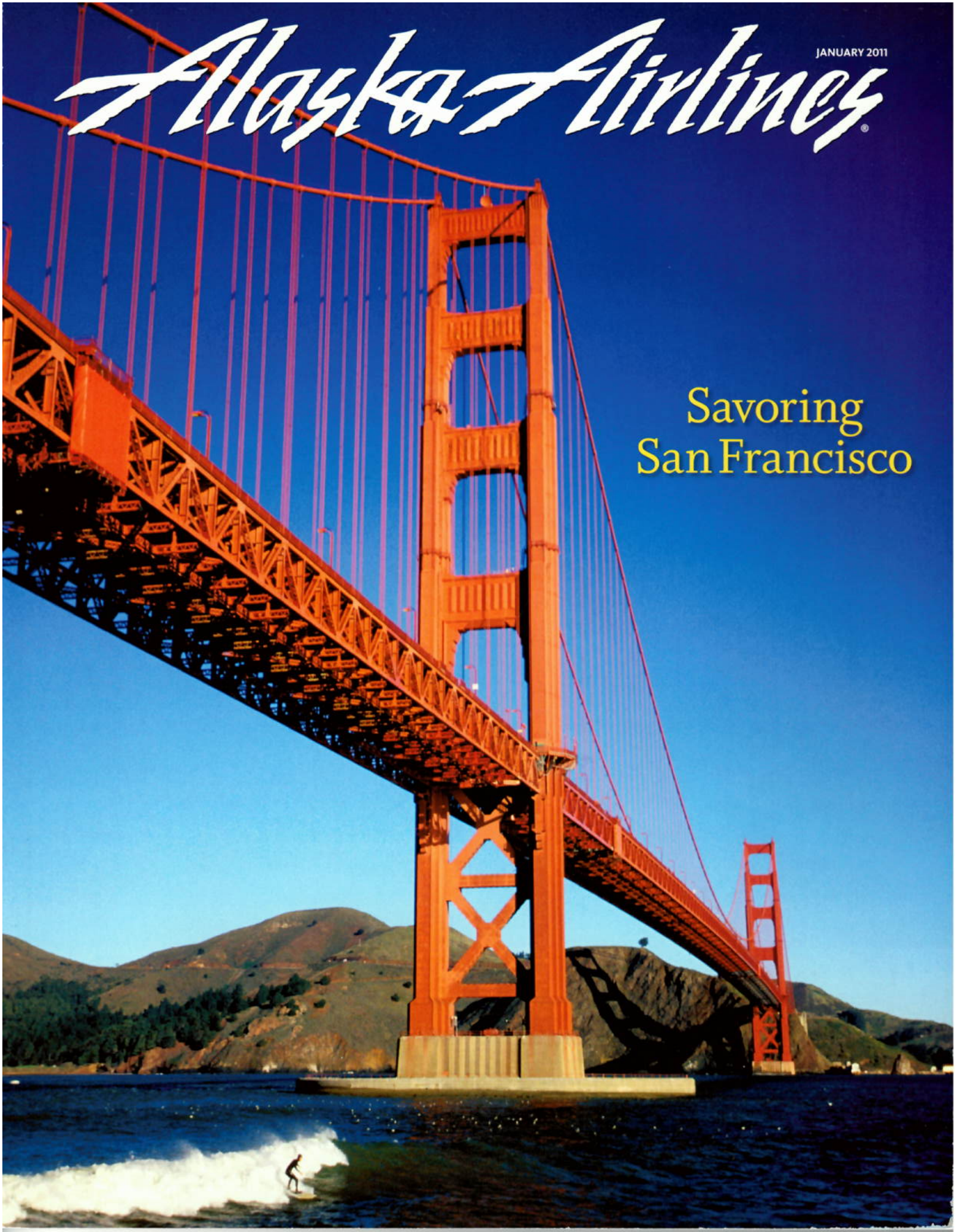
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★★★★★ **Jana G. — *Hazelton, North Dakota*** I decided to purchase from Hannah Subaru initially because they had a better selection than there was at home. The Customer Service was outstanding, and they really went out of their way to make the transaction as easy and painless as possible. Even though I live in North Dakota, I would recommend Dick Hannah Subaru in Vancouver, WA to anyone I know.

★★★★★ **RW — *Boise, Idaho*** Just a quick note to express my appreciation for your kind attention in handling the purchase of my new Subaru Forester. After my early morning flight from Boise to Portland it was very nice of you to meet me at the airport and drive me to the dealership. The transaction was remarkably efficient. I think I spent under an hour in the showroom and was on my way. The 450 mile drive back to Boise was a pleasure in the new Forester. Thanks for the full tank of gas, the breakfast and the good conversation.

★★★★★ **Aris G. — *Scottsdale, Arizona*** Dick Hannah Subaru impressed me with their professionalism and transparency during a recent purchase of a 2010 Outback. I am an out-of-state buyer who had to complete the transaction long-distance, after closing the deal in person. Dick Hannah Subaru acted timely in completing all the steps of their already streamlined transaction process, gave me extraordinary attention, and surprised me with a very competitive sale price. I most certainly recommend them and I will return to them for my next purchase.

★★★★★ **Andy W. — *Boise, Idaho*** We had a smooth buying experience at Dick Hannah. The staff were prompt, courteous and reliable. We conducted all of our negotiations by phone and email. When we arrived to pick up the car, all the way from Boise, Idaho, it was exactly as expected. Shawn Leafdahl was a particularly good salesman. He even chauffeured us from the airport to the dealership. We would definitely buy from Dick Hannah again.

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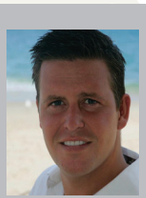
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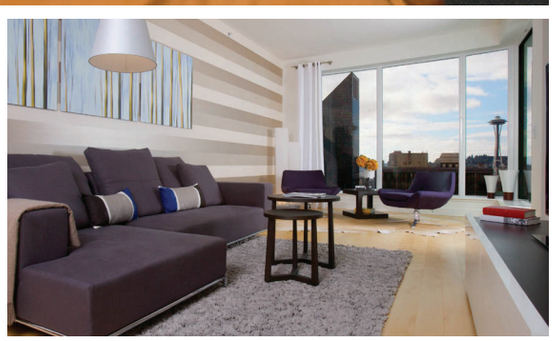
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Alaska Airlines MAGAZINE

JANUARY 2011

Departments

9 Spirit of Alaska
A message from Bill Ayer, Alaska Airlines' chairman and CEO.

14 What's New
The latest news from Alaska Airlines.

15 People Behind the Spirit
Flight Attendant Edward Smith and First Officer Nate Chilman.
By Paul Frichtl

18 Journal
Notes on life around the Alaska Airlines route system.
Edited by Jennifer Schaefer

90 Hawai'i
The Hawaiian Islands are a cinematic paradise. *By Jenny Quill*

115 Technology
A look at the iPad and other media tablets. *By Chuck Lenatti*

120 Reader Information
A convenient way to hear from our advertisers.

122 Mileage Plan Adventures
Cyprus is a crossroads of ancient civilizations and modern travel adventures. *By Jeanine Barone*

129 Autos
Test-driving the new Honda CR-Z and Lexus CT 200h. *By Bengt Halvorson*

137 Alaska Airlines Guide to Services
Travel tips, flight information, Mileage Plan, air safety, route maps, Vacations and more.

150 Crossword Puzzle

152 Photo Page



Features

32 Active Travel
Fitness-oriented vacations are growing in popularity.
By Cameron Walker

44 Cultivating Innovation
Universities seeking ways to commercialize their academic work are creating new businesses, jobs and revenue streams.
By Dayton Fandray

54 Bay Area Gourmet
Exploring the region's culinary history and character.
By Paul Clarke

102 Creating a Retirement Nest Egg
Smart financial planning can help make your golden years shine.
By Jeff Bond

Meetings 2011

M4 The Art of Storytelling
The key to memorable presentations.
By Jean Hamilton

M10 The Power of Social Networking
Technology tools are changing how meetings and events are planned and presented. *By Jeff Bond*

M19 Resource Listings
A guide to convention and visitors bureaus across the route system.



18

Cover: A surfer rides a wave beneath San Francisco's Golden Gate Bridge; see "Bay Area Gourmet" starting on page 54; photo by David Sanger Photography / Alamy. **Contents:** Sam Neill runs from a pack of simulated dinosaurs while filming *Jurassic Park* in O'ahu's Ka'a'awa Valley; see "Cinematic Paradise," starting on page 90. Norman Rockwell's *Triple Self-Portrait*; see "Journal," starting on page 18.

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Trash Talk



Bill Ayer
Chairman and CEO

Kathy Hues likes going through the trash. In fact, she's a bit obsessive about it. Donning coveralls and long rubber gloves, the dedicated member of Alaska Airlines' Green Team conducted an audit two years ago to determine—down to the nearest almond, swizzle stick and crumpled newspaper—exactly how much we were really recycling off our airplanes. ■ Her findings were disappointing. We were recycling only about a third of what we could. That was not good. Downright trashy, in fact.

So, working with our flight attendants, our caterers, our airport kitchens and our recycling partner, we radically revamped our inflight recycling program. I'm proud to say that when Kathy recently slipped on her rubber gloves to take another look at our trash, she found that we were doing a lot better. In fact, we're now recycling on 95 percent of our flights.

We currently recycle a ton of trash a day from Alaska Airlines and Horizon Air flights. That's equivalent to the weight of the '72 Volkswagen sitting in my garage, or a couple of full-grown male polar bears or the entire front line of the Seattle Seahawks. However you size it up, we're feeling much better about our efforts now.



Thanks for doing your part to help our flight attendants recycle.

How do we sort all that trash from more than 750 flights a day, seven days a week, 52 weeks a year? Well, this may come as a surprise, but it's not done by a high-tech collection-and-sorting system like you might see on an episode of *The Jetsons*. It's done by our flight attendants, who are deeply dedicated to making sure nearly every plastic cup, glass bottle, aluminum can and piece of cardboard, newspaper and magazine gets separated and recycled.

It's entirely thanks to the hard work of our employees that Alaska and Horizon have taken onboard recycling efforts to industry-leading levels. Our hopes are that, as more airports offer ground-based recycling programs, we can reach 100 percent.

Recycling is nothing new at Alaska and Horizon. Long before airlines were encouraged to pick up after themselves, our flight attendants were already sorting and recycling items onboard. In fact, Horizon implemented its recycling program in the early 1980s and has since set the standard for regional carriers across the country—or the globe, for that matter.

The Port of Portland has recognized Horizon three times for these achievements: Our sister carrier earned the "Best in Port" award for recycling efforts from 1992 to 2002; the "Pitching In Award" in 1996; and the "Environmental Excellence Award" in 2008. In 2010, the Washington State Recycling Association honored Horizon as the "Business Generator Recycler of the Year."

And recycling doesn't happen just on our airplanes. We're working with our local airports to establish stepped-up recycling programs on terra firma, too. Seattle-Tacoma International Airport rolled out a new program last summer that helps consolidate recyclables. In just one month, Sea-Tac was able to recycle an additional 12 tons of waste. Portland International Airport is also on the cutting edge of recycling and waste-minimizing efforts.

In addition, we've completed a green makeover of our inflight service items to more sustainable alternatives. Our inflight cocktail napkins are printed on 100 percent recycled material. Our compostable cutlery is made from cornstarch. Our beverage cups are No. 1 PET plastic, allowing them to have second lives as other items. And we'll soon be using hot-beverage cups made from recycled material.

So, as you can see, we're taking our trash seriously. You can do your part by separating your trash—rather than wadding up your napkin and stuffing it into your beverage cup (a hard habit to break, I know)—before giving it to our flight attendants. You might also check your seat pocket for items that could be recycled.

Our flight attendants—and Kathy, especially—will truly thank you for it.

And we all thank you for flying with Alaska Airlines and Horizon Air. ▲▲



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Hablando de basura



Bill Ayer
Presidente Ejecutivo y
Jefe Ejecutivo

A Kathy Hues le gusta revisar la basura. De hecho, está algo obsesionada con ella. Cubierta con vestimenta especial y guantes de goma, esta dedicada integrante del equipo ecológico "Green Team" de Alaska Airlines realizó hace dos años una auditoría para determinar, desde la más mínima almendra, agitador de cóctel o periódico arrugado, cómo estábamos reciclando la basura de nuestros aviones.

Sus hallazgos fueron decepcionantes. Sólo reciclábamos una tercera parte de lo que podíamos. Eso no era bueno. De hecho, era francamente sucio.

