spanish habit of sacramental conversion in California was directed as well toward the souls of Indians as to the naming of the land. The colonial ceremony of the unfurling of the flag was second, according to Spanish discipline, to the sacred duty of the planting of the cross. Time itself was incarnate, time was measured by a sacred liturgical calendar in we still count time as distance from the event of the Incarnation ; safe arrivals did not take place on a Tuesday or a Friday, but on the feast days of saints or church holy days. Thus place names became sacred names; thus the map of California mirrors the map of heaven, and California literally becomes a version of the multifoliate rose. So many newcomers followed the Protestant trail west in the 19th Century hoping to forget, to begin again, to flee inevitability. Newcomers could be grateful that California held so few reminders of the past, and that those reminders seemed to implicate them not at all. The missions, for instance. And the holy names.

*The Spanish missions in California comprise a series of 21 religious outposts or missions established between and in today's U.S. State of California.*

Writings from the time demonstrate that the California Missions were basically west coast slavery. If he escape to reside with his relations in the independent villages, he is summoned three times to return; if he refuses, the Missionaries apply to the governor, who sends soldiers to seize him in the midst of his family and conduct him to the mission, where he is condemned to receive a certain number of lashes with the whip. Indians were not allowed to leave mission grounds without permission. Cook, who visited the missions, described women being locked up at night in unsanitary, cramped quarters: So as not to make a revolting picture, I shall bury acts of barbarity known to me through good authority, by merely saying that he must assuredly have considered whipping as meat and drink to them, for they had it morning, noon, and night. He made the wife enter another room in order to examine her private parts. She resisted him and there was a struggle between the two. Olbes ordered the guards to give her fifty lashes and lock her in the nunnery. He then ordered that a wooden doll be made like a newborn child, and ordered her to present herself in front of the church for nine days. Olbes had the husband shackled and made him wear cattle horns affixed with leather. Taking Mass at Gunpoint Ludovik Choris, an artist traveling with a Russian expedition, visited Mission San Francisco in , and described how attendance at church services was compulsory: Beachley continues, describing a similarly grisly scene inside the church: The goads were better adapted to this purpose than the whips, as they would reach a long way, and inflict a sharp puncture without making any noise. The end of the church was occupied by a guard of soldiers under arms, with fixed bayonets. Francis of Asisi, the famous saint who took a vow of poverty. Like their founder, Franciscans were obliged to take a vow of poverty. However, accounts exist of Franciscans living luxuriously in the missions, while the Indians did not share in the great wealth the vast mission lands amassed. He has his pages, alcaldes, majordomos, musicians, soldiers, gardens, ranchos, livestock, horses by he thousands, cows, bulls by the thousand, oxen, mules, asses, twelve thousand lambs, two hundred goats, etc. They abused them very much. They had bad food, bad clothing. And they made them work like slaves. I was also subject to that cruel life. The Fathers did not practice what they preached. From to , the year the missions were effectively dissolved, there were 29, births and a staggering 62, deaths. Francisco, die every year. Friar Antonio de la Concepcion Horra, assigned to lead Mission San Miguel in , wrote a letter to the Viceroy of Mexico expressing his dismay at mission life: The manner in which the Indians are treated is by far more cruel than anything I have ever read about. For any reason, however insignificant it may be, they are severely and cruelly whipped, placed in shackles, or put in stocks for days one end without receiving even a drop of water. At San Francisco, it even reached the point of crueltyâ€”I also know why they have fled. It is due to the terrible suffering they experienced from punishments and work. For example, between and , there were documented cases of Indian fugitives from Mission San Gabriel alone. A group of Saclan and Huichin Indians who had fled Mission San Francisco in were asked by Spanish officials why they had run away. Here are some of their answers, dutifully recorded by Lieutenant Jose Arguello: He testified that after his wife and daughter died, on five separate occasions Father Danti ordered him whipped because he was crying. For these reasons he fled. He testified that he left due to his hunger and because they had put him in the stocks when he was sick, on orders from the alcalde. He declared that he had no more reason for fleeing that that he went to visit his mother, who was on the other shore. He testified that he left because his mother, two brothers, and three nephews died, all of hunger. So that he would not also die of hunger, he fled. He declares that the alcalde Luis came to get him while he was feeling ill and whipped him. After that, Father Antonio hit him with a heavy cane. For those reasons, he fled. He declared the he had run away because, his son being sick, he took care of him and was therefore unable to go out to work. As a result, he was given no ration and his son died of hunger. He declared that he had gone one night to the lagoon to hunt for ducks for food. For this Father Antonio Danti ordered him stretched out and beaten. Then, the following week he was whipped again for having gone out on paseo to visit his village. Russian hunter Vassili Petrovitch Tarakanoff, who was taken prisoner by the Spanish

in , recalls witnessing the treatment of Indians who had fled their mission and were recaptured: One chief was taken out into the open field, and a young calf which had just died was skinned, and the chief was sewn into the skin while it was yet warm. He was kept tied to a stake all day, but he soon died, and they kept his corpse tied up. Diegueno Indians rebelled and burned down Mission San Diego in . Unfortunately, the plot was discovered and stopped. At her trial in , Toyupurina who is a hero to the Gabrieleno today, sort of like Joan of Arc , said to her accusers: After the Missions In , Mexico won its independence from Spain. Missions were secularized in the s. Many were cheated out of property, or lands were seized by corrupt officials. Many Indians became ranch hands on Mexican ranchos. Under Mexican, and then American rule, the Indians would continue to suffer in new and traumatic ways. Reflecting on the legacy of the missions, Friar Mariano Payeras wrote to his superiors in Mexico City in . Many California leaders, either ignorant of the truth or choosing to ignore what happened, joined in this duplicity. This myth continues today. And in Washington D. Not to mention the numerous statues of Serra at the missions themselves. It seems that, as with American history in general, California still has much reckoning to do with its real past.