



*“We help Montana businesses understand and compete in the global market place.”*

[www.mwtc.org](http://www.mwtc.org)

**June 27, 2008**

### *HAPPY BIRTHDAY, AMERICA!*

*"I pledge allegiance to the flag of the United States of America, and to the Republic for which it stands. One nation under God, indivisible, with liberty and justice for all." -- The Pledge Of Allegiance*

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### **Special Announcements**

#### **1) REHBERG SECURES \$300,000 IN FUNDING FOR MONTANA WORLD TRADE CENTER IN MISSOULA**

WASHINGTON, D.C. – Montana's Congressman, Denny Rehberg, today secured \$300,000 in funding for the Montana World Trade Center's (MWTC) Enterprise Montana Initiative, based in Missoula, in the Financial Services Appropriations Bill.

“The Montana World Trade Center has been a valuable resource for local businesses trying to sell their goods internationally,” said Rehberg, the only member of Montana's Congressional delegation on the Appropriations Committee. “These funds will help ensure the Trade Center can continue to hold trade missions as well as allow them to create new programs to expand their ability to assist Montana businesses.”

The EnterpriseMontana Initiative has brought together, for the first time in Montana, organizations and businesses in a public/private partnership to promote global trade of Montana products and services. Through trade missions, trade shows, training and advisory work, EnterpriseMontana over the past year has led to contracts and sales for Montana companies in excess of 50 million dollars.

The Montana World Trade Center will use the continuing support to aid Montana companies in working in the Canadian marketplace, particularly the Oil Sand region. Other initiatives will include, trade mission to Mexico, organizing international marketing clusters in the food/agricultural products and creative enterprises. Ongoing international business education and training programs will also continue to be offered.

“Congressman Rehberg has become a real champion of the Montana World Trade Center”, says Executive Director Arnold Sherman. “Denny understands the importance of helping small Montana Companies negotiate in the ever changing Global business environment.”

“The Trade Center has developed partnerships that work,” said Rehberg. “Expanding the global market for Montana products and services strengthens our state’s economy and that’s why I’m happy to put my weight behind the Trade Center’s efforts in anyway that I can.”

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## **Trade Missions and Trade Shows**

### **1) TRADE MISSION TO CHINA AND INDIA WITH ASSISTANT SECRETARY OF COMMERCE DAVID BOHIGIAN**

(Compliments of Nicole)

Expand your company's environmental or clean energy products or services to the dynamic markets of China and India. These two powerhouse economies are seeking to diversify energy sources to boost energy supply and reduce carbon emissions in the context of sustained economic growth. The widespread environmental degradation that has accompanied economic growth in these countries has led to unprecedented demand for technologies to control, reduce and abate pollution. Investments in the environmental and clean energy sectors in both nations will be enormous over the next 10 years, so now is the time to enter these important markets.

To help U.S. companies tap these tremendous sales opportunities, the U.S. Department of Commerce’s Environmental and Clean Energy Trade Mission will visit to these countries on September 1-12, 2008. U.S. Department of Commerce Trade Missions are a cost-effective way to meet potential business partners and government decision makers through individualized appointments with potential buyers and distributors, high level government meetings and networking opportunities, country market briefings and full logistical support.

Deadline to Apply is July 21st. Space is limited

For more details and to apply on-line, please go to: <http://export.gov/cleanenergymission/>

For more information you can also contact:

Debra Delay  
Global Environmental Team - Deputy Team Leader  
U.S. Commercial Service - U.S. Department of Commerce

[debra.delay@mail.doc.gov](mailto:debra.delay@mail.doc.gov)  
617-565-4302

or

Brian O'Hanlon  
Office of Energy and Environment  
U.S. Department of Commerce  
[Brian.OHanlon@mail.doc.gov](mailto:Brian.OHanlon@mail.doc.gov)  
202-482-3492

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## **2) TRADE MISSION TO DOMINICAN REPUBLIC, NICARAGUA, AND COSTA RICA (SEPTEMBER 29-OCTOBER 4, 2008) WITH SECRETARY GUTIERREZ**

(Compliments of Carey Hester)

Secretarial Business Development Mission to Focus on CAFTA-DR

Secretary Gutierrez will lead a U.S. business delegation to the Dominican Republic, Nicaragua and Costa Rica, September 29-October 4, 2008, to explore opportunities arising from the Central American-Dominican Republic Free Trade Agreement (CAFTA-DR). Last year, U.S. exports to the Central American and Caribbean region surpassed \$22 billion -- an impressive tally likely to increase as CAFTA-DR continues to eliminate most tariffs on U.S. exports.

When he announced the mission last week, Secretary Gutierrez stated that "CAFTA-DR is transforming the competitiveness of the Western Hemisphere in the global marketplace. Since implementation two years ago, the United States has reversed our previous trade deficit to a current trade surplus of \$3.7 billion in 2007 with the CAFTA-DR countries.

CAFTA-DR has expanded openness and transparency in the region, which has improved the trade and investment climate for U.S. companies. I look forward to leading U.S. exporters on this business development mission to the Dominican Republic, Nicaragua and Costa Rica to capitalize on the opportunities that CAFTA-DR offers to U.S. industry and agriculture."

Please spread the word about this exciting mission to your clients -- particularly, experienced exporters in sectors listed below:

- Automotive Parts and Equipment
- Computer Equipment and Peripherals
- Construction Equipment and Building Products
- Electrical Power Generation and Distribution Equipment
- Education and Training
- Food Processing and Packaging Equipment
- Hardware
- Hotel and Restaurant Equipment
- General and Household Consumer Goods
- Medical Equipment

- Optical Equipment
- Plastics
- Printing and Graphic Arts Equipment
- Security and Safety Equipment and Services
- Telecommunications Equipment and Services
- Travel and Tourism Services

The application deadline to participate in this mission is July 31, 2008.

Full details and the on-line application are available on the event website:

<http://export.gov/CAFTADRMission>

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## **Seminars, Conferences, and Workshops**

### **1) CONFERENCE IN MISSOULA (JULY 15-16): THE MONTANA BIOSCIENCE ALLIANCE**

<http://www.mtip.mt.gov/bioscience.asp>

Attention: Montana Technology Companies & Researchers

Did you get a lift from networking and presentations at the recent New Frontiers Conference in Bozeman? Did you miss out on that conference and regret not having attended?

Time to register now for the Montana BioScience Alliance Annual Meeting and Conference in Missoula on July 15 & 16. This is NOT restricted to members so take advantage of this excellent opportunity! The focus this year will be:

“The Art of Attracting Investors and Strategic Partners”

July 15th – Pre-conference events include two presentations on research funding opportunities, and an evening reception open to all participants.

July 16th – Conference events include presentations on:

- Sharpening your company focus and planning in a way that can be effectively shared with staff, partners, and investors.
- The story behind LigoCyte’s growth and recently achieved VC funding.
- A holistic guide to engaging alliances for a vast array of purposes, including mini-presentations by Montana companies on their partnering experiences.

Cost: Generous sponsorship of this conference allows it to be offered without registration fees. However, advanced registration is required as there will be a cap on total attendance.

Registration: [http://www.montanabio.org/alliance\\_registration.php](http://www.montanabio.org/alliance_registration.php)

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## 2) SEMINAR: COMPLYING WITH THE INTERNATIONAL TRAFFIC IN ARMS REGULATIONS

(ITAR)

Venues: Hawthorne/Manhattan Beach, California and The Meadows Club, Rolling Meadows, Illinois

Dates: California, July 30, 2008 and Illinois, August 13, 2008

Time: 10:30 am ET – California; 7:30 am – 5:00 pm CT - Illinois

Register:

- California <http://www.buyusa.gov/westlosangeles/itar.html>
- Illinois <http://www.buyusa.gov/midwest/227.html>

Get an overview of U.S. export controls – the players, policies, and processes. Specifically, learn about the International Traffic in Arms Regulations (ITAR) and how it affects your company. Speakers will detail key issues related to ITAR regulations and the increased enforcement of trade policies. Topics of discussion will include changes and trends at the State Department and best practices on how to successfully navigate the ITAR.

For more information contact Amy Magat at [Amy.Magat@mail.doc.gov](mailto:Amy.Magat@mail.doc.gov) for any questions regarding the California event and Robin Mugford at [Robin.Mugford@mail.doc.gov](mailto:Robin.Mugford@mail.doc.gov) for the Illinois event.

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## 3) SEMINAR IN WASHINGTON, D.C. (July 11): THE INTER-AMERICAN DEVELOPMENT BANK'S SEMINAR ON EDUCATION, HEALTH, AND SOCIAL DEVELOPMENT

We would like to invite you to the Inter-American Development Bank Group's upcoming business seminar on education, health, social protection and science and technology that will take place in the its Washington D.C. headquarters on Friday, July 11.

This two-day event will concentrate on providing information to companies and individuals on the IDB Group's efforts to support social sector development in Latin America and the Caribbean. These projects provide business opportunities for goods and services for firms of all types as well as for individual consultants.

The seminar will describe the IDB project cycle, showing how projects are initiated and developed; procedures for procurement of consulting services; and information regarding recent institutional changes at the IDB.

The seminar will cover the following topics:

- IDB's New Organizational Structure and Current Priorities -Procurement Policies and Procedures -Anti-Corruption Policies and Sanction Procedures -Social Protection (Youth at Risk, Social Safety Net and Early Childhood Development)
- Mitigating the Impact of Food Price Shock -Health (Financing Arrangement, Organization of Service Provision and Malnutrition)

- Labor Markets
- Education (Early Childhood Development, Higher Education, School to Work Transition and Information Technology)
- Information and Communication Technologies -Project Support for Technology and Innovation - Gender and Diversity Issues -Social Fund (\$60 million non-reimbursable fund for technical cooperation)

The seminar offers an excellent opportunity to hear Bank specialists discuss their upcoming and current projects. In addition, it represents a platform to network with Bank staff, firms and other institutions. The IDB is the largest multilateral provider of development financing for Latin America and the Caribbean, with cumulative lending of more than \$154 billion, offering substantial business opportunities to the private sector. The Bank has an annual lending capacity of \$8.5 billion and generates business opportunities in the form of approximately 13,000 contracts for goods and services per year. The project pipeline for the next two years includes \$2.4 billion for social investment, \$975 million for education, \$275 million for health,

\$224 million for science and technology, and \$75 million for information technology. For detailed information on the Bank and its activities, please go to: <http://www.iadb.org>

The registration fee of \$ 295 includes:

- a continental breakfast,
- a networking luncheon
- seminar sessions
- publications

A discount is available for government employees and students.

For the Agenda and Registration Form, please go to: <http://www.iadb.org/biz>.

For a list of hotels that are close to the IDB, see:  
<http://www.iadb.org/biz/hotels.cfm?language=English>

Please feel free to share this message with others who might be interested in attending.