Por eso, junto con nuestros sobrecargos, proveedores de alimentos, cocinas de los aeropuertos y nuestro socio de reciclaje, reformamos radicalmente nuestro programa de reciclaje a bordo. Me enorgullece decir que recientemente, cuando Kathy otra vez se puso los guantes para inspeccionar nuestra basura, descubrió que estábamos mucho mejor. De hecho, estábamos reciclando en 95 por ciento de todos nuestros vuelos.

Actualmente reciclamos una tonelada de basura a diario de los vuelos de Alaska Airlines y Horizon Air. Es el equivalente al peso del Volkswagen año 72 que está en mi cochera, dos osos polares machos adultos o la línea de defensa completa del equipo de fútbol Americano Seahawks de Seattle. Desde cualquier punto de vista que se lo mire, ahora nos sentimos mucho mejor con nuestros esfuerzos.

¿Y cómo ordenamos toda esa basura en más de 750 vuelos diarios, los siete días de la semana, 52 semanas al año? Puede parecer una sorpresa, pero no se hace por medio un sistema de alta tecnología de recolección y selección, como si se tratara de un episodio de "Los Supersónicos". Son nuestros sobrecargos quienes se dedican profundamente a asegurarse de que cada vaso de plástico, cada botella de vidrio, lata de aluminio, trozo de cartón, periódico y revista que encuentren sea separada y reciclado.

Es solo gracias a su dedicado trabajo que Alaska y Horizon han llevado nuestros esfuerzos de reciclaje de a bordo a avanzados niveles industriales. Esperamos que a medida que los aeropuertos ofrezcan más programas de reciclaje en tierra, podamos llegar a un 100 por ciento.

El reciclar no es nada nuevo en Alaska y Horizon. Mucho antes de que se alentara a las aerolíneas a recoger sus desperdicios, nuestros sobrecargos ya separaban y reciclaban objetos a bordo. De hecho, Horizon implementó su programa de reciclaje a comienzos de 1980 y desde entonces fijó parámetros para las aerolíneas regionales de todo el país, o el mundo, en ese tema.

El Puerto de Portland en el estado de Oregón reconoció tres veces a Horizon: nuestra aerolínea hermana ganó el Premio "El Mejor del Puerto" por sus esfuerzos de reciclaje de 1992 a 2002, el Premio "Manos a la obra" ("Pitching in") en 1996, y el Premio a la "Excelencia Ambiental" en 2008. En 2010, la Asociación Estatal de Reciclaje de Washington honró a Horizon como el "Generador de Negocios de Reciclaje del Año".

Y el reciclaje no es solo en nuestros aviones. Estamos trabajando con nuestros aeropuertos locales para incrementar los programas de reciclaje también en tierra firme. El Aeropuerto Internacional Seattle-Tacoma puso en marcha el verano pasado un programa de desperdicios para ayudar a consolidar los materiales reciclables. En solo un mes, Seattle-Tacoma pudo reciclar una cantidad adicional de 12 toneladas de desperdicios. El Aeropuerto Internacional de Portland también está a la vanguardia del reciclaje y los esfuerzos para minimizar desperdicios.

También finalizamos una renovación ecológica de nuestros elementos para el servicio a bordo con alternativas más sustentables. Nuestras servilletas de cóctel están impresas en material 100 por ciento reciclado. Nuestros cubiertos compostables están hechos de almidón de maíz. Nuestros vasos para bebidas son de plástico PET núm. 1, lo que les permite tener más usos como elementos diferentes. Y pronto utilizaremos vasos para bebidas calientes hechos de material reciclado.

De modo que, como puede ver, tomamos con seriedad nuestra basura. Usted puede cumplir con su parte separando sus desperdicios antes de dárselos a nuestros sobrecargos, en lugar de enrollar su servilleta en la taza (lo sabemos, un hábito difícil de quitar), y buscando elementos que puedan ser reciclados en la bolsa del asiento frente a usted.

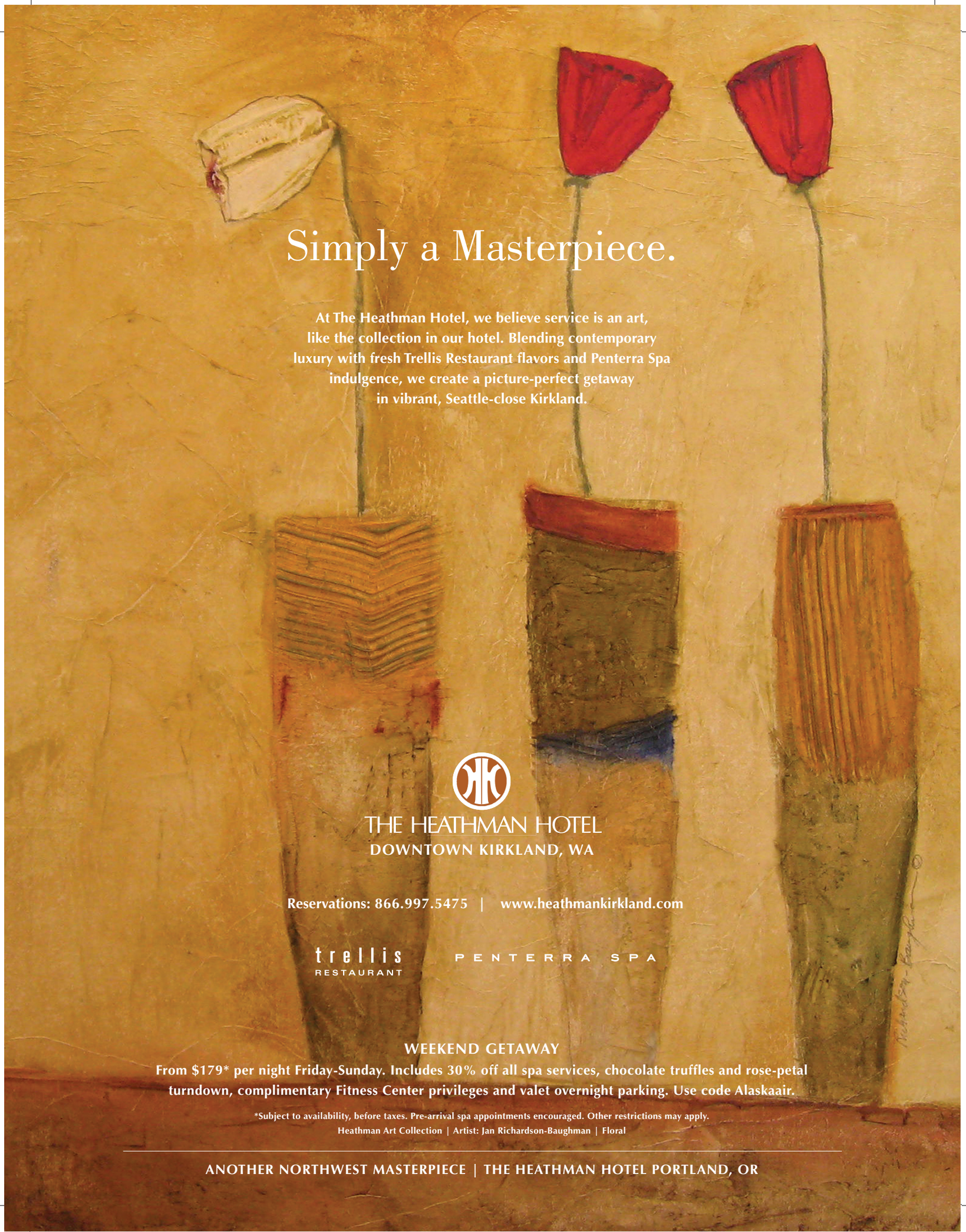
Nuestros sobrecargos—y Kathy, especialmente—se lo agradecerán mucho.

Y todos le damos las gracias por volar con nosotros.



Bill Ayer
Presidente Ejecutivo y Jefe Ejecutivo

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CRAIG MITCHELLDYER

Timbers, Alaska Unveil 2011 Jerseys

Last month, the Portland Timbers and Alaska Airlines, the official jersey partner of the new Major League Soccer club, unveiled the team's official uniforms, training wear and apparel line, which will be featured during the Timbers' 2011 inaugural MLS season. In a special event dubbed "Runway on the Runway"—held in the 64,000-square-foot Portland International Airport hangar of Alaska Airlines' sister carrier Horizon Air—Timbers players and Alaska Airlines and Horizon Air employees revealed the team's official look to some 1,000 fans and supporters. To further mark the occasion, Alaska Airlines unveiled a specially themed Boeing 737-700 emblazoned with "Proud Jersey Sponsor" alongside the team logo and iconic green, yellow and white Timbers scarf. To order your jersey today, please visit shop.portlandtimbers.com.

Above: "Runway on the Runway" introduced the 2011 Timbers uniforms, including the primary MLS jersey in green and the secondary jersey in red. Showcasing the club's new uniforms are (l to r) midfielder Ryan Pore, goalkeeper Steve Cronin and defenders Eric Brunner and Rodney Wallace.

AROUND THE SYSTEM

➤ **Pancakes?** Yes, pancakes. Stop in one of our five Board Rooms and try the pancakes! They're worth the price of membership, or at least a day pass. Visit alaskaair.com/BoardRoom for more information.

➤ **Eight-time Olympic** medalist Apolo Ohno recently visited Alaska Airlines and signed copies of his book *Zero Regrets*. The visit was one of 34 stops he'll make along the U.S. West Coast as part of a book tour sponsored by Alaska Airlines.



Inflight Wi-Fi Now Available in Alaska

Alaska Airlines recently launched its Gogo® Inflight Internet service on flights to Southeast Alaska, Anchorage and Fairbanks. Customers traveling on Wi-Fi–equipped aircraft can purchase Gogo at an introductory cost of $4.95 per flight to, from and within the state of Alaska. Within the Lower 48 States, Gogo is available for $4.95 and up, based on length of flight and on the device used. Monthly subscriptions are also available at gogoinflight.com.

Focus on Technology

New features at alaskaair.com

The alaskaair.com team is hard at work making some major enhancements to the Website. Among recently launched features, customers now can filter search results to more easily find the flights that are most relevant to their needs. For example, customers can order search results by the number of stops a flight makes, by the availability of upgrades, and by flights to airports within a 30-, 60- or 90-mile radius of the intended destination. In addition, new "shoulder day" functionality displays the lowest available fares for three days on either side of a selected travel date. Other enhancements allow customers to quickly view fares and schedules seven days before and after their original search date. Stay tuned, there are more changes to come!

alaskaair.com

AAM 01.11 New&Legends.indd 14 12/16/10 10:31:40 AM

Quiet professionalism



Edward Smith
Alaska Airlines Legend

Each year, Alaska Airlines recognizes a handful of its most celebrated employees as Customer Service Legends—the airline's highest honor. We invite you to enjoy learning about one of our Legends, Flight Attendant Edward Smith.

Take a stack of letters from Ed Smith's personnel file and no matter what order you read them in, the letters and comment cards—from customers and co-workers—have a consistent theme. Charming, attentive, impeccable, diligent and professional. Notes written to Ed's supervisor in Ed's fourth month on the job praise the same attributes as comment cards written in his 27th year.

"When Ed's working," says Seattle Inflight Base Duty Manager DJ Brooks, "you know it's going to be a great flight. When you walk onboard with him, the air fills with warmth and calm."

Maybe it's the Texas charm Ed grew up with, while dreaming of becoming a professional baseball player. By the time he graduated from the University of Texas at Austin, he was ready for new adventures and set off for Seattle, determined to become a skier.

Once in Seattle, in 1983, he responded to an ad for a marketing position at Alaska Airlines. He had little knowledge of the airline or the industry, and was instead steered toward inflight services. At the time, Ed says, Alaska Airlines had only eight jets, but it was growing rapidly. In his new job, he found a corps of professional flight attendants with an incredible work ethic. And while he initially saw his new job as a proverbial foot in the door—a job that he'd do for a year or two and see how it went—he quickly embraced the customer-service values he found throughout the company. He appreciated that his airline mentors demanded commitment and consistency, right from the start.

Ed recalls an experience from those early days that helped set the tone for his career. He was traveling back to Seattle from a ski trip in the Lake Tahoe area and was diverted to Portland because of dense fog that wound up socking in Seattle for nearly a week. Still wearing his ski gear and backpack, Ed was stranded in the airport with other passengers. When he spotted an Alaska supervisor, Ed asked if he could help. He borrowed a suit jacket, and he flew trips between Portland and California for the next five days, before finally returning to Seattle.

For the last 13 years, Ed has commuted to work in Seattle from his home in Spokane, and if he finds a gate agent working his commuter flight who seems overloaded, he's still quick to jump in and offer help.

"I love that about this airline," he says. "There are a lot of people at Alaska pitching in to help. There's really a sense that we're all here to serve the customer."

One person impressed by the Legend award—but not surprised—is Ed's wife, Leanne. She was an Alaska Airlines flight attendant for 22 years, before retiring to raise their 6-year-old son, Jamin. Ed is enjoying being part of Jamin's second year on the ski slopes, and schedules his flights to get the most out of his family time.

Even if Ed's serving a red-eye return flight from Miami, he has a quiet, gentle way of connecting with passengers, Brooks says. "Ed's sweet and genuine demeanor can make anybody smile." —*Paul Frichtl*

Volunteer Spirit

Being prepared

The holidays are a busy time for Alaska Airlines First Officer Nate Chilman and the Boy Scouts of Troop 422 in Enumclaw, Washington. Nate has been one of the adult leaders of his 14-year-old son's troop for four years, working with the boys on holiday projects such as collecting donations for local families in need and for American troops overseas, and preparing dinners at retirement homes. He relishes the opportunity to share the Scouting experience with the troop's 35 boys, including his son, who is working toward his Eagle Scout rank.



First Officer Nate Chilman and his son, Max.

In fact, the whole family is involved in Scouting: Nate's wife volunteers as "Cookie Mom," among other duties, for their 11-year-old daughter's Girl Scout troop.

While Scouting is something the Chilmans do for their family, they're also very aware of other groups in need. They are enthusiastic supporters of Central Washington University through its alumni association scholarship fund. Also, in 2009 Nate and fellow First Officer Will McQuillen organized a holiday fundraiser to assist 103 Alaska pilots on furlough, raising $25,000. Nate, himself, had been furloughed by another airline in 2001 and knew firsthand the difficulties the pilots faced. —*P.F.*

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Snow days aren't just for kids.

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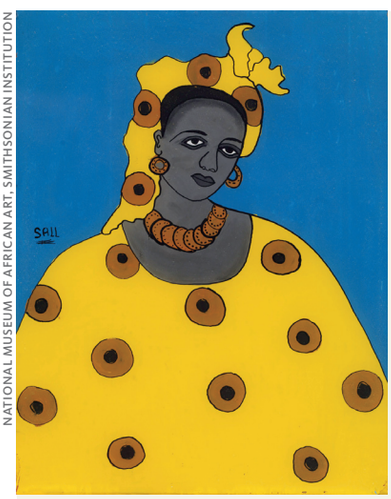
JOURNAL



CHICAGO, IL

HORSES THROUGH HISTORY

HORSES HAVE PLAYED a vital role in the history of humankind—from carrying Japanese samurai warriors into battle to transporting U.S. mail carriers as part of the Pony Express. "The Horse," an exhibition opening at The Field Museum on February 16, is a celebration of this amazing animal. The exhibit explores how horses have influenced many facets of human existence, including hunting, agriculture, warfare, spirituality, transportation and sports. Artifacts on display run the gamut from 16th century horse armor to a 19th century horse-drawn fire engine. Also featured is The Field Museum's own collection of horse fossils from La Soultré, France, some of which date back 20,000 years. In addition, visitors can learn about more than 200 different breeds of horses and the unique characteristics of each, as well as about some of the qualities common to all horses that make these animals so useful to humans. The museum will offer special family-oriented exhibit-related events on February 19. "The Horse" runs through August 14. For more information, call 312-922-9410 or visit www.fieldmuseum.org. *—Caitlin Morris*



NATIONAL MUSEUM OF AFRICAN ART, SMITHSONIAN INSTITUTION

Ibrahima Sall's *Portrait of a Woman* depicts a stylish African lady.

WASHINGTON, DC

Exceptional African Art

Over the past 10 years, the National Museum of African Art has acquired hundreds of magnificent pieces, and its permanent collection has grown significantly during this time. More than 100 of these works were recently chosen for "African Mosaic," a showcase of the museum's art, on view through December 2011.

Works on display include a traditional mask from the Igbo people of Nigeria and a 20th century painting by Senegalese artist Ibrahima Sall, created in the reverse-glass technique. The exhibit's signature piece is a sculpture by contemporary Senegalese artist Ousmane Sow depicting Toussaint Louverture, the leader of the Haitian independence movement that took place around the turn of the 19th century.

"The National Museum of African Art's permanent collection has been formed by the careful selection by curators and the generous gifts of many individuals—from art collectors and talented artists to former ambassadors and Peace Corps volunteers," says Johnnetta Betsch Cole, director of the museum. "This exhibition reflects how our collection has grown in the past decade."

For more information, call 202-633-4600 or visit http://africa.si.edu.

—Jennifer Schaefer

ANCHORAGE, AK

Boating Bazaar

Boating enthusiasts can view many vessels—including riverboats, yachts, commercial-fishing boats and pontoons—in two Anchorage locations during the Anchors Aweigh Boat Show, January 27–30. In addition to browsing the boats, visitors to the show—being held at the Dena'ina Civic and Convention Center and the Northway Mall—can also see the latest boating accessories, including GPS navigation systems. On-site safety classes and educational seminars will be offered by the event's sponsor, the Alaskan Marine Dealers Association, a nonprofit that promotes safe recreational-boating opportunities throughout Alaska. In addition, the U.S. Coast Guard, the National Oceanic and Atmospheric Administration, and other organizations will operate informational booths for the whole family. A special attraction at this year's show is an exhibition of vintage outboard engines dating back to the 1920s and 1930s.



COURTESY: ANCHORS AWEIGH BOAT SHOW

For more information, call 907-440-9614 or visit www.anchorsaweighboatshow.com. *—Traci Michael*

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A diorama shows what horses roaming the Great Plains of North America some 10 million years ago might have looked like.

©AMNH / M. SHANLEY

HONOLULU, HI

THE PRO BOWL RETURNS TO HAWAI'I

SOME OF THE BEST PLAYERS IN the National Football League will kick off Super Bowl week by representing their respective conferences at the 2011 AFC-NFC Pro Bowl, January 30 at Aloha Stadium. The Pro Bowl had been held in Honolulu for the last 30 years, until last year's game in Miami. The Pro Bowl will be played in Honolulu in 2012, as well.



PAUL SPINELLI, COURTESY: NFL

NFC quarterback Eli Manning of the New York Giants throws a pass during the 2009 Pro Bowl at Aloha Stadium.

The National Football Conference and the American Football Conference teams are selected via voting by three different groups: players, coaches and fans. The votes of each group are weighted equally in determining the two 43-man rosters.

The AFC's Pro Bowlers are expected to include Indianapolis Colts quarterback Peyton Manning and New England Patriots quarterback Tom Brady, while Philadelphia Eagles quarterback Michael Vick and Minnesota Vikings running back Adrian Peterson are anticipated picks for the NFC's Pro Bowl team. Super Bowl players are not eligible to compete in the Pro Bowl. Super Bowl XLV will be played just a week later, on February 6, at Cowboys Stadium in Arlington, Texas.

For more information about the Pro Bowl, visit www.nflonlocation.net/probowl.php. *—Traci Michael*

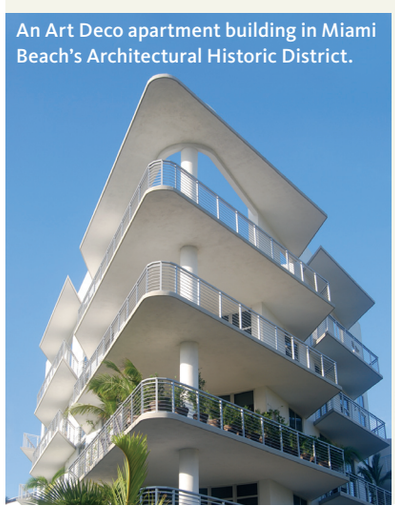
MIAMI BEACH, FL

In Appreciation of Art Deco

Miami Beach's colorful Art Deco Architectural Historic District, listed on the National Register of Historic Places, is the inspiration for the 34th-annual Art Deco Weekend Festival, January 14–16. The festival was established by the Miami Design Preservation League in 1976 to encourage awareness and appreciation of the Art Deco era (commonly considered the 1920s and 1930s). More than 85 events will be offered, including lectures, theatrical and dance performances, a parade featuring antique automobiles, and a fashion show of original Art Deco–era gowns. Visitors can join a variety of walking tours to learn more about the Miami Beach Architectural Historic District and its history.

For more information, call 305-672-2014 or visit www.mdpl.org.

—Traci Michael



An Art Deco apartment building in Miami Beach's Architectural Historic District.

ARTHUR MARCUS

Each winter, thousands of gray whales migrate from arctic waters to Baja California, where they breed and give birth. Throughout January, San Diego is honoring the whales' passage with Whale Days. The celebration features opportunities to view the whales, and the Big Bay Whale Festival on January 22. To learn more, visit www.whaledays.com.

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Amazing steak. Amazing Tales.

Two unbelievable but not-necessarily-true stories from John Howie.



Cooking outside the law.

Occasionally a chef must work outside the law. For example, when a kitchen worker accidentally tossed out a 3-day lobster reduction just before the main course at an exclusive James Beard House dinner, Chef John Howie was forced to ignore the laws of time, recreating the work of 3 days in only 15 minutes. The result was spectacular – a delicate reduction sauce made completely from scratch in record time. The guests must have agreed. Chef Howie has been invited back to prepare the James Beard House dinner four more times.



The Scottish water pipeline.

Chef John Howie knows when it comes to creating the finest steak dining experience, no detail is too small. Even the ice cubes in our Scotch. Connoisseurs use Scottish ice to avoid impacting the delicate flavor of the Scotch. But when John tried to fly in ice from Scotland, it melted completely through his carry-on bag. So John Howie, at tremendous personal expense, created the world's first transcontinental underground water pipeline from the Scottish highlands directly to our bar. And now, Scotch aficionados can enjoy their Scotch as it was meant to be.

One of the stories above is completely true. But if you believe nothing else, believe this – that John Howie Steak delivers the finest steak dining experience anywhere. From our 100% Wagyu beef, to our award-winning sommeliers, to our outstanding service, we're committed to making your dining experience, well, unbelievable.

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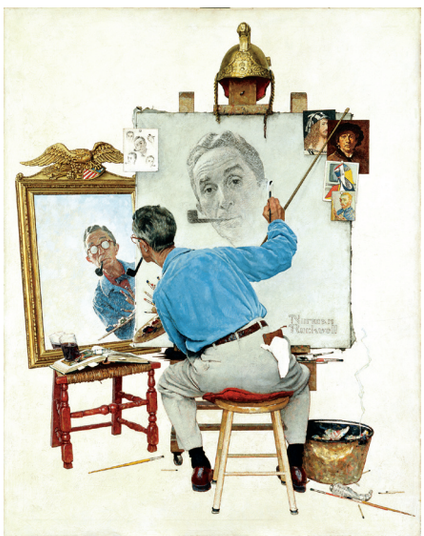
RESERVATIONS johnhowiesteak.com 425 440 0880

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TACOMA, WA

REMEMBERING ROCKWELL

MUSEUMGOERS HAVE an opportunity to view a rare Norman Rockwell exhibit during its only Northwest stop, at the Tacoma Art Museum south of Seattle, February 26–May 30. "American Chronicles: The Art of Norman Rockwell" showcases all 323 of Rockwell's *Saturday Evening Post* covers. Also shown are 44 of his original paintings, some of which he created as covers for the *Post*. In addition, lesser-known Rockwell works, including unpublished illustrations and preliminary sketches, as well as letters between the artist and one of his editors, will be on display.



© 1960 SEPS: LICENSED BY CURTIS PUBLISHING, INDIANAPOLIS, IN. FROM THE PERMANENT COLLECTION OF THE NORMAN ROCKWELL MUSEUM

Rockwell's oil painting *Triple Self-Portrait* was featured on the cover of the *Saturday Evening Post*'s February 13, 1960, edition.

"What I'm most excited to share with people is that Rockwell's original artwork for the *Post* covers are full-scale paintings," says Margaret Bullock, curator of collections and special exhibitions at the Tacoma Art Museum.

During the exhibit, the museum's Workz Cafe will have a 1950s-diner-inspired menu, and a variety of lectures and other complementary programs will be offered. For more information, call 253-272-4258 or visit www.tacomaartmuseum.org/rockwell. *—Donna Blinn*

MUSEUM OF SCIENCE, BOSTON



An artistic rendering from the Museum of Science's original astronomy show "Undiscovered Worlds: The Search Beyond Our Sun."