Sincerely yours,

Hiroko Miyakawa  
Public Information Officer  
Office of External Relations  
Inter-American Development Bank  
Ph: 202-623 2652  
Fax: 202-623 1403  
Email: [hirokom@iadb.org](mailto:hirokom@iadb.org)

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**International**

## 1) USCS NEWEST MARKET OF THE MONTH: INDONESIA

Indonesia's internal growth continues to fuel consumer demand and American products and services have great appeal – as illustrated by the arrival of multiple U.S. franchises such as A&W, Starbucks, Dunkin Donuts and Serta. Growth and stability have become one of the benchmarks for market opportunities. Indonesia's steady and sharp progress in these areas means American firms can look to this populous market in Southeast Asia as an integral part of their export expansion. In addition, commercial travel and business opportunities in Indonesia are now easier and more accessible than ever. For more information visit [http://www.export.gov/articles/mom\\_indonesia.asp](http://www.export.gov/articles/mom_indonesia.asp)

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## 2) THINKING ABOUT EXPANDING YOUR INTERNATIONAL SALES? THINK INDONESIA

(USCS)

Indonesia's economic growth, populous market, and increasing stability continue to fuel strong consumer demand, and American products and services have great appeal – as illustrated by the arrival in Indonesia of multiple U.S. franchises including A&W, Starbucks, Dunkin Donuts and Serta. Companies looking to expand their international sales should look to Indonesia. Learn more about this potentially lucrative market.

Visit [https://ita.aplicor.net/CRM5\\_0/crm/marketing/RedirectUrl.ashx?linkid=d0474fa6-aa5a-47ba-8223-2d81c7a9dc14&contactid=7c683151-1912-4a72-8cb9-673ad1233a06](https://ita.aplicor.net/CRM5_0/crm/marketing/RedirectUrl.ashx?linkid=d0474fa6-aa5a-47ba-8223-2d81c7a9dc14&contactid=7c683151-1912-4a72-8cb9-673ad1233a06) [http://www.export.gov/articles/mom\\_indonesia.asp](http://www.export.gov/articles/mom_indonesia.asp).

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## 3) FITA'S FEATURED COUNTRY: EGYPT

<http://www.tpegypt.gov.eg>

Egypt has had good GDP growth in the last several years, with a high of seven percent in 2007. The government has reduced tax rates and energy subsidies, and continued a trend toward privatization that was begun decades ago. Trade figures are promising -- Egypt was 51st in the world in imports in 2007, and 63rd in exports.

If this sounds like a country you'd like to research further, a good site to visit is the [Ministry of Trade and Finance's Egyptian International Trade Point](http://www.tpegypt.gov.eg) ( <http://www.tpegypt.gov.eg> ). Here you'll find: news, success stories, trade statistics, business directories, trade leads, a calendar of trade fairs & exhibitions, market studies, economic indicators, shipping & freight information, useful sites, and lots more. There's a lot to explore at this site, and you'll find plenty of useful information.

You'll also find plenty of good research at the [Egypt Mini Portal](http://fita.org/countries/egypt.html) ( <http://fita.org/countries/egypt.html> ), a feature of the FITA Web site. The Egypt Mini Portal has an overview of Egypt, with facts about the language, currency, climate, etc., plus more specific information about the economy, markets, taxes, labor market indicators, and tips on doing business in Egypt. Click on "Useful Links" and you'll find a variety of

sources for market research, trade leads, business directories, logistics, government contacts, travel, financing, and lots more.

The Egypt Mini Portal is one of many research gateways at the FITA site. To find Mini Portals for other regions or countries, just click on "Country Profiles" from within a Mini Portal, or at the [FITTA home page](http://www.fita.org) (<http://www.fita.org>).

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#### **4) FOR A WHO'S WHO IN CHINA, GO TO CHINA VITAE**

(FITTA Newsletter)

Find China's Leaders  
<http://www.chinavitae.com>

Anyone who wants to do business in China (and these days that includes almost everybody) should know who the movers and shakers are. You can find out a lot about the people who make things run in China by going to [ChinaVitae](http://www.chinavitae.com) (<http://www.chinavitae.com>). China Vitae has a database with biographies of more than 3000 current Chinese political, military, business, academic, and media leaders. The capsule biographies show the leader's place of origin, education, work history and organizational affiliations. They're a great way to get background information on someone you may be dealing with, if you do business in China. Click on "Research Center" to search by a person's name, institution, role, or location. You can also scroll down the page and click on "Prominent Chinese Families" to get another perspective. China Vitae also lets you search for relationships among biographies, such as if two people worked at the same company at some point in their careers. Finally, there is a database which tracks the public appearances of several hundred senior Chinese officials, allowing you to follow the daily activities of these VIPs who influence Chinese policies.

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### **Requests and Opportunities**

#### **1) MISSOULA CHAMBER OF COMMERCE IS ACCEPTING NOMINATIONS FOR ANNUAL BUSINESS AWARD**

It's time to nominate Missoula businesses for the Annual Circle of Excellence Award. The Circle of Excellence Award was first presented in 1997 following a long tradition of a former award called The Champion Award. The Circle of Excellence award is the Chamber's most prestigious award given to a business, which meets high standards of community involvement and social responsibility.

Circle of Excellence Award

The criteria for the Circle of Excellence Award places primary emphasis on the following: Length of time in business, examples of time and dollars donated to the community (annually and over the past 5, 10 or 15 years), reinvestment back into the community through facility expansion or remodel,

list of organizations supported by your business over the years, volunteer involvement by employees, and any additional information you feel the selection committee should know.

Nominated Businesses are required to complete a Nomination Form (you can visit [www.missoulachamber.com](http://www.missoulachamber.com) to download a nomination form or call the Chamber at 543-6623) and gather any additional information on their business that would be helpful to the selection committee.

If your business has participated in the nomination process, we encourage you to update your information & re-submit your nomination

Nominations are due by Wednesday, July 16th at 5:00 p.m.

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## 2) MONTANA LAWMAKERS SEEK COMMENT ON CARBON SEQUESTRATION REPORT

(matr.net)

Montanans who own surface rights to land may be legally recognized as owning the underground spaces where carbon dioxide could be injected and stored, according to a draft report and legislation proposed by the Energy and Telecommunications Interim Committee (ETIC) of the Montana Legislature.

The draft report on carbon sequestration, as well as two proposed bills on the same topic, is available for public comment through July 10. Comments will be compiled and presented to the ETIC at a July 17 meeting in Helena. The committee will consider a final version of the report in September.

One of the proposed bills would establish the surface landowner as the owner of pore space that could be used to store carbon dioxide or other substances. The bill would protect existing oil and gas statutes and affirm the dominance of mineral ownership. The other proposed bill would call for a more in-depth study of geological carbon sequestration.

The report and proposed bills are available online at <http://www.leg.mt.gov/etic>. Click on July 17 under "Meeting Schedule." Copies also may be obtained from ETIC staff by calling 406-444-3078.

Comments may be submitted by email to [snowakowski@mt.gov](mailto:snowakowski@mt.gov). Please include "carbon sequestration study" in the subject line. To submit comments by mail, send to: Sonja Nowakowski, Legislative Environmental Policy Office, P.O. Box 201704, Helena, MT 59620-1704.

Geological carbon sequestration is the process of trapping carbon dioxide created during the production, processing, and burning of coal, gas, and oil at power plants and injecting it into the ground. Carbon also may be sequestered terrestrially, when trees, crops, and other plants absorb it from the atmosphere and store it as biomass.

The ETIC has dedicated a significant amount of time since the 2007 legislative session to considering a potential policy or regulatory framework as it relates to carbon sequestration in Montana. Committee members have examined specific aspects of sequestration to determine whether state law should be modified or new law considered.

The federal Environmental Protection Agency (EPA) in October announced plans to establish rules for geological sequestration. The new regulations will ensure that a permitting system for injecting carbon dioxide into the ground is consistent with the Safe Drinking Water Act, according to the EPA. The rules are expected this summer and should provide the state with additional guidance on the subject of sequestration.

Committee members believe it will be important for Montana lawmakers to closely monitor federal activity and be prepared to address during the 2011 Legislature a complete regulatory framework to guide the injection and storage of carbon dioxide.

For more information, contact Sonja Nowakowski, ETIC staffer, at 406-444-3078.

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### 3) OLYMPIC OPPORTUNITIES

#### STRATEGIC COMMUNICATIONS SERVICES

Source: BC Bid

Source URL: <http://www.2010commercecentre.com/default.aspx?content=PROCUREMENT%20OPP.&page=OpportunityDetail&op>

Published: 2008/06/16

Closing: 16:30 Pacific Time (24 days)

SC Opp. ID: 6433400

Reference #: 2008-06

Sol #: 2008-06

Ass. Docs: Yes

Organization: BC Pavilion Corporation

#### LONDON 2012: LDA\_SILVERTOWN WAY REDEVELOPMENT DEMOLITION AND REMEDIATION

Source: CompeteFor

Source URL: <http://www.2010commercecentre.com/default.aspx?content=PROCUREMENT%20OPP.&page=OpportunityDetail&op>

Published: 2008/06/16

Closing: 16:00 British Summer Time (8 days)

SC Opp. ID: 6433406

Ass. Docs: No

Organization: London Development Agency

#### LONDON 2012: GROUND INVESTIGATION SURVEY

Source: CompeteFor

Source URL: <http://www.2010commercecentre.com/default.aspx?content=PROCUREMENT%20OPP.&page=OpportunityDetail&op>

Published: 2008/06/16

Closing: 12:00 British Summer Time (3 days)

SC Opp. ID: 6433410

Reference #: 3344

Sol #: 3344

Ass. Docs: No

Organization: Olympic Delivery Authority (ODA)

## LONDON 2012: ECOLOGICAL CONSULTANCY SERVICES

Source: CompeteFor

Source <http://www.2010commercecentre.com/default.aspx?content=PROCUREMENT%20OPP.&page=OpportunityDetail&oppno>

URL:

Published:2008/06/16

Closing: 12:00 British Summer Time (3 days)

SC Opp. 6433412

ID:

Reference 3345

#:

Sol #: 3345

Ass. No

Docs:

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### 4) SEVEN NEW GRANT OPPORTUNITIES

(matr.net)

Seven New Community-Friendly Grant Opportunities have been added to the Extension website at:  
<http://extn.msu.montana.edu/CommRes/grantopps.asp>

David M. Young

Professor Community Resource Specialist Extension Service & College of Nursing

337 Culbertson Hall

P.O. Box 172230

Montana State University

Bozeman, MT 59717-2230

e-mail: [dyoung@montana.edu](mailto:dyoung@montana.edu)

weblink: <http://extn.msu.montana.edu/CommRes/index.html>

Phone: 406-994-5552

Fax: 406-994-1756

"Facilitating Community Renewal & Transformation: from Striving to Thriving"

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### 5) WTC RAMALLAH – PALESTINE CLIENT REQUEST: NEED PUMPS!

Dear Sirs,

One of our clients is interested in importing new pumps that drive the raw construction material from ground level to higher roofs in a building.

The pumped construction materials is not a mixture and does not contain water - but separate raw materials e.g. sand, base course.. .

Would appreciate disseminating the above among your members and to anybody who may have such items.

For any questions or offers, please contact us.

Bassem Nijem  
World Trade Center Ramallah - Palestine  
Tel (972-2) 242-0490  
Fax (972-2) 242-0491  
Email : wtcp@palnet.com

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## 6) **TECHNOLOGY LICENSING OPPORTUNITIES WITH MSU TECHNOLOGY TRANSFER OFFICE**

Companies interested in licensing any of these technologies should contact Nick Zelter with the MSU Technology Transfer Office at (406) 994-7868 or by email at [nzelter@montana.edu](mailto:nzelter@montana.edu) by the end of June.