BOSTON, MA

Stargazing

You can immerse yourself in the beauty and mystery of the universe beginning February 13, when the Museum of Science will reopen its Charles Hayden Planetarium following a $9 million renovation. The facility features a new Zeiss Starmaster projector, one of only two in the United States. The high-tech device creates the realistic illusion of more than 9,000 stars in the night sky. The "sky" can be shifted 10,000 years backward in time to illustrate what the stars looked like at different points in history, as well as shifted forward the same number of years to show how the stars are expected to appear in the future.

"[The projector is] like a time machine that lets us jump thousands of years into the future or the past," says Paul Fontaine, the museum's vice president of education.

The planetarium's new original astronomy show, "Undiscovered Worlds: The Search Beyond Our Sun," explores the science of exoplanets, or planets outside our solar system. In addition, a new long-term exhibition, "Cosmic Light," demonstrates how various wavelengths of light give us different information about the universe. The exhibit includes a 30,000-year-old meteorite that visitors can touch. For more information, call 617-723-2500 or visit www.mos.org. *—Caitlin Morris*

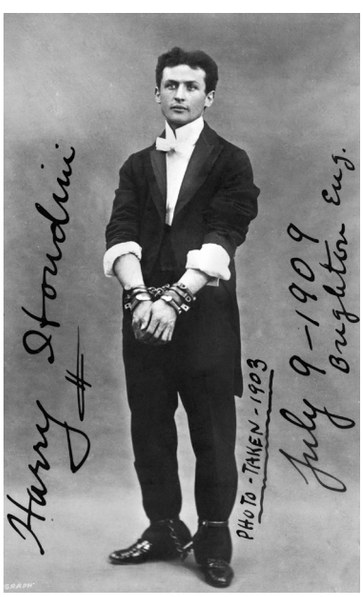
NEW YORK, NY

Art and Magic

Discover the life and legacy of the great Hungarian-born magician and escape artist Harry Houdini (1874–1926) at The Jewish Museum's "Houdini: Art and Magic," on display through March 27. The exhibition, which explores Houdini's role as an American icon, features artifacts owned by the magician, including his straitjacket and handcuffs, vintage posters advertising some of his performances, and period photographs and film footage of some of his daring escapes and stunts.

Visitors can also see an array of contemporary art exploring Houdini's lasting impact on American culture. Works include depictions of the magician created by Petah Coyne, Jane Hammond, Vik Muniz, Deborah Oropallo, Raymond Pettibon and other artists.

For more information, call 212-423-3200 or visit www.thejewishmuseum.org. *—Caitlin Morris*



LIBRARY OF CONGRESS, RARE BOOKS AND SPECIAL COLLECTIONS DIVISION, MCMANUS YOUNG DIVISION

A 1903 photograph shows famed escape artist Harry Houdini with his wrists and ankles bound in chains.

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Point Edwards

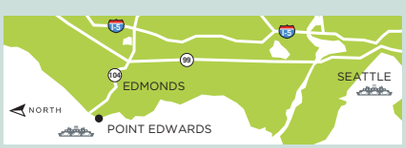
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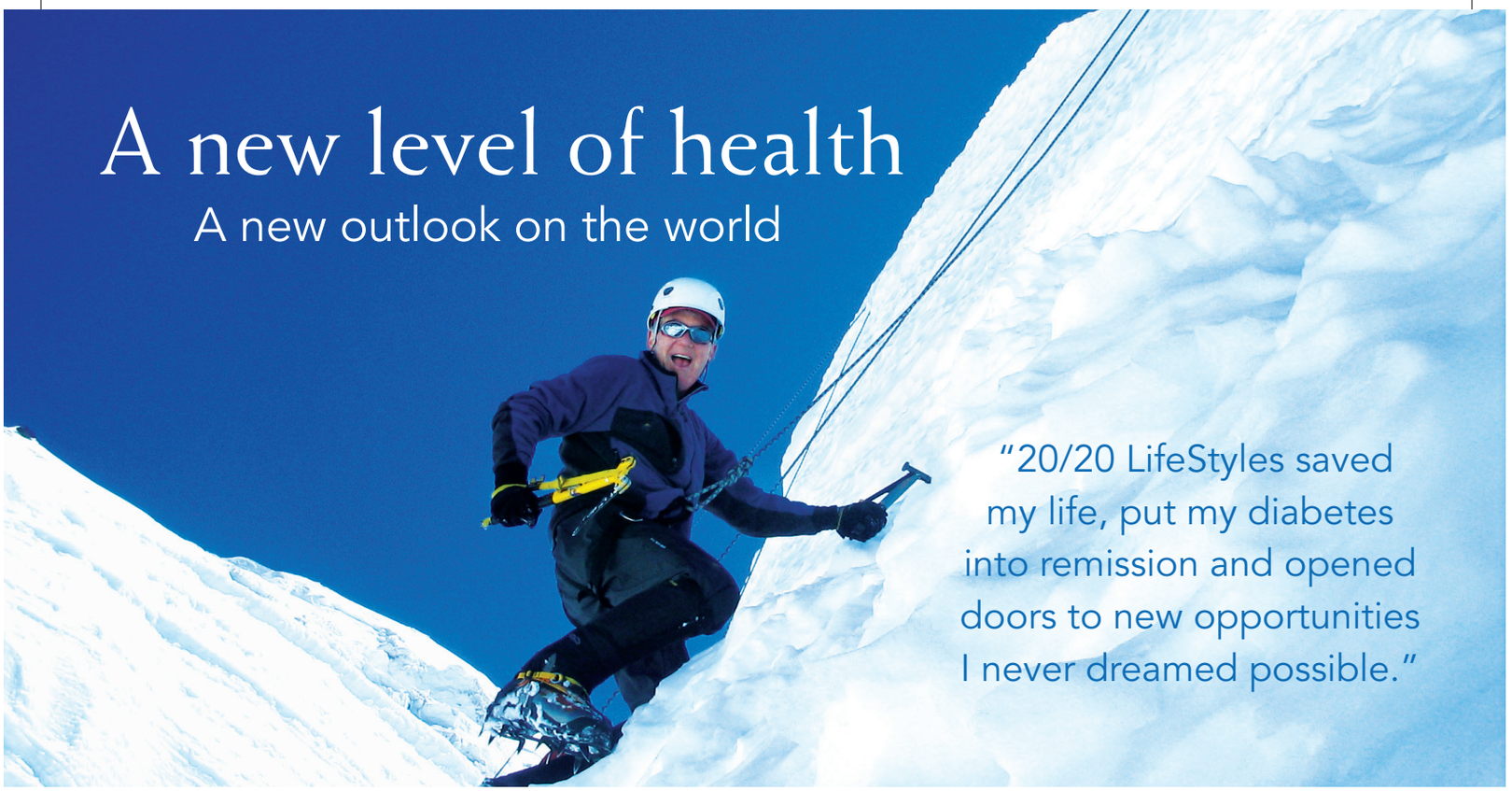
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"20/20 LifeStyles saved my life, put my diabetes into remission and opened doors to new opportunities I never dreamed possible."

These days, Kurt Hunter is the picture of health. Passionate about mountain-climbing, he's ascended two of the famed Seven Summits – the highest peaks on each of the seven continents. But in 2004, it was a different story.

"I was overweight, had high blood pressure, high cholesterol, and Type II diabetes. I couldn't climb up the stairs without losing my breath," Kurt explains. Although he'd tried other weight loss programs, nothing really stuck. But when he attended a 20/20 LifeStyles seminar, something clicked.



Kurt before, 290 lbs

Not just a diet. A total life transformation.

As Kurt discovered, 20/20 LifeStyles is a nationally-recognized program proven to help people struggling with obesity and metabolic imbalances like diabetes, hypertension, and high cholesterol. The comprehensive program integrates five key components —medical supervision, education, nutrition, exercise and lifestyle coaching— with the goal of helping clients make lasting changes to their health.

Renowned cardiovascular surgeon and 20/20 LifeStyles founder, Dr. Mark Dedomenico, explains, "The program's integrated approach does more than help people lose weight; it helps them reclaim their health." In fact, 73% of clients with Type II diabetes normalized their blood sugar and ended their need for medication. Dr. Dedomenico continues, "Our goal is to help people get back to living a full and healthy life for the rest of their life."

The knowledge and support you need. Now and always.

Like all 20/20 LifeStyles clients, Kurt met regularly with a physician, registered dietitian, certified exercise professional and licensed counselor. The program's highly personalized approach ensures success is achieved in the safest way possible. Kurt's results were life-changing: not only did he lose 84 pounds, his blood pressure and cholesterol normalized and his diabetes went into remission.

Losing weight. Gaining altitude.

"I never dreamed I'd be taking on physical and mental challenges that would put me on the same playing field as world-class athletes," says Kurt. But setting big goals keeps him focused. Having climbed Denali, Aconcagua and countless peaks here in the Northwest, including Mt. Rainier, Kurt is looking forward to reaching new heights, both in the mountains and with his personal fitness.

20/20 LifeStyles can help you:

- lose weight safely
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ATLANTA, GA

A NEW VIEW OF NEVERLAND


Captain Hook and Peter Pan on Marooners' Rock.

DAVID ALLEN

A BELOVED TALE meets modern technology in Threesixty Entertainment's stage version of *Peter Pan*, coming to Atlanta's Pemberton Place on January 21. The play is performed in a 100-foot-tall circular tent, which will be located near the World of Coca-Cola and the Georgia Aquarium. Throughout the performance, projectors show computer-generated scenery on the interior of the tent, which acts as a backdrop to the live actors and puppets. The effect is intended to make the audience members feel as if they are part of the classic Neverland adventure, as they "fly" with Peter Pan and the Darling children over 400 square miles of 1904 London and watch the rolling waves from the vantage point of Captain Hook's pirate ship.

While the production is a feat of technology, *Peter Pan* also stays true to the original story. A direct adaptation of J.M. Barrie's 1904 book of the same title, this stage version premiered in 2009 in London's Kensington Gardens, where Barrie was inspired to write about the boy who refused to grow up. For more information, call 887-722-6849 or visit www.peterpantheshow.com. *—Caitlin Morris*



STEVE RENZI, COURTESY: METROPOLITAN TUCSON CVB

A colorful display of polished gemstones at the Tucson Gem and Mineral Show.

TUCSON, AZ

Treasure Hunt

Gleaming gold, sparkling diamonds and stunning geodes are just a few of the precious materials that will be on display during the Gem, Mineral & Fossil Showcase, January 29–February 13. The event comprises many, mostly free, public shows, held in giant white tents and at other sites around Tucson.

A highlight will be the 57th-annual Tucson Gem and Mineral Show, taking place February 10–13 at the Tucson Convention Center. One of the largest events of its kind in the United States, the show brings together 250 retailers of gems and minerals from all over the world. Also featured are gem-and-mineral displays from museums and private collections, and special child-friendly exhibits. The theme of this year's show is "Minerals of California." For more information, go to www.visittucson.org.

—Jennifer Schaefer

New York City was the U.S. capital from 1785 until 1790. By 1790—the year of the first U.S. Census—the Big Apple was the largest city in America. In 1898, the New York State Legislature signed a charter creating the "Greater City of New York," a metropolis of five boroughs.

TOP SHELF

Domaine Chandon Cookbook

By Jeff Morgan; Chronicle Books



Inspired by the bounty of its Napa Valley location, the Michelin-starred restaurant *étoile* at the Domaine Chandon winery has been called one of the best dining establishments in America. This elegant book of 75 recipes—such as Roasted Quail with Israeli Couscous, Black Mission Figs and Bacon Vinaigrette—allows you to re-create at home some of the restaurant's most exquisite dishes. Each recipe is accompanied by wine-pairing suggestions.

—Caitlin Morris

Zero Regrets

By Apolo Ohno; Atria Books



"Zero regrets. It's a philosophy not just about sport but about life," writes gold-medal-winning Olympic speed skater Apolo Ohno in his compelling new memoir. In addition to learning Apolo's inspiring personal story and getting a behind-the-scenes glimpse of his victories, readers will discover his strategies and philosophies for becoming more successful in all aspects of life. *—Traci Michael*

How Big Is the Lion?

By William Accorsi; Workman

Young readers age 4 and older will find many opportunities to practice using a ruler in this clever and interactive book. The catchy rhymes encourage children to measure the different things—from a peacock to a kite—shown in the author's colorful illustrations. The book comes with a wooden ruler, attached with a ribbon, that is stored in a pocket under the front cover. *—Donna Blinn*

AAM 01.11 Journal.indd 25 12/15/10 4:59:49 PM



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PETER WORTH, COURTESY: SAINT PAUL WINTER CARNIVAL

The carnival brings beautiful ice sculptures, such as this dragon, to St. Paul.