Bozeman - A seed coating that can increase plants' abilities to withstand salt and a new tool for fighting cancer are two new technologies available for licensing to interested companies and entrepreneurs through Montana State University's Technology Transfer Office.

The first technology, a coating that can be applied to many species of plant seeds, can increase plants' salt tolerance, growth and yield. MSU and U.S. Geologic Survey researchers found that fungi living symbiotically with plants in stressful, high-salt conditions confer tolerances to the plants, a phenomenon the researchers call adaptive-symbiosis. By isolating these fungi, researchers substantially increased, over the course of a single growing season, a plant's tolerance for salt-levels as high as those found in seawater.

Possible applications include boosting plant growth in high-salinity environments or in places where salt levels are rising. The coating could also help increase plant growth for environmental restoration efforts.

\*\*\*\*\*

The second technology involves tumor necrosis factor therapies, potential cancer treatments that could enhance a patient's innate immunity. Developing such therapies has been limited by the scarcity and expense of compounds used to induce tumor necrosis.

However, MSU researchers have created the first synthetic small-molecules that induce tumor necrosis. In addition, these synthetics trigger a suite of defense and inflammatory responses, suggesting that the MSU technology may provide a unique opportunity for therapeutic drug design.

The molecules, which are less expensive than conventional methods for inducing tumor necrosis, can be applied to anti-cancer treatments and could help patients develop innate immunity.

To date, MSU has 142 active technology licenses. Eighty of those licenses are with Montana companies.

<http://tto.montana.edu/technologies>

Linda Brander  
Montana Department of Commerce  
Montana Technology Innovation Partnership Program (MTIP)  
301 South Park  
POB 200505  
Helena, MT 59620-0505  
Phone: (406) 841-2749  
Fax: (406) 841-2728  
[www.mtip.mt.gov](http://www.mtip.mt.gov)

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## 7) **RFP ANNOUNCED TO REVIEW STATE OF BIOMASS ENERGY AND ESTABLISH TRACKING SYSTEM**

(Small Wood News)

The U.S. Endowment for Forestry and Communities has released its fifth request for pre-proposal (RFP).

"This effort to assess 'The State of Wood-based Bio-energy/Bio-fuels Technologies and Industries in North America' expands our reach both programmatically and geographically," said Endowment President Carlton Owen. "Not only are we intent on understanding the state of the science as relates to commercial applications in conversion of wood to energy, but we are also hoping to establish a state-of-the-art system to track such use across North America," he continued.

For the first time in any of its announced initiatives, the Endowment will be joined in this project by other funding partners. Among those already committed are the U.S.D.A. Forest Service, American Forest & Paper Association and Forest Products Association of Canada. Products from the work will include a "state of the field" in terms of commercial applications of technologies on one hand and a real-time system to track the use of woody biomass as an energy raw material on the other. The RFP will be open for 30 days starting June 4, 2008.

[Click here to view full Pre-Proposal](#)

Web Site: [http://www.usendowment.org/images/RFP\\_on\\_State\\_of\\_Bio-Energy\\_6.4.08.pdf](http://www.usendowment.org/images/RFP_on_State_of_Bio-Energy_6.4.08.pdf)

Category: Forestry>Grants and Incentives

Region: All US

Ad Running: 6/4/2008-7/4/2010

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## **Other Information**

## 1) **COMMERCIAL NEWS USA: NOMINATIONS NOW OPEN FOR THE 2009 EXPORTER OF THE YEAR AWARDS**

Commercial News USA is now accepting nominations for the 2009 Exporter of the Year awards. The ThinkGlobal/Commercial News USA Exporter of the Year awards are given to one U.S. company in each of 14 industry categories. An Overall Exporter of the Year winner is also selected. If you would like to nominate a company for an Exporter of the Year Award, please use our online nomination form.

Companies may nominate themselves for the award. Use the online nomination form at:

[www.exporteroftheyear.com](http://www.exporteroftheyear.com)

Deadline for Nominations:

August 31st, 2008

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## **News**

### 1) **AFFILIATES IN THE NEWS: THE UNIVERSITY OF MONTANA SCHOOL OF BUSINESS ADMINISTRATION INTERNSHIP PROGRAM – PROGRAM OVERVIEW**

(matr.net)

The focus of the program is to provide students with meaningful work experience and to provide employers with competent people who add value to a business.

The students apply the theory they have learned in the classroom. During their experience students develop an awareness, knowledge and development of the professional and interpersonal skills and behavior needed to be effective in the workplace. They also provide the businesses with enthusiasm, excitement and a strong work ethic while they perform the many tasks that the employer needs accomplished. Employers have an opportunity to see potential future employees in the work setting and many have indicated on surveys that they are very pleased with students' work and hope they will join the company after graduation.

Our Internship Program is intended to assist students in obtaining practical business experience that will complement and enhance the traditional educational process. The experience should aid the student in the exploration of potential career opportunities and assist in clarifying his/her personal, educational, and career goals. Rob Van Driest is the Internship Director. He is assisted by Larae Hackney who coordinates the program and provides technical support.

Internship Services is the campus organizer that administers the university wide internship program. Dr. Terry Berkhouse and his staff of job developers work with both students and businesses to develop and provide internships for all university students. This office is the interface between employers and the university.

Employer - Tips and Testimonials [http://www.business.umt.edu/currents ... ps\(wmv\).asp](http://www.business.umt.edu/currents...ps(wmv).asp)

Student - Tips and Testimonials [http://www.business.umt.edu/currents ... ps\(wmv\).asp](http://www.business.umt.edu/currents...ps(wmv).asp)

[http://www.business.umt.edu/currents ... default.asp](http://www.business.umt.edu/currents...default.asp)

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## 2) MWTC IN THE NEWS: GLOBAL TRADE CERTIFICATE PROGRAM CONCLUDES SECOND SERIES OF TRAINING

MONTANA –

More than 40 individuals from a diverse group of Montana companies recently participated in the second series of the Global Trade Certificate program, which is offered by the Governor's Office of Economic Development, the Small Business Administration and the Montana World Trade Center.

Guest speakers included Assistant Secretary David M. Spooner of the International Trade Administration, Joe Tosto, an Export Administration specialist from the Bureau of the Industry and Security, Robert Straetz from the office of the European Union, and Inga Fisher Williams, a regional export finance manager from the Small Business Administration. The guest speakers, along with several other local and regional experts, presented on topics such as international business trends, managing risk, international banking and financing, legal issues and requirements, documentation, negotiations and logistics.

"We are pleased to have graduated another group of professionals from this program," said Arnie Sherman, director of The University of Montana-based MWTC. "Montana businesses play a role in global market place and this is the type of training that gives businesses and services providers an advantage when entering foreign markets."

Montana Gov. Brian Schweitzer agreed. "The Global Trade Certification program offers a significant advantage to Montana business professionals competing in today's global economy," he said. "As a state we've seen tremendous growth in our export opportunities, and this program has created a network of certified businesses that will ensure that economic growth continues for years to come."

Lynn Baker, an attorney from Great Falls, completed the training and said, "This course is an absolute 'must' for any attorney who wants to advise clients involved in import or export. This area of the law is growing by leaps and bounds and only a few Montana attorneys have the training to properly assist clients. This is exciting and practical course; I loved every minute."

The program was a three-part series held in Billings, Bozeman and Missoula. Those completing the full program will be listed as Certified Global Trade Professionals in a state directory available on the Governor's Office of Economic Development and MWTC Web sites (at <http://www.business.mt.gov> and <http://www.mwtc.org>, respectively).

Participants also received 40 hours of Continuing Professional Education credit or prorated hours for individual sessions completed. The Montana State Bar Association approved the course for nine hours of Continuing Legal Education credits.

The next series of training is slated to begin in April 2009. To learn more about the program or register for future sessions, call Nicole Hagerman at 406-243-5856.

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### 3) SOUTH KORA LIFTS BAN ON US BEEF IMPORTS

(Missouliau)

**Posted on June 25**

**By HYUNG-JIN KIM of the Associated Press**

SEOUL, South Korea - South Korea lifted a ban on U.S. beef imports Thursday, with President Lee Myung-bak urging the nation to move past a dispute that has paralyzed his government with protest over mad cow disease concerns.

The ban was lifted only after South Korea won extra safeguards for an April deal that placed few restrictions on meat shipments, prompting outrage against Lee by critics who said he made too many concessions to Washington and ignored public health concerns.

Activists have led tens of thousands in weeks of street demonstrations to protest possible health risks, despite government and U.S. assurances that American beef is safe.

Lee, who only took office in February, has replaced his top aides over the mishandling of the issue and his entire Cabinet has offered to resign.

The Public Administration Ministry issued a legal notice Thursday morning on the U.S. import agreement, the final administrative step required to allow shipments to resume, said ministry official Chang Su-wan.

Some 5,300 tons of U.S. beef, shipped earlier to South Korea but held in customs storage facilities, will be the first to undergo inspections that could start Thursday afternoon before going on sale, according to the Agriculture Ministry. Fresh U.S. beef shipments were expected to arrive in South Korea in about a month, according to media reports.

Lee, who has been humbled by the protests but recently shown increasing decisiveness in seeking to end the daily street rallies, said Thursday the country should now focus on boosting the economy in his main campaign pledge that helped him win a landslide election victory last year.

“It’s time for all of us to pull together our energies on the matter of reviving the economy,” Lee told the Cabinet, according to his office. “If this situation continues, the common people will suffer damage.”

Under the new agreement, imports to South Korea will be limited to beef from cattle younger than 30 months, believed less susceptible to mad cow disease.

U.S. beef was banned from South Korea in 2003 after the first case of mad cow disease was discovered in cattle there. South Korea had previously been the third-largest market for American beef. Limited imports were allowed last year before being again suspended.

Eating meat products contaminated with mad cow disease is linked to variant Creutzfeldt-Jakob disease, a rare and fatal human malady.

Both Seoul and Washington have repeatedly insisted that U.S. beef is safe, citing the Paris-based World

Organization for Animal Health.

Despite the latest agreement, Korean activists have vowed to keep rallying against Lee, calling for a complete renegotiation of the original April beef accord. Lee's government has rejected a renegotiation, saying it would erode the country's international credibility.

"The observation of an agreement is very important for state-to-state relations and it is very essential to maintain national credibility on the international stage," Prime Minister Han Seung-soo said at a meeting with top ruling party leaders Wednesday, according to his office.

Hundreds of labor union activists launched rallies Thursday near 17 storage facilities across the country, according to the Korean Confederation of Trade Unions. Police said they deployed riot units in response.

The demonstrations have dwindled in size since some 80,000 people gathered in central Seoul two weeks ago in the largest recent protest. On Wednesday night, about 5,000 people clashed with riot police in central Seoul after the government announced it would push ahead with the beef imports.

Waving candles and chanting anti-government slogans, protesters tried to move police buses blocking roads to the presidential Blue House. Authorities used water cannons and fire extinguishers to repel the crowds, causing some injuries on both sides.

Police said they arrested about 140 protesters on charges of assaulting riot officers and illegally occupying streets.

Opposition parties had also demanded the Lee government cancel the resumption, citing recent public surveys showing South Koreans still oppose the new rules on beef imports.

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#### **4) WESTERN UNITED STATES AGRICULTURAL TRADE ASSOCIATION NEWSLETTER**

Please visit [www.wusata.org/news/pdf/WusataNewsletterSpring08.pdf](http://www.wusata.org/news/pdf/WusataNewsletterSpring08.pdf) to review their quarterly newsletter! Don't miss out on opportunities and events available to your business!

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#### **5) EVERYTHING ABOUT CARS AT AUTOMOTOPORTAL**

(FITA Newsletter)

Guide to the Auto Industry  
<http://www.automotoportal.com>

You don't have to be a car buff to be concerned about the automobile industry, especially with the price of gas these days. That's why [AutoMotoPortal](http://www.automotoportal.com) ( <http://www.automotoportal.com> ) is a site you'll want to visit. This automotive Web portal brings you the latest automotive news from all over the world. Whether it's the U.S., European, or Asian market, there are stories and pictures here about 53 different car manufacturers and their latest products. Unlike some other automotive sites, AutoMotoPortal does not

sell cars or parts. All it provides is news and information about everything to do with the automotive industry.

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## 6) COMPANY GETS ITS TEETH INTO NEW SAWMILLING TECHNOLOGY

(Small Wood News)

Philip Hopkins

June 9, 2008

Forging innovation in the timber industry has always been Andrew Knorr's strength and now the Victorian businessman aims to sell his new technology worldwide through links with China's forestry sector.

Mr Knorr, who developed radial sawing technology at his sawmill at Yarram, south Gippsland, has signed an agreement with the Chinese Research Institute of Wood Industry (CRIWI).

This involves establishing a centre in Beijing that will showcase Mr Knorr's technology and test how well it saws timber from around the world. The deal also involves marketing the technology in China.

Russia is also on Mr Knorr's horizon, as the country with the world's largest timber resource is about to begin a major industry expansion.

The radial sawing that Mr Knorr developed at Yarram creates weatherboards with a "wavy", striking style. It has been used in the Eltham library and the TAFE Forestech Centre at Lakes Entrance.

Mr Knorr said, as at Yarram, the latest version of the radial technology used more of the timber in a log, particularly smaller logs, thus reducing waste.

"But it is far more advanced. It creates lots of different patterns and options," he said.

Mr Knorr sold his Yarram mill to partner Chris McEvoy a few years ago to concentrate on developing the radial technology. He formed Radial Corporation, an unlisted public company now working to raise money to realise its plans. It is based at Traralgon in the Latrobe Valley.

Trish Caswell, former head of the Victorian Association of Forest Industries and the Australian Conservation Foundation, is chairman.

The new developments include radial back-and quarter sawing. Independent assessment of radial technology by Invetech, funded by a federal grant, found that radial backsawing increased the volume and value of sawn timber by 20%. Mr Knorr said the CSIRO confirmed the findings. Invetech valued radial technology at \$5.3 million.

Mr Knorr said the 20% increase meant, for example, that mills with a 40% recovery rate on sawing logs would now get 48% recovery. "That figure is very conservative," he said.

Mr Knorr said the extra sawn timber would make sawmills more profitable and enable them to recover machinery costs.

Radial has registered patents on the technology in North America, Brazil, Argentina, Europe, Russia, South Africa, China and India.

Obtaining royalties from the patents is the cornerstone of the company strategy. Other profit will come from supplying and distributing the radial machines, timber marketing and carbon sequestration once emissions trading gets started.

Mr Knorr said he was confident that Radial's intellectual property was safe.

"China is in the World Trade Organisation and has a commitment to make patents work," he said. "But our model is not dependent on the patent succeeding in China."

The initial aim is to have a radial machine made in the Latrobe Valley and shipped to China for testing.

Mr Knorr said the world timber industry was on the brink of big changes. Russia could possibly overtake Canada as a major producer.

It had placed export taxes on logs to encourage domestic production, and this would affect China, which would start investing in Russia. This potentially opened the door for Radial's technology, he said.

Radial aims to raise \$500,000 and \$1 million in two offers through the Australian Small Scale Offer Board.

"Once we get initial investment, we can build the machines and people can see what we can do," he said.

<http://www.radialtimber.com>

<http://www.assob.com.au>

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## **7) THE USA BIOMASS POWER PRODUCERS ALLIANCE (USBPPA) ANNOUNCES THE LAUNCH OF THEIR NEW WEBSITE**

(Small Wood News)

The Alliance represents 80 biomass-fueled power plants across sixteen states. USA Biomass members are the plant owners and operators whose fuels come from the forestry, agricultural, and urban wood waste sectors. The new website is [www.usabiomass.org](http://www.usabiomass.org)

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## **8) WORLDWIDE TRADE OF WOOD PELLETS REACHED A RECORD THREE MILLION TONS IN 2007**

(Small Wood News)

Wood Resources International  
2008-06-06 05:35

One of the most interesting developments in global commerce of wood raw-material in recent years has been the substantial increase in the trade of wood for energy generation. Much of the increase in shipments is the result of policies implemented by European governments to generate more green energy based on renewable resources as a substitute for fossil fuels. Bi-products from sawmills have historically been the most commonly used wood fiber source for energy generation but because of higher demand for renewable energy and increasing costs for fossil fuels, it has increasingly become possible for power plants to also utilize higher-cost forest waste such as tree tops, branches and smaller trees.

Global trade of woody biomass was just over 11 million tons in 2007, up from 5.6 million tons in 2003 (included in this category is wood for energy and a smaller share of sawmill bi-products used for the manufacturing of wood panels). The major trade flows have been within the European continent and between Canada and Western European countries. Trade of wood pellets, which account for a large share of biomass trade, reached a record of over three million tons in 2007.

The largest exporter of biomass in 2007 was Germany, which exported 1.4 million tons to neighboring Austria, the Netherlands, Belgium and Italy. Canada exported 1.3 million tons of which an estimated 600,000 tons were wood pellets for the European market. Most of the overseas volume was shipped from British Columbia to Belgium, the Netherlands and Sweden, this despite the seemingly prohibitively costly 15,000-kilometer journey from the Interior of British Columbia to the European market. This situation can be explained by the currently low costs for raw-material (shavings and sawdust) in Canada and the high prices for wood pellets in Europe.

The rapid expansion in global trade of biomass is likely to continue over the next 3-5 years as more countries are favoring renewable energy and local, relatively-inexpensive supplies of biomass are reaching their limits. The question is: how long will the expansion of the overseas water-borne transportation continue to grow, considering the high costs of oil and the paradox of consuming large quantities of low-refined heavy fuel oils for the shipments of green energy to European customers.

Global pulpwood and sawlog market updates are included in the 50-page publication Wood Resource Quarterly. The report, established in 1988 and with readers in over 20 countries, tracks wood prices in most regions around the world and also includes regular updates of international pulp, lumber and biomass markets.

Contact Information

Wood Resources International  
Hakan Ekstrom  
info@wri-ltd.com  
[www.woodprices.com](http://www.woodprices.com)

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## 9) A BULL MARKET SEES THE WORST SPECULATORS

(NY Times)

By Diana B. Henriques

In Washington, financial speculators have fat targets on their backs.

They are being blamed for high gas prices, soaring grocery bills and volatile commodity markets, and lawmakers are lashing out at market regulators for not cracking down on them more vigorously.

“You study it, but you don’t act against this incredible increase in speculation,” Senator [Carl Levin](#), Democrat of Michigan, complained to a senior official of the [Commodity Futures Trading Commission](#) at a recent Senate hearing. “Unless the C.F.T.C. is going to act against speculation, we don’t have a cop on the beat.”

Just this week, Senator [Joseph I. Lieberman](#), the Connecticut independent, said he was working on a proposal to ban large institutional investors from the commodity markets entirely. The same day, the Bush administration endorsed another Senate proposal to create a new federal interagency task force to investigate commodity speculation. At least four public hearings have explored the topic in just the last two months, and Senator Lieberman will hold another session on June 24.

Although it is common in tough financial times to blame the speculators, this escalating hostility toward them is starting to worry people with years of knowledge about how commodity markets work. Because without speculators, they say, these markets do not work at all.

Speculators, people willing to risk their capital in search of high profits, are central to healthy commodity markets, they say, and broad-brush restrictions on them could damage markets that are already under pressure from rising global demand for food and fuel.

Even in Washington, there is widespread agreement that no single factor is responsible for rising food and energy prices. The hungry, high-growth economies of India and China are fundamentally affecting worldwide demand, while uncooperative weather and government policies on trade and ethanol are among the many factors affecting supply.

Commodities, priced in American dollars, tend to rise in price as the dollar weakens, making commodities a popular haven for investors fearful of inflation.

But beneath all these external factors is the simple seesaw of the marketplace: For every person who buys oil at \$130 a barrel, there must be another person willing to sell at that price — and, odds are, at least one of them will be a speculator.

Before it was a Beltway epithet, “speculator” was simply a type of trader in the commodity futures markets. Unlike hedgers — the farmers, miners, refineries and other commercial interests that actually make or use the commodities themselves — the speculators, like day traders in the stock market, are simply trying to profit from changing prices.

Some speculators follow market trends, buying as prices rise and driving them higher. But others buy when they think prices have fallen too low, sell when they see prices as too high or place bets that pay off only when prices fall.

The more money that speculators are willing to put to work in the market, the more liquid it is and the easier it is to buy and sell without causing big ripples in prices.

Any trader, speculator or hedger can try to manipulate markets, of course. But with tempers rising along with food and fuel prices, some market scholars are concerned that speculation, the legal pursuit of market profits, is becoming a synonym for manipulation — secret and collusive trading activity aimed at deliberately moving prices to produce illegal profits.

As political pressure has grown, regulators have stepped up their demands for more detailed trading information from commodity exchanges, to improve their ability to monitor trading.

In a statement this week, Walter Lukken, the C.F.T.C. chairman, said the commission was determined to see that commodity prices were set “by the fundamental forces of supply and demand, rather than by abusive or manipulative practices.”

The commodity market has seen its share of manipulation scandals — allegations that executives at J. R. Simplot had tried to fix the Maine potato market in 1976, allegations that the Hunt family of Texas had manipulated the silver market in 1979 and, just last year, BP’s settlement of federal charges that it had manipulated propane prices.

Certainly, there have been unusual price spikes in commodity markets, like the short, sharp roller-coaster ride that hit the cotton market in early March and the more recent gyrations in the oil markets that have alarmed some market participants.

While commodity market regulators regularly look for manipulative behavior, the C.F.T.C. took the unusual step in recent weeks of publicly confirming that it was conducting investigations looking for illegal activity in both the energy and agricultural markets.

“Concern about manipulation is not misplaced,” said Patrick Westhoff, an economist at the [University of Missouri](#)’s Food and Agricultural Policy Research Institute. “But speculation doesn’t equal manipulation, and I am concerned that there’s been a confusion between the two concepts.”

The stage of the speculation that is alarming Washington is the commodity futures market, which trades a financial derivative called a futures contract, an agreement for the future delivery of a fixed amount of a commodity at a certain price. The prices at which these futures contracts change hands are the benchmark for pricing commodities around the world.