ST. PAUL, MN

Cool Carnival

In 1886, St. Paul was one of America's fastest-growing cities. That year, to celebrate the city's success, as well as its snowy winters, local business leaders created the Saint Paul Winter Carnival—a two-week festival featuring a parade, contests, games, toboggan slides and an enormous ice palace. Today, the festival continues to foster community pride and is a fun way for locals and visitors to connect with the city's roots.

This year's carnival, which is commemorating its 125th year with 125 events, will attract about 350,000 people to venues around St. Paul, January 27–February 6. Planned events include snow-carving exhibitions, live music, three parades and the Beer Dabbler, a tasting of 60 types of beer. More than a dozen sporting contests—ranging from 5K and 10K walk/runs to rugby matches and ski jumping—will help participants stay warm.

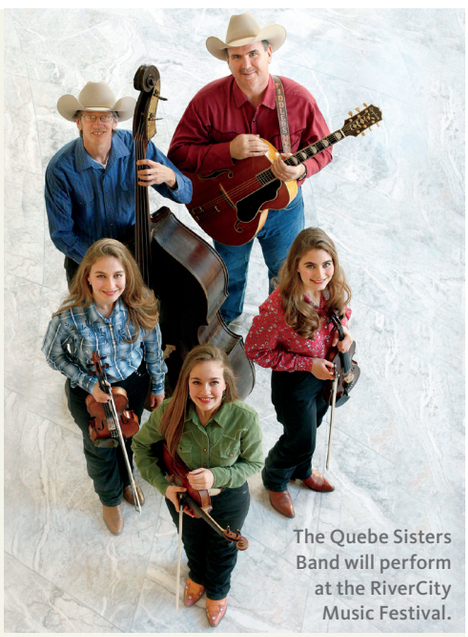
One much-anticipated event is the coronation of this year's carnival's royal family on January 27. A unique ceremony will take place on February 5, when a former king and queen of the carnival—now in their 80s—exchange wedding vows in an outdoor ceremony at Rice Park.

For more information, call 651-223-4700 or visit www.winter-carnival.com. —*Donna Blinn*

PORTLAND, OR

Bluegrass Beats

The sounds of bluegrass, western swing, gypsy jazz, Americano and acoustic music will enliven the Red Lion on the River, Jantzen Beach—located on Hayden Island in the Columbia River, just minutes north of downtown Portland—during the sixth-annual RiverCity Music Festival. Live shows will be a focus of the festival, January 7–9, including performances by The Time Jumpers, a band that includes Grammy- and CMA-award-winning vocalist and musician Vince Gill; Rhonda Vincent & The Rage; and John Reischman and The Jaybirds. The festival's friendly atmosphere encourages impromptu jam sessions among performers and attendees. A number of workshops focusing on different bluegrass instruments will be offered throughout the three-day event. Participants are invited to attend a square dance on Friday evening and a country dance on Saturday evening. For more information, call 503-282-0877 or visit www.rivercitybluegrass.com. —*Traci Michael*



COURTESY: RIVERCITY MUSIC FESTIVAL

The Quebe Sisters Band will perform at the RiverCity Music Festival.

CALENDAR

January 6–9 International Sportsmen's Exposition, Colorado Convention Center, Denver; www.sportsexpos.com

January 6–29 "The Falls," photographs of waterfalls in the American West by Peter de Lory, Lisa Harris Gallery, Seattle; 206-443-3315 or www.lisaharrisgallery.com

January 7–20 Reel Music Festival, films exploring a variety of musical genres, Northwest Film Center, Portland, OR; 503-221-1156 or www.nwfilm.org

January 10–16 Sony Open in Hawai'i, first full-field PGA Tour Tournament of 2011, Waialae Country Club, O'ahu; www.sonyopeninhawaii.com

January 16–21 Seventh-annual San Diego Restaurant Week, approximately 200 participating restaurants throughout San Diego; www.sandiegorestaurantweek.com

January 18–23 New York Ceramics Fair, Grand Ballroom inside the Bohemian National Hall, New York City; 310-455-2886 or www.caskey-lees.com

January 22–23 20th-annual Boston Wine Expo, Seaport World Trade Center, Boston; 877-946-3976 or www.wine-expos.com/boston

February 2–May 1 "In a New York Minute: Photographs by Helen Levitt" and **"Paths Through the Global City: Photographs by Leo Rubinfien,"** Cantor Arts Center at Stanford University, Stanford, CA; 650-723-4177 or www.museum.stanford.edu

February 5–6 21st-annual Heard Museum World Championship Hoop Dance Contest, Heard Museum, Phoenix; 602-252-8848 or www.heard.org

AAM 01.11 Journal.indd 27 12/15/10 5:00:10 PM



AUSTIN, TX

A Musical Life

At the tender age of 5, child prodigy Wolfgang Amadeus Mozart (1756–1791) could play several instruments and had already started to write music. Children and their parents will learn these and other fascinating facts about the prolific classical composer in the family-friendly dance-theater production *Symphony of Clouds*, which follows "Wolfie" from age 4 to age 21.

Designed to engage elementary-school students, the show features several zany characters and props. In one scene, the actor portraying Mozart

BRUCE MCCANN



Ballet Austin Academy trainees and an actor from the Pollyanna Theatre Company rehearse *Symphony of Clouds*.

"plays" the *Turkish Rondo*, one of Mozart's best-known compositions, on a row of dancers as if they were piano keys.

Symphony of Clouds is part of a local program called Arts Blitz—a collaboration among Ballet Austin, the Pollyanna Theatre Company, and Umlauf Sculpture Garden and Museum—that was founded to introduce elementary-school children to multiple art forms. In addition to touring area schools, the production will be performed four times for the general public at Ballet Austin's Butler Dance Education Center. The shows are February 5 and 6 at 2 P.M. and 4:30 P.M. each day.

For more information, call 512-476-2163 or visit www.balletaustin.org.

—Donna Blinn

AAM 01.11 Journal.indd 28 12/15/10 5:00:30 PM



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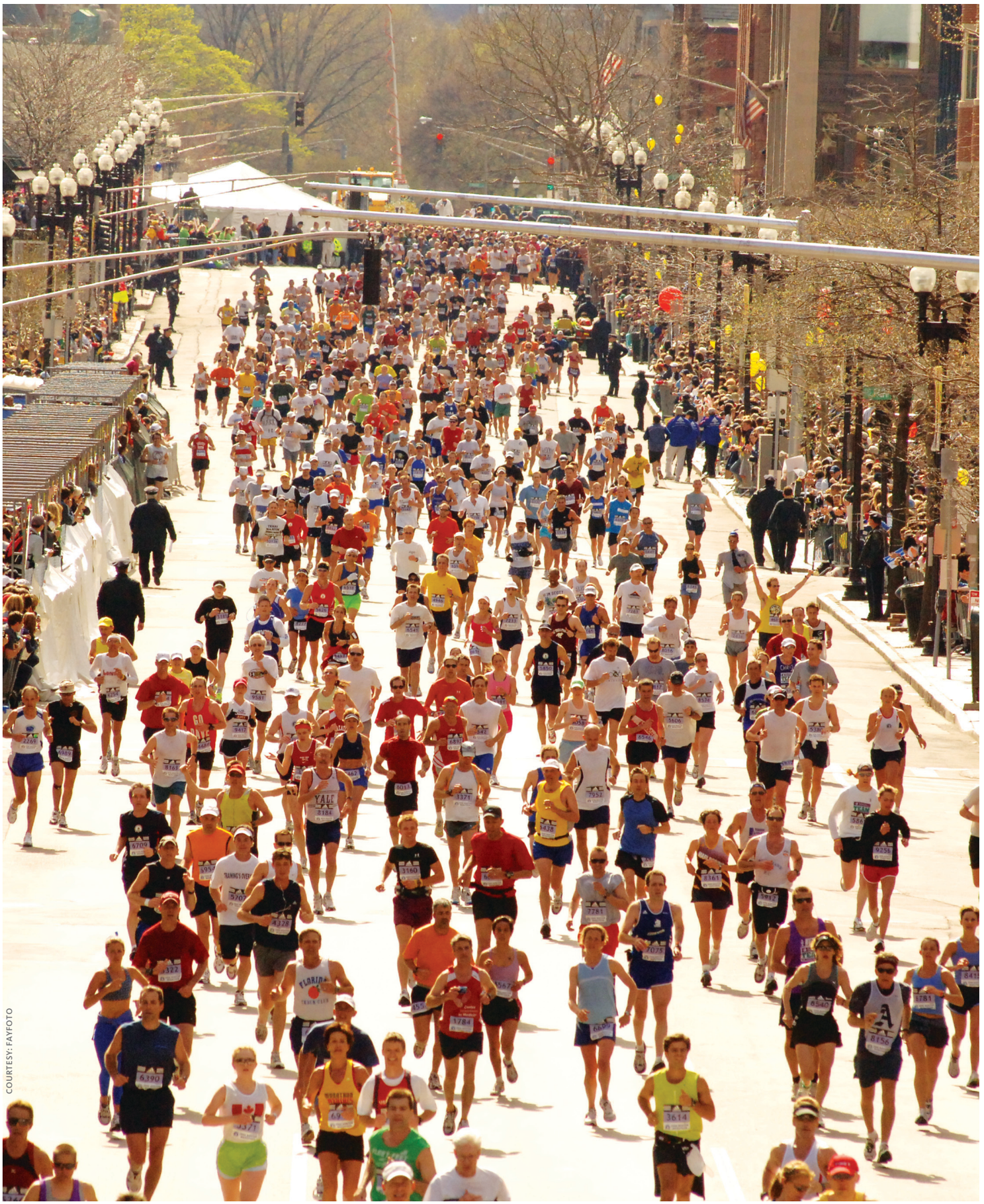
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COURTESY: FAYFOTO

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Active Travel

Fitness-oriented vacations are growing in popularity

By Cameron Walker

The first time I traveled for a race, I packed my running shoes and a pair of shorts for a half marathon. The event was in Seattle—in November—and even though this California girl ended up having to borrow a jacket, I hit the finish line realizing what a unique on-the-ground perspective I'd gotten of the Emerald City. Inspired by this experience, I've since done several races that have allowed me to explore the West's mountain trails and city streets by foot.

Making running part of a trip gives me the chance to see a place in a new way. For other travelers, the athletic event itself is the focus. According to Colorado Springs–based cycling and triathlon coach Adam Pulford, more athletes are coming to him and his colleagues at Carmichael Training Systems and saying, "I have a bucket list of events I want to do." Many of his clients have endurance-cycling events in their sights, such as the high-altitude Leadville Trail 100 Mountain Bike Race, held about 100 miles southwest of Denver.

Still other travelers are inspired by a good cause. Lauren Marie Fleming, a law student in Portland, Oregon, got involved with the San Francisco AIDS Foundation after she started training for a marathon with the National AIDS Marathon Training Program. She was so impressed by the organization that she started volunteering for AIDS/LifeCycle, an annual seven-day bike ride from San Francisco to Los Angeles along the California coast. The ride helps fund HIV and AIDS services in the two cities. In June, she'll be one of the more than 2,000 riders who will cycle 545 miles and raise a minimum of $3,000 each.

COURTESY: AIDS/LIFECYCLE



If running shoes or swim goggles are always on your packing list, you're already part of a trend to incorporate physical fitness into your travels. You might hear this category of travel defined as "fitness vacations" or "adventure travel." Whatever you call it, traveling to organized events such as races and competitions, to camps and clinics to learn a

- Runners train hard to participate in the prestigious Boston Marathon (left).
- Cyclists (above) ride from San Francisco to Los Angeles for the AIDS/LifeCycle annual fundraising event.

AAM 01.11 ActiveTravel.indd 33 12/15/10 5:16:58 PM



Someday, he'll tell his granddaughter about the time he had cancer.

Every day at Seattle Cancer Care Alliance, our doctors turn cancer patients into cancer survivors. Our world-class treatment center unites doctors from Fred Hutchinson Cancer Research Center, UW Medicine and Seattle Children's with a few simple goals. To make cancer a distant memory. And get people back to the joy of living their lives. For more information and to help us celebrate the lives we've touched over the past ten years, visit **SccaTenYear.org**

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10 *Ten years. Thousands of lives saved.*

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new sport, or to participate in a favorite fitness pastime is habit-forming. A study released in August by The George Washington University School of Business, the Adventure Travel Trade Association and Xola Consulting found that travelers who included adventurous activities (such as skiing, cycling or surfing) in their past three trips intend to continue pursuing these types of activities on their next vacation.