In essence, speculators are the only voluntary players in the commodity futures markets. They could use their billions to dabble in currency markets or buy distressed real estate or pile up Treasury bonds. But farmers, miners, oil producers and all the other players engaged in commodity production and consumption — the so-called commercial players — pretty much have to be there. There just are not many other places they can hedge the price risks that arise in their commodity-based businesses. So speculators become the ballast in the market, making the contrary trades, taking on the risks the hedgers want to shed, reacting quickly when news jolts the markets and, most important, creating liquidity by pouring in enough money to allow everyone to make very large trades quickly without causing wild price swings.

Liquidity is, in effect, the hostess gift that speculators bring to every market party, and without the capital poured into energy markets by institutional investors, prices may well be far higher and more volatile than they are, said Philip K. Verleger Jr., an economist and energy policy consultant who testifies frequently before Congress on energy issues.

In the last five years, hundreds of billions of dollars have flowed into the commodity futures markets, both from traditional institutions — hedge funds, pension funds and investment bank trading desks, for example — and from the newer commodity-linked index funds and exchange traded funds, which track various commodity market indexes.

Mr. Verleger said he strongly disagrees with the view that these new speculators are pushing up the price of oil and other commodities. “In fact, they have at a minimum reduced price volatility and quite possibly contributed to a lower price level than would have been obtained had they been barred from the commodity markets,” he said.

Paul Horsnell, a managing director and head of commodity research at [Barclays](#) Capital in London, said he believes that Washington’s hostility reflects, in part, a misunderstanding of the strategy used by many of the new investors.

Critics — including Michael W. Masters, a portfolio manager whose testimony last month in Washington was praised by Senator Lieberman — complain that these new investors are piling in only on the buy side, thereby tilting the market toward higher prices.

The actual picture is more complex, Mr. Horsnell said. Many institutional investors constantly adjust their positions to maintain a fixed percentage of their portfolio in commodities, he said.

Thus, a pension fund that wants to put no more than 2 percent of its assets in commodities will have to sell some of its stake when its value rises above that percentage limit.

So, as in other markets, these investors “are stabilizing forces because when the asset goes up in value, they sell some to put their portfolios back into balance,” he said. But the sheer size of the money flowing into commodity futures has become the most important fact about it.

According to Barclays research, about \$200 billion in managed assets was invested in commodities at the end of 2007 — up from barely measurable levels just seven years ago. Latest estimates suggest that figure rose to \$230 billion in the first four months of this year, but at least half of that growth came from rising commodity prices, not new money flowing in, Mr. Horsnell said.

He said that this entire investment stake is dwarfed by the amount of money invested in, say, ExxonMobil. But the commodity markets are much smaller than the equities markets, and this flood of new capital is a once-in-a-lifetime occurrence.

“Speculators have seized control of these markets,” Senator Levin said.

Lawmakers know that markets need speculators, the senator said, but are using “speculation” simply as shorthand for their real target of concern, which is “excessive speculation.”

But while federal law orders commodity market regulators to prevent “excessive speculation,” the law does not define the term — and neither has Congress. “That’s what regulators are for,” Senator Levin said. “It’s up to them to put some flesh on that term.”

Senator Lieberman disagreed, saying Congress must clarify the standard for regulators to enforce. America must not hang a sign on its commodity markets saying, “no speculators allowed,” he said. “There is a difference between speculation and excessive speculation.”

But Congress has to “define and legislate that definition better,” he added. “We can’t just say, as Justice Potter Stewart once said of pornography, that we know it when we see it.”

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## **10) NATIONAL DIALOGUE ON ENTREPRENEURSHIP SUMMER BOOK ISSUE: NOTABLE BOOKS FOR THOSE WITH AN INTEREST IN THE ENTREPRENEURIAL ECONOMY**

The New Age of Innovation: Driving Cocreated Value Through Global Networks  
C.K. Prahalad and M.S. Krishnan (McGraw Hill, 2008)

Prahalad is best known for his book, *The Fortune at the Bottom of the Pyramid*, which delineates the power of new markets among the poor in emerging economies. Krishnan is an expert in information technologies and strategies. They are good team to write a book about how innovation now requires an ability to access the best talent and resources located anywhere in the world. Fortunately, this book goes beyond the commonplace assertion that business competition is now global. It also delineates strategies and models for how firms can respond to these changes in the processes of innovation and value creation.

Awakening the Entrepreneur Within: How Ordinary People Can Create Extraordinary Companies  
Michael E. Gerber (Collins, 2008)

Many entrepreneurs consider Gerber to be their “guru” of entrepreneurship. His E-Myth books are very popular, and have served to inspire countless entrepreneurs. *Awakening the Entrepreneur Within* doesn’t contain a lot of new insights when compared to Gerber’s previous books. It does contain a heavier emphasis on finding meaning and fulfilling one’s dreams through entrepreneurship. And, it also contains many of Gerber’s useful suggestions for turning your ideas into a viable business.

Vermeer’s Hat: The Seventeenth Century and the Dawn of the Global World  
Timothy Brook (Bloomsbury Press, 2007)

You may be wondering how a book about Vermeer makes it on a listing of books about innovation and entrepreneurship. In this fascinating book, Brook uses the subjects and objects of Vermeer’s paintings to provide history of the development of global capitalism. Vermeer’s rise paralleled the Netherlands’ rise as a major economic force, and Brook tells these stories by tracing the emergence of trade in new products like tobacco, porcelain, and furs.

A Future of Good Jobs?: America’s Challenge in the Global Economy  
Timothy J. Bartik and Susan N. Houseman (eds.) (W.E. Upjohn Institute for Employment Research, 2008)

This excellent edited volume should be required reading for anybody who is grappling with today's economic conundrums of rising inequality, increased global competition and a fraying social safety net. The chapters here assess how and why these challenges have emerged, and, more importantly, they offer specific and feasible solutions in key areas such as retraining those affected by corporate downsizing, improving the skills of low wage workers, and creating an affordable health care system that serves all.

*Creative Capital: Georges Doriot and the Birth of Venture Capital*  
Spencer E. Ante (Harvard Business School Press, 2008)

It often seems like the venture capital industry has been around forever, but, in reality, someone had to invent it. That someone was French business professor and investor Georges Doriot, and his achievement occurred not too long ago. Beginning in 1946, Doriot and his firm, American Research and Development Corporation, virtually created the modern model of the venture capital firm. This well-written biography examines Doriot's life and his impact on the world of business finance.

*The Big Switch: Rewiring the World, from Edison to Google*  
Nicholas Carr (W.W. Norton, 2008)

A few years ago, Nicholas Carr made a name for himself by claiming that "IT didn't matter." In his view, information technology was becoming a commodity that would not offer a sustainable strategic advantage to specific companies or sectors. Carr seeks to understand the future trajectory of the IT industry by examining the history of an earlier technology---electrification. He argues that we are entering the era of "utility computing," where IT services are offered on a centralized grid model. Carr also teases out some of the implications of this shift, from increasing concerns about privacy to potentially reduced job security for content producers like writers, photographers, and editors.

*Who's Your City? How the Creative Economy is Making Where to Live the Most Important Decision of Your Life*  
Richard Florida (Basic Books, 2008)

This volume builds on Florida's previous claims for the importance of the creative class as a driver of regional innovation and prosperity. *Who's Your City?* argues that the world is not flat. It is spiky, as talented individuals seek to live near other talented individuals. These agglomerations are and will become the world's innovation hotspots. Regions that lack key ingredients, such as openness and strong technology sectors, may face difficult economic challenges in the future. The book combines an academic analysis of regional economic trends with some how-to-guides such as ten-step process for deciding where to move for the best job and career opportunities.

*Groundswell: Winning in a World Transformed by Social Technologies*  
Charlene Li and Josh Bernoff (Harvard Business School Press, 2008)

We are regularly told that Web 2.0 technologies, embodied in companies like Facebook, blogs, and social networks, are going to change the world of business. But, what does that really mean in practice? *Groundswell*, written by two Forrester analysts, seeks to provide some guidance. The book targets business leaders who hope to tap into the "groundswell" to better understand their customers and markets. It includes numerous case studies of how firms have used "social technographics" to build better links to key customers.

Billions of Entrepreneurs: How China and India are Reshaping Their Futures and Yours  
Tarun Khanna (Harvard Business School Press, 2008)

This is another in what seems to be a cottage industry of books detailing the rise of India and China. Despite the title, the book does not really focus on the region's entrepreneurs. Instead, Khanna provides us with a review of the culture and history of both countries. And, since he is a business school professor, his work is heavy---and enlightening---on what these trends may mean for business.

The Illusions of Entrepreneurship: The Costly Myths That Entrepreneurs, Investors, and Policy Makers Live By  
Scott A. Shane (Yale University Press, 2008)

There are a lot of myths and illusions about entrepreneurship, and we do try to knock them down and share the real facts with our readers. This book from Case Western University professor Scott Shane does a great job on this front. Shane offers a well-written and engaging guide to the real world of entrepreneurship. As he notes, most entrepreneurs start with limited funds, don't use venture capital, and, unfortunately, often don't make a lot of money. Shane has also developed [a quick quiz](#) to test your entrepreneurship knowledge.

Bounce!: Failure, Resiliency, and Confidence to Achieve Your Next Great Success  
Barry J. Moltz (Wiley, 2008)

Many of the most successful entrepreneurs and inventors can point back to a lot of failures and wrong turns along the way. The secret to success is not failure avoidance, but the ability to bounce back from failures, i.e. what optimists would call learning moments. Bounce! offers lots of useful tips on how to bounce back from setbacks and move on to create future success.

Birthing the Elephant: A Woman's Go-For-It Guide to Overcoming the Big Challenges of Launching a Business  
Karen Abarbanel and Bruce Freeman (Ten Speed Press, 2008)

Birthing an elephant is perhaps not the most attractive image or metaphor, but it does capture the magnitude and challenges of starting a new venture. Birthing the Elephant is a step-by-step guide for women (and men) who are thinking about taking the leap into entrepreneurship. Think of it as a coaching manual with lots of checklists, case studies, and a handy resource guide.

Talent on Demand: Managing Talent in an Age of Uncertainty  
Peter Cappelli (Harvard Business School Press, 2008)

Wharton's Peter Cappelli is one of the most innovative thinkers and writers about how workforce issues have been transformed in the modern globalized economy. In Talent on Demand, he builds on the metaphor of supply chain management. Managing talent is becoming much like managing a manufacturer's supply chain. Future projects will amass talent from around the globe. These teams will share their relevant expertise, complete their task or mission, and move onto new projects. Future corporate success will depend on the ability of managers to identify, nurture, and manage this global talent supply chain.

Here Comes Everybody: The Power of Organizing Without Organizations

Clay Shirky (The Penguin Press HC, 2008)

Consultant and NYU professor Shirky offers another take on what the world of Web. 2.0 means for individuals and businesses. He contends that the real strength of Web 2.0 is that it allows people to organize seamlessly. This means that social networks will become a more important part of our lives. Shirky helps explain why some networks stick, and why others collapse. He provides lots of anecdotes of cases where collaboration has prospered (e.g. Wikipedia) and others where Shirky contends it hasn't achieved its full potential (e.g. MoveOn.org).