If you're a newcomer to the world of adventure travel, a visit to an activity-oriented spa property can provide a wide range of introductory experiences along with a healthy dose of relaxation. Canyon Ranch in Tucson, Arizona, offers golf lessons and hiking, mountain- and road-biking programs for all ability levels, in addition to a menu of spa treatments. In December the ranch debuted an outdoor ropes course, a giant swing and a zip line, along with a climbing wall where spa-goers can learn rock-climbing techniques.

Visitors can also find a choose-your-own-adventure style of spa experience at SOMA Get Fit, based in the Santa Barbara, California, area. Clients talk with owner Scott Crawford to plan a schedule of activities that best fits their needs, from stand-up paddling to trail running to a trip to the farmers market with a local chef.

"We try to get people to do something new that they haven't done before," he says. The setting, on the coast and near mountains, provides opportunities for adventure as well as time for reflection. The experience, says Crawford, allows clients to really get back in touch with their healthy, active selves without the distractions of their regular lives.

COURTESY: KAREN KELTNER / SOMA (2)



● Travelers enjoy a host of outdoor activities with SOMA Get Fit in Santa Barbara (above and below).

For people who already know their favorite sport is running, a marathon—26.2 miles—is often the ultimate goal. And marathons, along with other running events, aren't just for the super-speedy. Thom Gilligan founded Boston-based Marathon Tours & Travel in 1979, during a time when marathoners were primarily runners concentrating on how fast they could finish.

"Right now, running is booming as a sport, but it's become more of a recreational and lifestyle activity than a competition," says Gilligan, whose company arranges travel and race entry—slots can fill up quickly for popular races—to national and international events for runners of all experience levels.



For many runners, a destination race solidifies their commitment to running and to traveling, he says. "Once they get a taste of traveling to running events in another city, state or even country, they get hooked."

Gilligan also works with seasoned runners who have already run several marathons and are searching for larger goals and adventures, whether in the form of a trail marathon, an ultramarathon (longer than 26.2 miles) or a run in a novel location. Ultramarathons and adventure runs—such as the 2010 inaugural Australian Outback Marathon and races held in Antarctica—are growing in popularity, Gilligan says. Case in point: Marathon Tours & Travel has already sold out the Antarctica Marathon & Half Marathon for 2011, 2012 and 2013. "Runners are very goal-oriented and need a constant challenge," Gilligan says.

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Gilligan has already run 62 marathons around the world and says that if he were to run one more, it would be the Big Sur International Marathon, held in May along California's stunning central coast. He also highly recommends the Honolulu Marathon, another run that provides ocean views and plenty of postrace vacation opportunities. Because it's held in December, there's plenty of time to train for those who have "running a marathon" as a New Year's resolution.

COURTESY: COMPETITOR GROUP INC



If training for an endurance event sounds daunting, you can join a training group that will offer encouragement and guidance. Many novice athletes—and experienced ones, too—participate in charitable events that provide coaching, group workouts and camaraderie along with the opportunity to raise funds for a particular cause.

The Leukemia & Lymphoma Society's Team In Training program helps athletes of all levels complete endurance events, including marathons, triathlons and hiking adventures. Participants raise money for the society and receive expert coaching in their event of choice. The program is known for taking people who have never completed an endurance event and helping them cross the finish line, says Andrea Greif, public relations director for The Leukemia & Lymphoma Society.

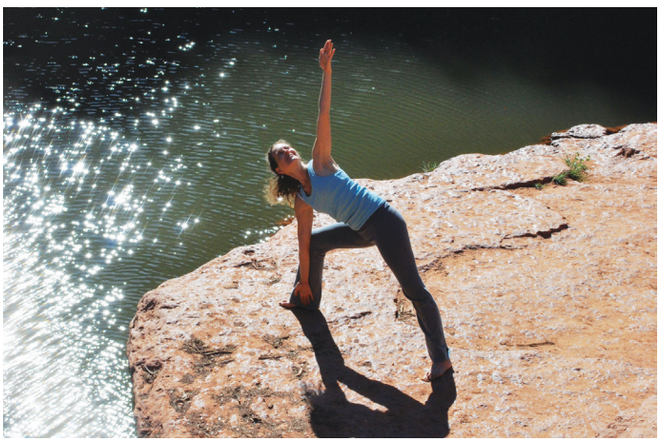
One of the most popular events for Team In Training athletes is the Dodge Rock 'n' Roll San Diego Marathon & ½ Marathon To Benefit The Leukemia & Lymphoma Society. Since 1998, 45,634 Team In Training athletes have participated in this June event and raised $154.8 million, with many athletes traveling from out of state.

For some, fundraising for an event such as this may be the most difficult challenge; for others, it's participating in the event itself, says Michael Barron, director of AIDS/LifeCycle. "It's kind of crazy to think of riding 545 miles over seven days," he says, but many family members and friends respond with donations to meet each rider's $3,000 minimum, saying, "Because you're doing something bold, I'll do something big financially."

Most AIDS/LifeCycle riders come from California, but other states and countries are represented each year—in 2010, riders ages 18 to 80 came from 41 states and eight countries. Repeat participants usually make up 35 to 45 percent of each year's riders.

Cyclists start training as early as August for the following June's event, with weekly rides offered in locations around the United States. During the race, riders are supported by aid stations, bike techs, sag wagons (which pick up tired riders) and camp crews; they also receive inspiration from pedaling for a charitable cause. The scenery doesn't hurt, either. "Let's face it, the coast of California is gorgeous," Barron says.

COURTESY: 7 CENTERS YOGA ARTS



- The Leukemia & Lymphoma Society's Team In Training program prepares athletes for marathons (top).
- 7 Centers Yoga Arts in Sedona offers yoga sessions on area trails (bottom).

Lauren Marie Fleming, who had been a volunteer "roadie" for several years before starting to train for the 2011 AIDS/LifeCycle ride, says she was always the one trying to get out of PE class in middle school, and before this year, her riding experience involved pedaling a beach cruiser on Southern California's boardwalks. Now she has a road bike named "Tallulah" and a gym membership, and she's committed to raising awareness about AIDS and HIV.

The training experience has already expanded her athletic horizons. She's got her eye on the Seattle to Portland Bicycle Classic (STP) in July and wants to take her bike on other international adventures. "After this, I will be able to conquer anything," she says.

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PREPARING FOR ACTIVE TRAVEL

While the journey to surf camp in Hawai'i or a marathon in San Diego can be extremely rewarding, travel itself can impact your athletic pursuits. A new setting—even different food and water—can affect how your body feels.

- Getting ready for a successful event that leaves you feeling healthier, not drained, starts in the planning. Carmichael Training Systems coach Adam Pulford suggests working out as many of the logistics as possible before you leave, including familiarizing yourself with your destination and being in the best shape possible.
- Pulford's most recent race was La Ruta de los Conquistadores in November, a four-day mountain-bike race that takes riders across Costa Rica. "If you're going to be doing events like this, you've got to make sure you're fit," he says. "You can't just go to the gym a few times and ride your bike a couple of times."
- Even if you're a beginner, you can build up your endurance in advance so that you get more out of the experience. Surfers suggest upper-body strengtheners such as push-ups, swimming, yoga and core exercises to get ready to ride your first wave.
- Along with taking care of yourself, learning about your environment can help. If your event has a significantly different climate or altitude than you're used to, try to incorporate this into your training. You can try a training camp at a higher elevation, or work out on humid days that might reflect what a tropical race would feel like.
- Events often start early—and getting to the start on time involves setting your alarm clock even earlier. Scheduling some early-morning workouts may be good preparation, Pulford says.
- Even small considerations can make the difference between focusing on your event and getting bogged down in travel details on race day. Make sure you have accommodations that are convenient for your event, and transportation to and from the event. If you need specialized gear, such as a bike or surfboard, find out how to get it there, including how you need to pack it for the flight.
- Arriving early to the race city can help you acclimate. "Traveling across time zones can change sleep patterns and can lead to the body not being as fresh as it could be," Pulford says. For La Ruta, he encouraged all of the athletes he trained to get to Costa Rica a few days before the event, just to relax.
- If you can, take time after the event to enjoy your accomplishment—and your destination, too.—*C.W.*



Active travel doesn't have to mean committing to an endurance event, however. By traveling to a yoga retreat, you can combine an inward journey with an outward one.

At 7 Centers Yoga Arts in Sedona, Arizona, business manager Sydney Pinkerton has hosted beginners who would like to start a yoga practice at home, as well as people interested in deepening their existing practice. "People are finding out that yoga is more than just the physical," she says.

Pinkerton builds each person's stay around his or her interests and budget. Most programs include a regular morning or evening yoga class, along with plenty of time off to enjoy the surrounding area, whether with a bodywork session or a yoga hike during which participants explore local trails and meditate in scenic locations.

Michigan resident Rick Kaufman had been diligently practicing yoga for about a year when he went online to look for a yoga adventure. He found 7 Centers' personalized yoga and hiking retreats, which sounded "perfect," he says, as did the location—he'd visited Sedona several times and considered it a beautiful, magical spot. The week he spent at 7 Centers Yoga Arts last September combined morning yoga classes with afternoons on the trail for what he describes as a "renewing, refreshing, wonderful adventure." It's the kind of adventure he's continued to pursue, having just returned from a yoga-and-meditation retreat at Esalen Institute in Big Sur, on the California coast.

DARCY BACHA / WINDELLS SNOWBOARD CAMP



Snowboarders can take lessons year-round at Windells Camp on Oregon's Mount Hood.

Yoga is also a component of some sports camps. In Washington's Methow Valley, the popular Women's Ski and Yoga Retreat pairs cross-country skiing with yoga during a February weekend. Yoga on arrival and in the mornings is followed by two days of skate- and classic-skiing lessons. Après-ski includes stretching, group activities and lounging at serene Sun Mountain Lodge. The multiday camp provides the intensity to build skiing skills. "To improve your skiing—or to learn how, if you've never skied—it really helps to have a lot of time," says Janice Dickinson, who



owns Winthrop Fitness and is one of the camp's organizers.

The Methow Valley, about 230 miles northeast of Seattle, is a prime destination for anyone interested in winter sports. The area has about 125 miles of scenic groomed trails for cross-country skiing, along with areas for snowshoeing and downhill skiing. The 10-day Methow Valley Winter Festival, starting in mid-February, features active winter events for all levels of skiers. There are long tours of the valley's trails, snowshoe hikes, races and more—along with the women's retreat.

Mary Ellen Stone has traveled from the Seattle area to the Women's Ski and Yoga Retreat for the past eight years, and plans to be there again in February. The weekend feeds her enthusiasm for skiing, with lots of individual attention from expert skiers. The Methow Valley area is home to several former Olympians.

"To ski with people who are such high caliber—and also so humble—is really inspiring," she says. In addition, the weekend is a chance to spend time with one of her dearest friends; the pair attend together every year and use the time to talk and laugh, as well as to ski.

Snowboarders, skiers and skateboarders—from beginners to experts—get a real camp experience during a weeklong stay at Windells Camp, based on Oregon's Mount Hood. Windells offers camps for both kids and adults during the winter holidays, spring break and even summer—thanks to the mountain's year-round snow. Adults stay in separate accommodations and have nights out in Portland, as well as other unique experiences such as hiking, berry picking and mountain biking.

Founder Tim Windell describes one snowboarding camp at which five women in their 50s from five countries learned to snowboard. "By the end we were doing tree runs, we were hitting jumps," he says. "It's rewarding to see people progress."

LORI ADAMSKI-PEEK PHOTO



Surfing at a camp such as Las Olas, near Puerto Vallarta, Mexico, is a fun way to combine fitness and travel.



AAM 01.11 ActiveTravel.indd 40 12/15/10 5:18:12 PM

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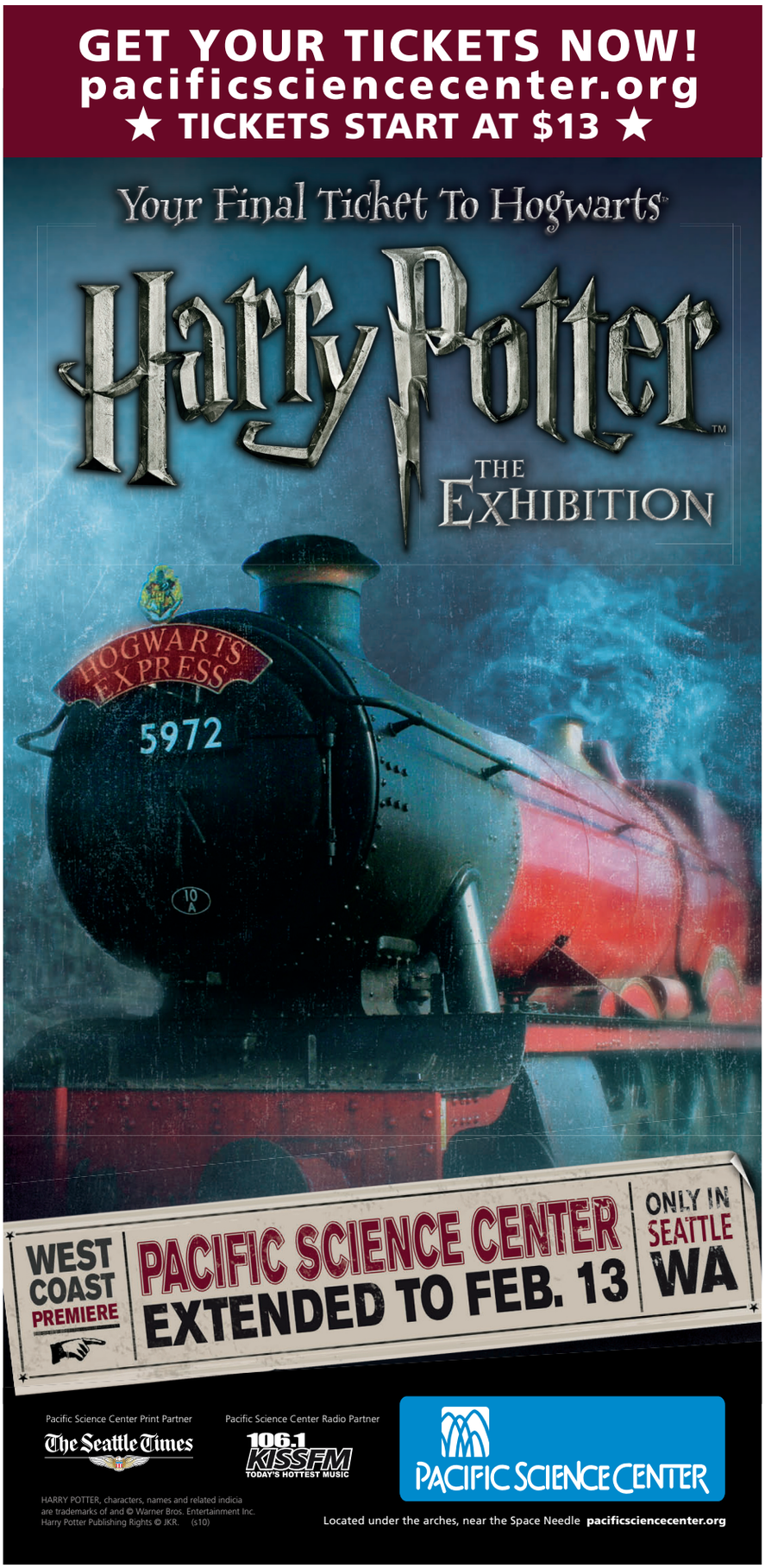
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Water, in all its forms, offers this opportunity for progression—and transformation.

"Surfing is one of those experiences that changes your life," says Bev Sanders, founder of Las Olas, a women's surf camp located close to a beginner-friendly surf break near Puerto Vallarta, Mexico.

The weeklong camp, which includes massages, yoga and other activities, along with surf lessons, draws women ranging from teenagers to grandmothers to the waves. Some return home as dedicated surfers, while others use the trip as a springboard to make larger life changes. One young woman was encouraged by the older surfers to take more time off to travel, and a doctor who visited the camp told Sanders that the experience helped her tap into her intuition when working with patients.

"That's what I'm looking for," says Sanders. Surfing transformed her, too. After a career in the snowboard industry, Sanders started Las Olas within a year of learning to surf in 1996.

The first time I went to Las Olas, in 2001, I spent a lot of time being frustrated. All around me, women were gliding across the water, while I was just trying not to get pummeled by incoming waves. But on the last morning, I went out at dawn and stood up all by myself on that first wave. That sensation—it's almost like flying—kept me paddling out in poor weather during graduate school in Santa Cruz.

After that, my board gathered dust as I spent several years living away from the beach. But after a second trip to Las Olas, I realized I wanted to surf more often. So I started planning a move—now I live minutes away from a surf break. Surfing can still be frustrating, but time in the ocean helps me deal with challenges on land.

Both men and women can catch the new perspective of surfing at Maui-based SwellWomen, which runs a custom coed camp as well as regularly scheduled women's camps. The combination of physical activity, daily yoga and healthy food leaves many guests ready to change their lives when they return home, says owner Me-Shell Mijangos.

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Stand-up paddling is another of the camp's offerings that guests tend to pursue once home. SwellWomen has stand-up surfboards and paddles available for guests' use throughout their stay, and those who live far from an ocean can keep paddling on lakes and rivers at home.

Hawai'i-based Nikki Gregg runs boot camps for stand-up paddlers on O'ahu's North Shore and, by request, in other locations. "It's a really good way to get in shape," she says.

Along with camps and classes dedicated to stand-up paddling, a growing number of races also draw paddlers. The September 'Round the Rock race, a 13-mile paddle around Mercer Island in Lake Washington, east of Seattle, has attracted racers from Florida, New York and Canada, as well as from the Western states.

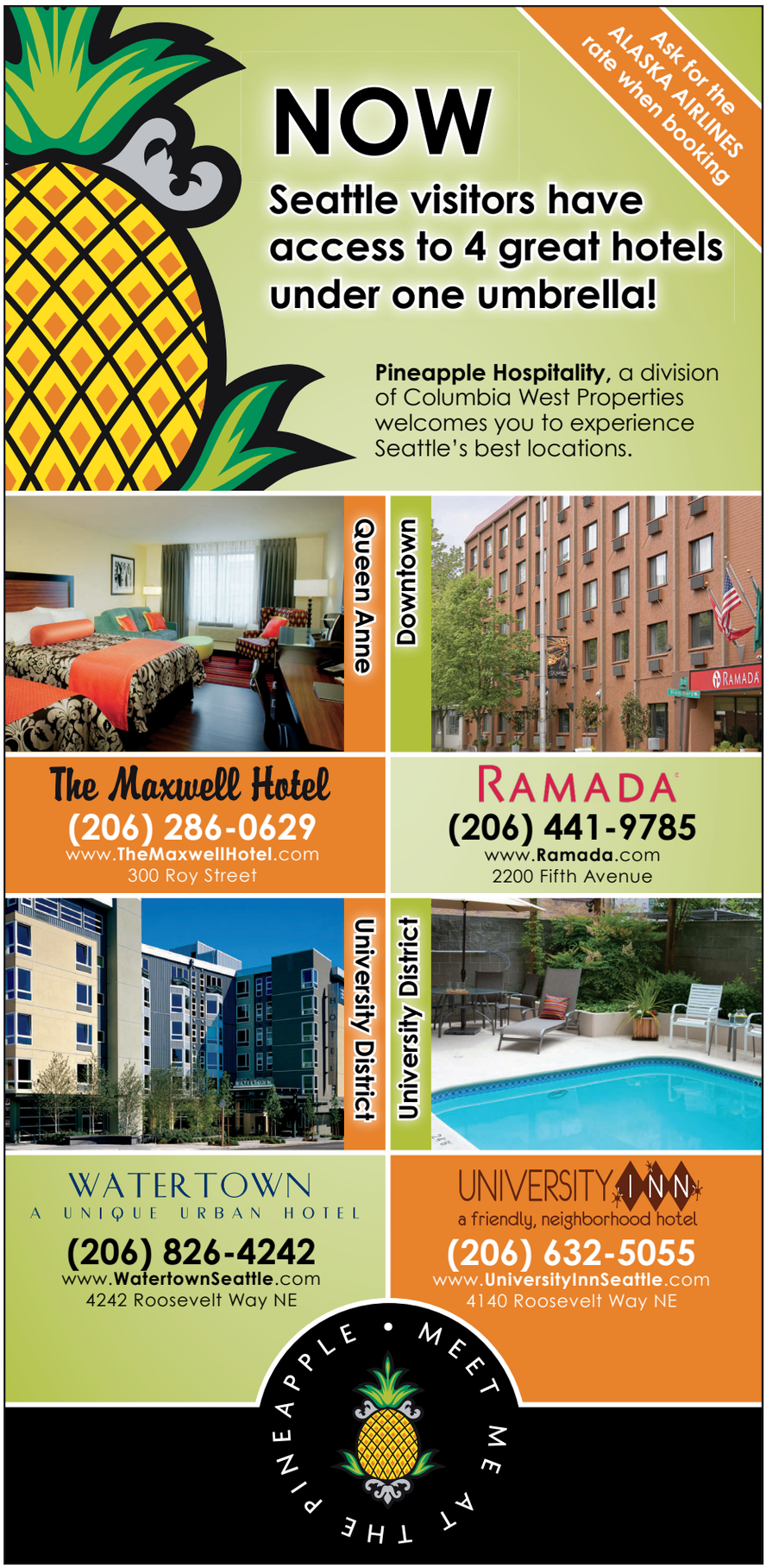
Participating in an event doesn't mean you need to be an elite athlete, says CTS coach Pulford, who trains athletes of all levels through phone and e-mail consultations and at sports camps held around the West. Pick a destination that inspires you, and you can likely find an event or athletic pursuit that fits your ability level.

"An event makes a trip truly memorable," Pulford says. "Bring your bike or your running shoes or whatever your hobby is, and make it part of your trip."

As with any travel, the change in perspective can work wonders in your life once you return home. "There's something that happens when you're away from home. There is just a shift, and more becomes possible," says Nicki Parr, who runs a Santa Barbara–based business, The Destination Coach, that combines life coaching with active pursuits.

Focusing on a significant active event, whether a marathon or a sports camp, can boost physical well-being and emotional health. "I think people are really trying to have more unique experiences," says Parr. "Time is so precious, and they're using it to do something that will really enhance their lives." ▲

Cameron Walker is a freelance writer living in Santa Barbara, California.



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Cultivating Innovation

Universities seeking ways to commercialize their academic work are creating new businesses, jobs and revenue streams

BY DAYTON FANDRAY



USC STEVENS INSTITUTE FOR INNOVATION

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For Majid Sarrafzadeh, the moment of inspiration came nine years ago, shortly after he and his wife brought their newborn daughter home from the hospital. Born prematurely, the infant required constant monitoring. ■ "We brought her home from the hospital and we had to watch her 24/7," Sarrafzadeh recalls. "And that was truly nerve-wracking for us as parents."

With his background in electrical and computer engineering, Sarrafzadeh realized that it might be possible to design a device that could monitor the baby's breathing and other vital signs electronically, thereby alleviating the worried parents' round-the-clock vigil. He set to work and found that his hunch was right.

Sarrafzadeh, who is a professor of electrical engineering and co-director of UCLA Wireless Health Institute, then realized that the technology he had developed to address this challenge in his own household could be adapted to solve a problem that has troubled health-care professionals for centuries—their inability to keep tabs on a patient's vital signs and behavior after he or she leaves the health-care provider's office. A network of electronic sensors embedded in the patient's clothing, Sarrafzadeh reasoned, could send data directly back to the hospital or clinic. This would eliminate the need to base treatment decisions on the patient's often-subjective and unrealistic assessment of his or her own condition.

Believing that such a product could significantly improve the quality of care in today's cost-conscious health-care marketplace, Sarrafzadeh and several colleagues founded a startup venture they dubbed "MediSens." Using their lab at UCLA as a base of operations, they set to work finding practical applications for their new technology platform. Their first product offering, a "smart shoe" that will allow physicians to monitor patients' balance problems, is undergoing clinical investigation and is on the verge of entering the marketplace. A second product, a "smart bedsheet" designed to help reduce the risk of bedsores among bedridden patients, is in advanced stages of development.

At first glance, there is nothing unusual about MediSens Wireless. Ever since Congress passed the Bayh-Dole Act in 1980, America's universities have been licensing the intellectual property developed in their laboratories to businesses that intend to turn these novel ideas and technologies into marketable products. The universities own the patents and copyrights; the companies pay for their use. It is a straightforward relationship, and a recent National Research Council report, "Managing University Intellectual Property in the National Interest," determined that the relationship has yielded significant benefits for the American public over the last three decades.

The MediSens story is unusual, however, because it represents a departure from the way most intellectual property has been commercialized over most of those 30 years. The venture is up and on its feet largely because of UCLA, through its Office of Intellectual Property and Industry Sponsored Research (OIP), which is working with the company to give it a fighting chance in the marketplace. OIP not only negotiated the licensing agreements for Sarrafzadeh's technology, it helped arrange meetings with potential investors and, perhaps most importantly, it leases space to MediSens in the university's new on-campus business incubator in the gleaming new California NanoSystems Institute.