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## 11) EMERGING R&D CENTERS IN CHINA AND INDIA

(National Dialogue on Entrepreneurship)

New research sponsored by the Kauffman Foundation depicts the rise of China and India as emerging powers in pharmaceuticals research and development. The study is the first in a series of reports examining the implications of the rapid globalization of innovation. It is based on interviews with leading Chinese and Indian executives who note that R&D globalization is occurring much faster than many people realize. Leading Big Pharma firms, like Merck and Eli Lilly, now have a heavy reliance on Indian and Chinese partners for high value R&D. The researchers conclude that it is too early to determine whether India and China will become major sources of new drugs. Local firms lack capital and distribution channels and are thus heavily reliant on partnerships with existing global market leaders. However, both countries are making impressive strides in pharmaceutical R&D and will likely be major industry players in the future.

Download the June 2008 Kauffman Foundation report, [The Globalization of Innovation: Pharmaceuticals, Can China and India Cure the Global Pharmaceuticals Market?](#), by Vivek Wadha.

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## 12) NATIONAL INNOVATION FOUNDATION BILL INTRODUCED

(National Dialogue on Entrepreneurship)

Earlier this year, researchers from the Information Technology and Innovation Foundation and the Brookings Institution proposed the creation of a new National Innovation Foundation. Their concepts have now made their way into legislation thanks to Senators Susan Collins (R-ME) and Hillary Clinton (D-NY). Their bill, S. 3078, the National Innovation and Job Creation Act of 2008, would create a new National Innovation Foundation that would include parts of the National Science Foundation, the National Institute of Standards and Technology, and the Department of Labor's WIRED (Workforce Innovation in Regional Economic Development) program. This new agency would serve as the Cabinet's key leader in terms of promoting and implementing innovation policies. The bill also proposes to create a new \$350 million program to fund cluster-based economic development strategies created at the state and regional level.

To learn more about S. 3078, the National Innovation and Job Creation Act of 2008, visit the [Library of Congress' THOMAS website](#).

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### 13) THE STATE OF BIOTECH 2008

(National Dialogue on Entrepreneurship)

Last week's big Biotechnology Industry Organization (BIO) in San Diego was also the site of the release of several new reports looking at biotech and other technology-related industries. Along with Battelle and SSTI, BIO released its latest annual review of state bioscience initiatives. Overall, the study finds that the biotechnology sector continues to be an important asset for state economies. The industry employed 1.3 million people in 2006. These jobs are quality jobs—paying an average of \$71,000 per year (about \$29,000 more than the national average)—and have led many states to create targeted biotechnology programs to nurture the industry. Nearly half of all states devote funds to biotechnology research and a similar number have funded assessments of the industry's workforce needs. Even more (39) are providing some form of tax credits, ranging from R&D tax credits to allowances to carry forward Net Operating Losses. The report includes a useful compendium of key biotech statistics for all 50 states, plus the District of Columbia and Puerto Rico.

Download the 2008 report, [Technology, Talent and Capital: State Bioscience Initiatives 2008](#), by Battelle, SSTI, and BIO.

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### 14) MILKEN STATE SCIENCE AND TECHNOLOGY INDEX

(National Dialogue on Entrepreneurship)

The BIO conference was also a site for the release of the latest Milken Institute State Science and Technology Index. Last completed in 2004, the Milken index ranks states on five broad categories of performance: R&D inputs, Risk Capital and Entrepreneurial Infrastructure, Human Capital Investment, Technology and Science Workforce, and Technology Concentration and Dynamism. Based on these categories, Massachusetts ranks as the top US state in terms of technology development and infrastructure, retaining its "title" from the 2004 Index. Others in the top ten include (in rank order): Maryland, Colorado, California, Washington, Virginia, Connecticut, Utah, New Hampshire, and Rhode Island. When considering trends since the last report in 2004, the report's authors cite the growing state and global competition for technology industries. States that improved their performance on the 2008 index had made a major commitment of resources to developing human capital and investing in science and technology assets. North Dakota is something of a "poster child" for this approach as its ranking jumped fourteen places thank in part to big investments in a statewide Centers of Excellence program initiated in 2004.

Download the [2008 Milken Institute State Science and Technology Index](#), by Ross DeVol and Anita Charuworn, with Soojung Kim. Registration is required.

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## 15) NFIB YOUNG ENTREPRENEURS OF THE YEAR

(National Dialogue on Entrepreneurship)

The National Federation of Independent Business (NFIB) Young Entrepreneur Foundation has recently announced the winners of its 2008 Young Entrepreneur of the Year awards. This year's winner is Peter Crabtree of Kingston, WA. His firm, CBC Chocolates, was started when he was 15 and hoping to help pay for his college education. His prize of a \$10,000 scholarship will also help on that front. Runners-up include Jim Cerenzie (Spanish Fork, UT), John Kirkpatrick (Beckley, WV), Eric Knudson (Boyds, MD), and Jacob Lindemann (Manitowoc, WI).

To learn more about the National Federation of Independent Business (NFIB) Young Entrepreneur Foundation [2008 Young Entrepreneur of the Year](#) awards.

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## 16) STRENGTHENING AMERICA'S METROPOLITAN AREAS

(National Dialogue on Entrepreneurship)

For the past year, the Brookings Institution has been publishing a series of reports on the issues facing America's metropolitan areas. Earlier this month, it sponsored The Summit for American Prosperity, an event to formally launch the policy phase of The Blueprint for American Prosperity. This latter initiative is designed to provide policy guidance to Federal policymakers with the goal of reinvigorating Federal programs designed to assist metro areas. The Summit included presentations from leading thinkers and policy makers such as Pennsylvania Governor Ed Rendell, Seattle Mayor Greg Nickels, and Philadelphia Mayor Michael Nutter. As part of this event, a series of publications were released. These include proposals for a new Federal-metro partnership, a plan to reduce metro area carbon emissions, and new strategies for rethinking US transportation policies.

Learn more about [The Summit for American Prosperity](#) and view related reports and presentations

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## 17) DESPITE IRISH VOTE, THE EURO REMAINS TORN

(NY Times)

By MARK LANDLER

FRANKFURT — Ireland's rejection of the Lisbon Treaty has plunged Europe into a familiar bout of hand-wringing about the future of its grand experiment in political and economic integration.

But the angst has not spilled into the currency markets, where the euro — perhaps the most tangible symbol of European unity — rose against the dollar Monday, the first full day of trading since the results of the Irish vote were announced.

That is a marked change from three years ago, when the rejection of a proposed European constitution by France and the Netherlands deeply rattled the euro. At that time, some experts questioned whether the currency could survive without a more unified Europe.

Few people are saying that today, a testimony not only to the resilience of the euro but also to a widening belief that the [European monetary union](#) can function without an accompanying political union.

“Any poll in Ireland would show massive support for the euro, but not for political integration,” said Philip R. Lane, professor of international macroeconomics at Trinity College in Dublin. “The question is, do you need political integration for a functioning monetary union?”

The answer, for the most part, is no, said Professor Lane, adding that “monetary policy is essentially a technical exercise, when delegated to an independent central bank.”

As a practical matter, the Lisbon Treaty would have little effect on the monetary union. It is mainly intended to streamline the [European Union](#)’s balky bureaucracy, though it would also install a full-time president and more powerful foreign-policy chief.

One area where the treaty impinges on economics is in formalizing the role of the Euro Group, finance ministers from countries that use the euro. But these ministers meet anyway; the group’s president, Prime Minister Jean-Claude Juncker of Luxembourg, suggested that countries still keen on political union could form a “Club of the Few.”

Certainly, political stalemate has not tarnished the euro so far. Since the rejection of the constitution by France and the Netherlands in 2005, the currency has risen 23 percent against the dollar, becoming an attractive alternative for bond traders and central bankers.

Europe’s leaders, in celebrating the 10th anniversary of the monetary union this month, glossed over the fact that the euro had done little to hasten political integration in Europe — never mind that its founders once viewed that as one of the collateral benefits of a common currency.

These days, the euro’s stewards at the [European Central Bank](#) are more worried about soaring oil prices, which is fueling inflation and sowing unrest among truckers and fishermen from Spain to Scotland. If anything, after six years of appreciation against the dollar, the euro has grown too strong for many here, not least exporters of French wine, German luxury cars and Italian shoes.

“Most people in euroland would be happy to see the euro go down by 5 percent or 10 percent,” said Daniel Gros, the director of the Center for European Policy Studies in Brussels.

Mr. Gros said Ireland’s rejection of the Lisbon Treaty would have less of an effect on the currency than the French and Dutch votes because they symbolized a more sweeping repudiation of free-market policies. “The French were saying, ‘we need more protection, give us more protection,’ ” he said.

The Irish vote, Mr. Gros said, was primarily a reaction to the treaty itself, a dense 277-page document with little seeming relevance to ordinary people. At a time when the Irish real estate market is collapsing, it was easy for opponents to exploit the fears of an anxious electorate.

Professor Lane said many Irish people worry about [immigration](#), which increases competition for scarce jobs. They also believe that Brussels is seeking to usurp Dublin's power in levying taxes.

Ireland is the only country to put the Lisbon Treaty to a referendum, as its law requires. The other 26 countries in the European Union are considering it through their legislatures and executives, and 18 have approved it so far.

The charter must be ratified by all 27 European Union member states before it can take effect as planned on Jan. 1, 2009.

Ireland may end up as the big loser from the vote, according to experts. Politically isolated from the rest of Europe, it will have to cope with its housing problems, at a time when the European Central Bank is likely to raise, not lower, interest rates, as it tries to control inflation.

With the German and French economies still resilient, Ireland is likely to find little sympathy on the Continent. But these deepening differences within Europe could still pose a long-term threat to the euro, said Paul De Grauwe, a Belgian specialist on the currency.

"In the very long run, a monetary union must be embedded in a political union," said Mr. De Grauwe, a professor of economics at the Catholic University of Leuven. "Sometimes there are shocks that are so strong that without a close political union, it can lead to a breakup."

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## 18) BOOMING, CHINA FAULTS U.S. POLICY ON ECONOMY

(NY Times)

By EDWARD WONG

BEIJING — Not long ago, Chinese officials sat across conference tables from American officials and got an earful.

The Americans scolded the Chinese on mismanaging their economy, from state subsidies to foreign investment regulations to the valuation of their currency. Your economic system, the Americans strongly implied, should look a lot more like ours.

But in recent weeks, the fingers have been wagging in the other direction. Senior Chinese officials are publicly and loudly rebuking the Americans on their handling of the economy and defending their own more assertive style of regulation.

Chinese officials seem to be galled by the apparent hypocrisy of Americans telling them what to do while the American economy is at best stagnant. China, on the other hand, has maintained its feverish growth.

Some officials are promoting a Chinese style of economic management that they suggest serves developing countries better than the American model, in much the same way they argue that they are in no hurry to copy American-style multiparty democracy.

In the last six weeks alone, a senior banking regulator blamed Washington's "warped conception" of market regulation for the subprime mortgage crisis that is rattling the world economy; the Chinese envoy to the [World Trade Organization](#) called on the United States to halt the dollar's unchecked depreciation before the slide further worsens soaring oil and [food prices](#); and Chinese agencies denounced a federal committee charged with vetting foreign investments in the United States, saying the Americans were showing "hostility" and a "discriminatory attitude," not least toward the Chinese.

All this reflects a brash new sense of self-confidence on the part of the Chinese. China seems to feel unusually bold before the Summer Olympics, seen here as a curtain raiser for the nation's ascent to pre-eminence in the world. The devastating [earthquake](#) last month helped by turning world sympathy toward China and dampening criticism of its handling of Tibet.

The Chinese attitude is no doubt bolstered by the lame-duck status of the Bush administration and by the fact that the United States is widely seen as having squandered its political and military leadership during the war in Iraq, which China opposed. Likewise, Chinese officials and state news media have suggested that the relatively quick mobilization of the Chinese Army during the recent earthquake in Sichuan Province contrasts favorably with the Bush administration's reaction to [Hurricane Katrina](#).

The aggressive stand comes at an inopportune moment for the White House. Treasury Secretary [Henry M. Paulson Jr.](#) and other cabinet members are to meet with Chinese officials in Annapolis, Md., on Tuesday in the latest round of semiannual economic talks. The Americans have a laundry list of complaints, among them that the Chinese use regulations to favor domestic companies over foreign rivals and that Beijing does too little to police the theft of copyrights and patents held by Western companies.

The United States is also pressing China to address concerns about the safety of food and drugs it exports.

But China has its own list of grievances, topped by management of the dollar and restrictions on foreign investment in the United States. And the Americans could find themselves with little negotiating leverage.

"U.S. credibility and the credibility of U.S. financial markets is zero everywhere in the world," said [Joseph E. Stiglitz](#), a professor of economics at [Columbia University](#) who has sharply criticized the Bush administration and praised China's economic management in the past. "Anybody looking at this from the outside says, 'There's been a lot of hot air coming out of the U.S., so why should we listen to these guys when they didn't know how to manage risk?'"

Here in China, economic observers are noting that the Chinese posture toward the Americans has decidedly shifted.

"This time, the Chinese side is trying to change its attitude to be more active, to be more aggressive, to balance the two sides," said Song Hongbing, author of "The Currency War," a best-selling if conspiratorial book on the American economy. "They just started to change their attitude for the future."

Chinese officials are expressing their disdain in forums around the world. Last month, Liu Mingkang, the chairman of the China Banking Regulatory Commission, delivered a lecture at the [British Museum](#) in London in which he blamed the American government for the subprime mortgage crisis that came close

to freezing Western debt markets and required extensive intervention by the Federal Reserve. The turmoil, he said, was “counteracting the course of global civilization.”

“Does moneymaking or doing business justify the regulators in ignoring their duty for prudential supervision and their job of preventing misbehavior?” he said.

One of Mr. Liu’s colleagues, Liao Min, told the newspaper *The Financial Times* in late May that the “Western consensus on the relation between the market and the government should be reviewed.” “In practice, they tend to overestimate the power of the market and overlook the regulatory role of the government, and this warped conception is at the root of the subprime crisis,” said Mr. Liao, director general of the commission.

China is grappling with its share of economic problems, including high inflation. But it has reasons to feel optimistic.

Some economists say it has improved its state-owned banking system by writing off bad debt and overhauling management even as it rejected American pressure to privatize banks and allow unfettered competition in the financial sector. Its financial system is more tightly regulated and less dynamic than the American one, but also more stable, Chinese economists argue.

On currency management, China has been under heavy pressure to raise the value of the renminbi, which foreign critics say is maintained at an artificially low level to make Chinese exports less expensive. So far, China has managed to walk a tightrope. It has allowed the renminbi to increase in value against the dollar in tiny increments, for a total of 20 percent since 2005, a less dramatic change than the Bush administration and Congress demanded.

The gradual approach has allowed the export sector to adjust while preventing a currency shock that might derail growth.

Meanwhile, the Americans allowed the dollar to plunge in value. That angered the Chinese, which keeps most of its \$1.76 trillion in foreign reserves in dollars. Chinese officials have accused the Americans of mismanaging the dollar at a time when Washington is still pressing China to appreciate the renminbi to narrow the trade deficit.

This month, the Chinese envoy to the World Trade Organization said in Geneva that the United States had failed to safeguard the value of its currency, worsening the pain for people around the world who pay high oil and food prices in dollars.

The envoy, Sun Zhenyu, also said the United States was engaging in protectionism by imposing unfair duties on Chinese goods and subsidizing American products.

Also this month, several Chinese institutions submitted sharp critiques to the Treasury Department of proposed new regulations relating to foreign investment in the United States. Some of the remarks were scathing.

“The regulations still include some sections and procedures which reflect the enshrouded protectionism, an obvious contradiction to the spirit of free competition the U.S. has championed since long time ago,” wrote the China Securities Regulatory Commission.

The commission said the proposed regulations reflected a “self-evident hostility” and “discriminatory attitude” to certain types of foreign investments and “will ultimately hurt enthusiasm of foreign investment in the U.S.”

China was particularly stung in 2005 by opposition in Congress to a bid by its third largest national oil company to buy the Unocal Corporation, an American oil company, for \$18.5 billion. Mr. Paulson, the Treasury secretary, said Monday that he agreed that there had been a “general trend” of China’s becoming increasingly vocal in its criticism of American policies, but that this was not a cause for concern.

“We’ve had a relationship where both sides have been pretty frank privately and pretty frank publicly,” Mr. Paulson said in a telephone interview in Washington. He said China’s criticism of American policies grew out of its rise as an economic power, with greater voice in global discussions on trade, currency and the flow of capital.

Nicholas R. Lardy, a China expert at the Peterson Institute for International Economics in Washington, said in an interview that “the Chinese are reacting adversely, and I think with some justification.” He added, though, that he interpreted China’s recent aggression more as a reaction to specific events or policies involving the American economy than as a result of a new surge in national confidence. If that is the case, China might be able to avoid the pitfall of hubris. Japan attacked the American government’s economic management in the 1980s, only to find itself tumbling into recession and stagnation ever since. Some economic experts here warn that China’s economy could soon feel the full brunt of the downturn in the world economy, and that the American economy, in the long run, could stay on top.

“The U.S. has always considered its economy powerful and is reluctant to listen to other countries,” said Lin Jiang, the head of the economics department at the China Youth College for Political Sciences in Beijing. “Of course China now is more confident than before and Chinese people are more proud of China’s economy, but we can’t be blind. It’s still hard to challenge the U.S.” Huang Yuanxi contributed research from Beijing. Keith Bradsher contributed reporting from Hong Kong, and Steven R. Weisman from Washington.

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## **19) BRAND NEW WAY TO MARKET MONTANA – MARKETING MONTANA BY BRAND**

(matr.net)

Stories by ERIN MADISON Tribune Business Writer

"More spectacular unspoiled nature than anywhere else in the lower 48 United States."

"Vibrant and charming small towns that serve as gateways to the natural wonders."

"Breathtaking experiences by day, relaxing hospitality at night."

The three statements are the result of Travel Montana's year-long effort to create a marketing brand for Montana.

Travel Montana, the state's tourism arm, will use them as a tool to bring more visitors to Montana. As brand statements, the three phrases won't necessarily appear in promotional material, rather they act as a guide around which Travel Montana can form its advertisements, said Katy Peterson, Travel Montana's consumer marketing manager.

The effort to come up with a brand for the state began when Travel Montana staff realized they didn't have a main marketing message for the state.

In the absence of one strong marketing message, people are bombarded with too many messages about the state, creating a blurry picture or misinformation about Montana.

Montana's tourism industry spends about \$76 million annually in advertising. Most of that spending is from hotels, restaurants individual communities and other tourist destinations. Only 12 percent comes from Travel Montana.

The idea of the brand is that it's something all those entities can use to help form marketing plans, Peterson said.

Gayle Fisher, director of Russell Country Tourism, can't wait to start using the brand to start promoting northcentral Montana.

"I think they did a wonderful job," Fisher said.

Ads to promote travel this summer to Russell Country, a 13-county area that extends from Harlem to Choteau and from Sweet Grass to Harlowton, are already in place. But she plans to work the brand into the 2009 ads.

In the meantime, Travel Montana is working to put together a sort of guide- book for other tourism entities on how to use the brand.

The book will cover everything from what a brand is to ways to use it, Peterson said.

"The vision is to really give them an arsenal of tools to help them implement the brand," Peterson said. Peterson expects that book to be released in November.

Later down the road, Travel Montana will offer resources such as a photo library, logos, ad copy and sample templates that businesses or communities could use to craft their own ads. Peterson also hopes to implement an incentives program with money attached to encourage entities to use the brand. Fisher expects the use of the brand to grow slowly amongst businesses.

Although the final brand wasn't complete, Travel Montana used the rough idea of it to craft some radio spots aired out of state to promote travel to Montana.

The three spots boast about the fine food, comfortable accommodations and beautiful scenery to be found in Montana. But they ask Montana visitors not to go back home and tell their friends about those things.

"After all, this is Montana, and we have a reputation to uphold," explains the gravely, story-teller-type voiced narrator.

Instead the narrator asks that they tell stories about wrestling berries from grizzly bears, being rescued by cowboys and getting in a fight in a seedy saloon.

While those commercials embody what Travel Montana will do with the brand, they're just the beginning.

"We'll only get better with it as we move forward," Katy Peterson said.

Derek Peterson, vice president of the Choteau Chamber of Commerce, thinks having a brand will help small towns like Choteau, market themselves.

He especially likes the mention of "charming small towns."

Choteau has struggled with making the town a destination. Choteau is known as the gateway to the Rockies, gateway meaning please pass through and don't stay, Derek Peterson said.

Ruth Carlstrom, director of the information center at the Fort Benton Chamber of Commerce, agrees that there were too many messages going out about Montana. She thinks a brand will help fix that problem.

She also likes the part about small towns and hospitality.

"That is one of the things people are just always tickled about when they come here," she said.

Fort Benton does most of its marketing via its two Internet sites, it also advertises in Russell Country Tourism and Travel Montana publications.

The two biggest attractors for Fort Benton are history and the river, Carlstrom said.

Many tourists who come to Fort Benton have ancestors who lived there or came up the river and got off there, she said.

Carlstrom was disappointed that the brands didn't mention history. But she understands that statistically, history doesn't attract visitors.

Reach Erin Madison at 791-1466, 800-438-6600 or [emadison@greatfallstribune.com](mailto:emadison@greatfallstribune.com).

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## 20) SME STILL OPTIMISTIC ABOUT COAL PLANT

(matr.net)

By RICHARD ECKE  
Tribune Staff Writer

The tale of the Highwood Generating Station resembles a good mystery novel. Nobody seems to know how the story is going to end.

The proposed \$790 million coal-fired power plant east of Great Falls has taken some hits this year, losing federal financing and the support of its biggest co-op member.

But the project's chief spokesman was positive about the project's chances when speaking at a Tuesday night City Commission work session.

Tim Gregori, general manager of Billings-based Southern Montana Electric Generation & Transmission Cooperative, gave commissioners several reasons for optimism.

For one, although the Yellowstone Valley Electric Cooperative has distanced itself from the coal-fired plant project, Gregori said a handful of other groups are interested in obtaining power from the plant when it is built, including one group interested in obtaining 75 megawatts of electricity, nearly one-third of the plant's 250 megawatt capacity.

Gregori said he met Monday with representatives of "one of the largest hydroelectric generators in the Northwest." Executives from the unnamed company said the Northwest was expected to run out of excess power in about 2015, but a new projection suggested the region's reserves will be used up sometime in 2009.

With heightened demands for power, and other power plant projects "dropping like flies" across the country, Gregori said the Highwood plant's position is enhanced.

Gregori said he believes the Highwood Generating Station's coal-powered electricity is attractive to potential customers, with electricity prices expected to soar to \$100 per megawatt hour this summer. SME has estimated that the Highwood plant will produce power for less than \$60 a megawatt hour. Gregori also referred to a report from the National Energy Technology Laboratory that criticized a "dash to (natural) gas" it said would dramatically raise heating and electricity prices in the United States.

The report contended that "opposition to new coal-based power plants is leading to a generation capacity shortage in many areas of the country and endangering U.S. energy security."

Commissioner Mary Jolley, an opponent of the plant, asked whether SME would be interested in buying NorthWestern Energy's share of a coal-fired plant in Colstrip the utility hopes to sell. Gregori questioned how much useful life is left in the aging Colstrip plant.

"We just think we're better positioned with a new facility," he said.

The city is a member of SME, which also has five rural electric co-ops as members. The proposed plant would get its coal from southeast Montana.

Commissioners asked a series of questions at the meeting.

At a later regular meeting of the commission, even plant critic Ken Thornton complimented Gregori — "Mr. Gregori spins a good tale" — although Thornton compared the co-op manager to a used-car salesman.

"We still have a lot of concerns," said Highwood plant critic Charles Bocoock, a member of Citizens for Clean Energy.

He questioned whether the project will gain financing amid a faltering national economy and lawsuits, as well as potential regulatory moves that could halt the project.

Gregori shrugged off the criticism.

"I don't believe the world is flat," he said.

Gregori urged commissioners to look at the world picture, noting that China and India continue to build dirty coal plants. He urged the city to support a much cleaner coal plant in Montana, rather than allow the state's coal to be exported to China to befoul the world's atmosphere.

Thornton said plant backers are ignoring how much it will cost to capture carbon dioxide gas emitted by the plant, which he has suggested could increase the plant's electricity costs by 50 percent.

Gregori said he hopes the next president will push harder for new technology to capture greenhouse gases, noting the Bush administration shelved a major carbon-capture demonstration project.

"I hope we see better support than we have in the past," he said. "We have to do it."

Commissioner John Rosenbaum said the United States has made great strides in curbing air pollution. "Our air's cleaner now than before the industrial age occurred," Rosenbaum said. "We must accept some pollution and (recognize) what we can afford."

With no decisions made Tuesday night, the project's roller-coaster ride continues.

"This process isn't for the faint of heart," Gregori said at the close of the commission's regular meeting.

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## **21) MISSOULA MONTANA AMONG THE TOP 10 TOWNS NATIONWIDE FOR PROFESSIONAL ARTISTS**

(matr.net)

Anyone who has wandered through a local bookstore or sat around a Missoula coffeehouse long enough knows that this town is full of writers. Most of us can tick off at least a few in the long list of well-known local authors: David James Duncan, James Lee Burke, Bill Kittredge, the McNamer sisters - the list goes on.

Pulitzer Prize-winning author John Updike was saying as much when he called Missoula "the Paris of the '90s."

Now we have the numbers to prove it.

Last week, the National Endowment for the Arts released "Artists in the Workforce 1990-2005," [http://www.nea.gov/news/news08/Artis ... kforce.html](http://www.nea.gov/news/news08/Artis...kforce.html) a 150-page survey of data compiled from census records.

The study is the first of its kind to document artist employment trends across the nation, broken down by cities and states.

By JOE NICKELL of the Missoulian

Full Story: <http://missoulian.com/articles/2008/...r/ent03.txt>

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## **22) GEOTHERMAL ENERGY MEETINGS SET IN WEST**

(mart.net)

Federal land managers will hold meetings in 11 Western states and Alaska next month on a plan to accelerate development of geothermal resources to help supply the region's rapacious appetite for energy.

The 12 scheduled meetings start July 8 in Anchorage and conclude July 30 in Sacramento, with a session planned for Boise July 21.

As part of its 2005 energy plan, Congress gave marching orders to federal agencies to take stock of the region's geothermal resources.

Among other things, land managers at the meetings will discuss efforts to identify Western public lands with geothermal potential.

According to one proposal being considered, about 117 million acres of BLM administered public land and 75 million acres of National Forest Service land would be legally open to geothermal leasing.

Full List: <http://www.magicvalley.com/articles/...1dh0og2.txt>

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## **23) STARTING UP; THINK LIKE A START-UP, EVEN IF YOU ARE NOT ALONE**

(mart.net)

Fisher's Document Systems is a 70-year-old "start-up" that embarked on a dramatic two-year transformation. We had a good company, but not a great one. We needed to think like a start-up. In the process, we improved our customer satisfaction rating from 50 percent to 98 percent and boosted our sales by 33 percent.

How did we do it?

By Chris Taylor - Special to the Idaho Statesman

Full Story: <http://www.idahostatesman.com/busine...419671.html>

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## 24) ANSWER TO MONTANA'S ECONOMIC DEVELOPMENT IS BLOWING IN THE WIND

(mart.net)

"First, there is the power of the Wind, constantly exerted over the globe.... Here is an almost incalculable power at our disposal, yet how trifling the use we make of it!"

Henry David Thoreau  
Paradise (To Be) Regained  
essay authored in 1843

Thoreau would be pleased to see NaturEner is working to harness the powerful Montana winds and convert them into clean energy.

Full Story: <http://www.goldentrianglenews.com/articles/news1.txt>

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## 25) FORMER COMPANY TOWN FACES UNCERTAIN FUTURE

(NY Times via matr.net)

By PAMELA J. PODGER

BONNER, Mont. — For the past century, residents here have known two constants. They worked at the local lumber mill, where a seemingly endless supply of timber from the mountains kept saws whirring. And they played at the Milltown Reservoir, fishing and swimming behind a dam that was built at the confluence of the Clark Fork and Blackfoot Rivers to supply electricity to the mill.

Now the mill has closed, the dam is being torn down and a multimillionaire developer from Missoula, Mont., Scott Cooney, is buying up Bonner, one of the nation's last company towns.

The changes — social, economic and environmental — are turning “everyone's world upside down,” said Amanda Henderson, 25, whose husband, Mike, was laid off from the mill.

“Some changes can be for the better,” Ms. Henderson said. “But with the mill gone, there isn't a whole lot out here.”

Mr. Cooney said he planned to transform this unincorporated working-class community of several hundred residents into a modern “Mayberry R.F.D.,” with new and renovated homes, upscale shops and “green” manufacturers along the Blackfoot River, which Norman Maclean made famous in his fly-fishing novel “A River Runs Through It.”

“I'd like to take the cyclical nature of the wood-products industry out of here and give people consistent economic engines for the next 100 years,” Mr. Cooney said.

He has been working with residents to retain some of Bonner's timber heritage, including reusing hand-hewn timbers from the dam for homes and other new buildings. He also says he wants Bonner to remain affordable, with new homes ranging from \$80,000 to \$250,000 and current residents given the first chance to buy the renovated mill homes.

Still, many residents worry that Mr. Cooney is trying to create a wealthy playground like Coeur d'Alene or Sandpoint in Idaho. He has raised monthly rents on the older mill homes to \$650, from \$450, despite peeling paint, cheap sawdust insulation and moss that blankets some roofs. Winter heating bills run as high as \$400 a month, forcing some residents to cover drafty windows with bubble wrap.

Gary Caluori is a single father who worked at the mill for 15 years, has lived in several company homes and would like to buy one, but he said he was struggling just to pay the rent.

"People don't like Cooney jacking up the rent, and they worry about what he might do here," Mr. Caluori said. "People want Bonner to stay small. We don't want the community to grow."

Another longtime worker at the plant, Gary Tobol, has raised four children with his wife, Sandra, in a mill house. "It has been a one-company town for so long," Mr. Tobol said. "Everything rises or falls with the economies of the logging industry."

Since 1886, when the first log was cut, the Bonner mill has changed ownership several times and survived economic downturns. But the current owner, the Stimson Lumber Company, of Portland, Ore., decided recently to shut it down. Company officials cited the ailing housing market, foreign competition and declining timber prices.

"It's sad," said Jeff Webber, Stimson's vice president for manufacturing. "If a business can't stay competitive, then I'm not sure it's worth keeping it open."

Stimson sold all 42 company-owned houses for an undisclosed price to Mr. Cooney, who said he planned to restore the 1930s-era cottages and create a National Historic District along the tree-lined main street opposite the mill. He said he hoped to buy up the rest of Stimson's timber operations. This year, he bought a 116-acre log yard and wants to buy the company's remaining 155 acres.

Stimson officials would not comment on negotiations with Mr. Cooney, but Mr. Webber said the company had asked Gov. Brian Schweitzer to help find a manufacturer who could take over running the plant.

Most residents have never cashed a paycheck other than one from Stimson or its predecessors. They expressed hope that whoever acquired the mill would offer manufacturing jobs with wages to match those of Stimson, which paid \$12 to \$20 an hour.

Mr. Cooney said he envisioned light manufacturing operations having to do with solar and wind power, and specialty wood products. Ideally, he said, employers would offer workers perks like the free use of kayaks and mountain bikes for lunch-hour recreation.

Bonner retains a fierce community pride, but its once bustling character has been replaced by a forlorn air, a near-ghost town where the last few loads of logs outnumbered the few mill workers who remained when the plant shut down last month.

The Hendersons still live in one of the dilapidated mill houses, but Mr. Henderson has taken a job helping to demolish the Milltown Dam, part of the cleanup of one of the nation's largest Superfund complexes, a toxic legacy from the mining of copper and other heavy metals that took place in the area.

He has also hung a sign reading "Redneck Auto" outside his garage, hoping to make a few extra dollars as a shade-tree mechanic.

The Hendersons' neighbor Dawn Krueger, 53, described Bonner's current state as "all a jumble with families moving out and others trying to hang on without jobs."

"We're a small community," Ms. Krueger said, "and we're all getting torn apart."

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## **26) TELECOMMUTING COULD SAVE GAS AND U.S. \$38 BILLION ANNUALLY**

(mart.net)

If the 53% of white-collar employees who could work from home did, the savings would be substantial, according to a Telework Exchange study.

Most Americans take fewer car trips, consolidate errands, and eat out less frequently to cope with rising gas prices, but if everyone who could telecommute did their jobs from home twice weekly, the country could save 9.7 billion gallons of gas and \$38.2 billion a year, according to a recent study.

Telework Exchange, a public-private partnership for promoting telework, recently surveyed 377 federal and private-sector employees and found that 92% believe they could do their jobs from home. However, only 34% reported that they actually telework.

By K.C. Jones InformationWeek

Full Story: [http://www.informationweek.com/news/ ... D=208700405](http://www.informationweek.com/news/...D=208700405)

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