"They have been great here at UCLA," says Sarrafzadeh. "They encourage the notion of technology transfer. They make the process relatively simple and seamless. They advise us on various paths to take forward. And it is different from many of the schools that I am familiar with because the incubator is right on campus. In many schools it might be on the boundary of the campus or even farther away. But the fact that CNSI is right on campus and a three-minute walk from my office facilitates many interactions and makes many things easier. It has been a great place to go and grow."

This convenience was one of the main reasons OIP proposed establishing a business incubator on campus and locating it in the CNSI, explains Kathryn Atchison, vice provost, intellectual

Krisztina Holly, vice provost for innovation at USC, works at creating a culture of innovation on campus that engages innovators, entrepreneurs and investors.

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property and industry relations. "It's an experiment. It's the first time that UCLA has had a formal process of trying to incubate the commercialized research. We wanted to see if we could speed it up, improve it, facilitate it by housing it on campus and utilizing that wonderful facility that former Governor Gray Davis' Institutes for Science and Innovation had created."

While UCLA's decision to locate the incubator on campus may be unusual, the school's efforts to facilitate the commercialization of its intellectual property are by no means unique. Since the turn of the century, research universities around the nation have been increasing their efforts to get innovation out of the laboratory and into the marketplace. And those efforts are bearing fruit. One survey cited by the authors of the National Research Council report found that the number of startups created to capitalize on university-generated research grew from 241 in 1994 to 555 in 2007. Not all of these businesses survive and prosper, of course. Nor do the licensing arrangements necessarily generate significant revenues for the universities. But every new startup does generate economic activity for the community, and as any scientist or entrepreneur can attest, even a failure is a learning experience.

According to Mark Wrighton, chancellor of Washington University in St. Louis and chair of the committee that produced the National Research Council report, this learning experience is a very big part of what technology transfer is all about.

"There's much more to technology transfer and the development of ideas that come from the university than licensing a patent to generate revenue," he says. "Our most important technology-transfer agents are the students and postdoctoral associates who leave Washington University. They leave with their know-how, their show-how, their ideas, what they've learned. These individuals leave and some of them go to mature companies and are innovators. Others go and start a new company. And others will join a startup venture that someone else has founded. The university, through its education and preparation of innovators and entrepreneurs, fuels the economic advance for a region."



Majid Sarrafzadeh's "smart shoe" is the first IP spin-off product of MediSens at UCLA.

If it seems that every college and university in the land has now set up an office devoted to technology transfer and the management of intellectual property, there is by no means a consensus on the best way to run such an operation. As noted, UCLA has chosen to establish an on-campus incubator to nurture the new businesses that license the school's intellectual property. Arizona State University in Tempe has chosen instead to consolidate its IP and tech-transfer efforts in nearby Scottsdale, in a futuristic business center dubbed "SkySong." And the von Liebig Center works with the Jacobs School of Engineering at the University of California, San Diego, which in turn works with the vast network of business incubators, venture capitalists and research foundations in the San Diego area.

In other words, each school works with its own resources and institutional philosophy to define an approach that makes the most sense for its faculty and students to commercialize technology.

"There are practices that universities can and do share," says Krisztina Holly, vice provost for innovation at the University of Southern California. "But each situation is different. The larger universities might have different approaches than smaller universities. But I think what really works well is when you look at the process of creating a partnership with the inventors and innovators. It's not just about how we translate a particular idea out into the marketplace, but it's also about celebrating a culture of innovation so everyone on campus is excited about the process. And it's about developing the innovation ecosystem around the university so that you engage stakeholders and entrepreneurs and investors."

This notion of the university as existing in a local—or perhaps regional—ecosystem is one you encounter often when talking to officials who are charged with managing these vast storehouses of

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When managed well, tech transfer is good not only for universities and entrepreneurs; it's good for the nation as a whole.

intellectual property. In a way, it is surprising. We live, after all, in a global economy, tied together by technology that, in effect, makes all communication instantaneous. To focus so much on ecosystems defined by geography seems almost anachronous, perhaps even a tad quaint.

But as university officials point out, we are still very social creatures. And beyond that, universities have long had a moral—and sometimes legal—obligation to give something back to the communities in which they are located.

"If you're starting companies and they always leave, it's nice, but it's not feeding back into the community and inspiring the next generation and helping the next generation," Holly says.

Fostering the next generation of innovators, then, means taking advantage of all the resources the ecosystem has to offer, even those at institutions that might otherwise be considered rivals.

"We have collaborated with UCLA and Caltech for the last several years," Holly says. "We want to create an awareness of what's here in the research community in Los Angeles. It is really important to build that ecosystem. Startups might flourish, and they might die, but then the outcomes of those dead startups become a kind of mulch for the next generation. Being able to entice experienced entrepreneurs to come back, whether it's to run the next company or to mentor that next generation, is really important."

This sense that the community is important is every bit as palpable in rural Oregon as it is in the L.A. basin. When Don Gerhart, associate vice president for research and innovation at the University of Oregon in Eugene, talks about



ASU's SkySong Center was created specifically to aid knowledge transfer.

ARIZONA STATE UNIVERSITY

Transfer Successes

America's universities have become hotbeds of entrepreneurial activity. "There is a keen sense that universities, with their strong research programs, can make a big difference in a region's economy," says Mark Wrighton, chancellor of Washington University in St. Louis and chair of the committee that produced the National Research Council report "Managing University Intellectual Property in the National Interest."

"People have come to believe that if great things have happened around research universities such as Stanford and around Harvard and MIT, maybe it can happen for them," he says.

Following are a few examples of businesses that have been spun off by research universities in the West.

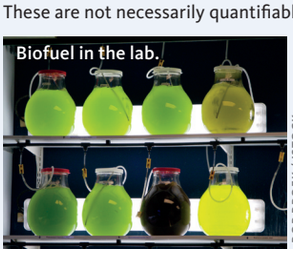
Frank Chang, a prolific UCLA researcher, first met Ira Deyhimy several years ago when the two of them worked in the lab at Rockwell International. After going their separate ways, they met again in 2008 at UCLA's Institute for Technology Advancement. Chang told Deyhimy about his work in millimeter-wave technology, and Deyhimy saw a high-tech startup waiting to be born. Chang's technology uses high frequency radio waves to essentially eliminate the need for physical connections in certain electronic circuits. This translates into decreased power usage and increased portability, as well as lower manufacturing costs, for a variety of processor-intensive devices, including smartphones and personal music players. Deyhimy's company, WaveConnex, has licensed the technology from UCLA, and it has leased space in the school's on-campus business incubator.

"It was important for me, at least at this stage of the development of the company, to have a presence on campus," says Deyhimy. "I'm just one building removed from Professor Chang's lab. That's pretty important for us here at the initial stages of development."

An airliner that runs on algae? Heliae Development LLC is working to make this plentiful and promising biofuel a commercially viable alternative to the fossil fuels we now rely on. The venture is based on the pioneering work being done at Arizona State University by researchers Qiang Hu and Milton Sommerfeld. Heliae has licensed the technology from ASU and is now moving forward with efforts to produce green fuels, green chemicals and animal-feed products from the strains of algae originally identified by Hu and Sommerfeld as promising sources of fuel.

Reflecting ASU's efforts to foster economic development in the Valley of the Sun, Heliae recently moved into its own facility in the Phoenix suburb of Gilbert, Arizona. Though separated geographically from ASU's campus in Tempe, the company and the university maintain close ties.

"Our partnership with ASU was formed around intellectual property," says Heliae President and CEO Dan Simon, "but it quickly became clear that the benefit Heliae received from this partnership would surpass just proprietary technology. Heliae has benefited through collaboration, knowledge transfer, and the credibility of an institution such as ASU. These are not necessarily quantifiable elements, but they have proved extremely valuable to Heliae as a young company."


Biofuel in the lab.

ROB BROEK / ISTOCK

"I'm at the crossroads," says USC's Krisztina Holly, who was a successful entrepreneur before she embarked on her current career promoting entrepreneurship from within the university. "I have lived in both worlds, and I can see how valuable both cultures are. We don't necessarily want to turn faculty into entrepreneurs. What we really want is to help them communicate better with entrepreneurs and the business community, and have the business community appreciate what is going on in the universities so that everyone can work together."

This philosophy has helped give birth to companies such as Epigenomics Inc., a pioneer in providing convenient and sensitive blood tests for early detection of cancer. The tests are based on technology licensed from USC, and the company's first product, proColon, received European regulatory approval in October 2009. Epigenomics and its partners distribute proColon in several countries.

Designed to detect colon cancer with a simple blood draw, the test

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eliminates the need for the intrusive and unpopular colonoscopy. Using the intellectual property developed at USC, Epigenomics is developing similar tests for other cancers.

The University of Oregon is capitalizing on the innovations of faculty members working in the softer disciplines, notably in its school of education.

"Education is huge here," says UO Technology Transfer Director Chuck Williams. "We are the No. 1 public education college, and I spend a good deal of my time working on projects out of the College of Education that are licensed via subscriptions to school districts. We're bringing tools to our schools at a very reasonable price, but as part of the relationship, we're also getting a lot of data that we use to do basic research on what's going on in the school system."

The university is working to move the School of Education's intellectual property into the private sector. Avant Assessment is a Eugene-based company that develops assessment tools used to support the teaching and learning of new languages. The tests are based on unpatented innovations developed at UO's Center for Advanced Second-Language Studies. To date, the company has delivered more than 1.5 million Web-based language tests throughout the world.

The ongoing partnership between Avant Assessment and CASLS reflects Williams' philosophy that an effective tech-transfer office is built largely on relationships.

"What we're doing," he says, "is trying to foster relationships with faculty that get them thinking about the foundations of their work. It's not about changing how they do the basic research, but knowing what might be more useful, knowing what increases the chance there will be some uptake to it. We're the interface trying to connect them with those entrepreneurs or other people who can start pulling that technology through toward the market."

The University of Washington receives about $800 million a year in federal research money, making it the nation's top-ranked public university in terms of total research dollars flowing onto campus. It is not surprising, then, that UW has one of the most aggressive tech-transfer programs in the United States. Because so much federal money comes in the form of grants from the National Institutes of Health, there is a strong emphasis on the commercialization of medical and health-care technology. But under Linden Rhoads, UW's vice provost of tech transfer, the university is redoubling its efforts to evaluate the commercial potential of research that spans the entire academic spectrum.

EnerG2, for example, is a Seattle-based startup that uses technology developed by UW researchers to create nano-structured carbon materials. These materials can be used to address a variety of energy storage needs. As is usually the case in tech transfer, the university researchers believed their work had considerable potential and they connected eventually with a group

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Bye-Bye,

Baby Belly



A healthy mother of 3, Rebecca had worked hard to look and feel her healthiest and best. But despite being an active soccer player and triathlete, she was self-conscious about her waistline.

"After my third child, my stomach felt like a stretched-out balloon," Rebecca says."No matter how hard I exercised, there was just this little pooch that wouldn't go away. When someone asks you if you're pregnant and you're not, that's the worst. I felt extremely self-conscious. "It affected how I dressed -- and how I felt."

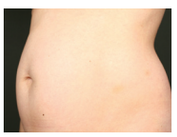
Rebecca consulted with several plastic surgeons who suggested she undergo abdominoplasty (a tummy tuck). But the high cost of the procedure, the lengthy recovery time involved made her hesitant. "As active as my kids are, there's no way I could take six weeks off," says Rebecca. "I didn't want that scar from hip to hip, either. So when I heard about SmartLipo™ MPX, I was hopeful. It seemed like a great alternative."

The right fit for an active lifestyle

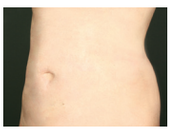
"Rebecca's active lifestyle made her a great candidate for SmartLipo™ MPX," says Dr. Daniel Levy, board certified Cosmetic Dermatologist at The Medical Spa at PRO Sports Club. "The procedure can help patients who are already exercising and eating right reach that goal they've been working toward."

After 2 ½ weeks, Rebecca was back playing soccer. "The down time was hardly anything. For a couple of days after the procedure, I was a bit sore.But I was off pain medication after a day.

After a month, there's still a bit of swelling which decreased over time, but I didn't have any pain in my day-to-day activities. I'm really happy I had it done. I've lost at least one pant size and I'm comfortable wearing clothes that are more form fitting again.



Before



After

Men can also benefit from SmartLipo™ MPX—from contouring a double-chin to sculpting abs to treating other fatty areas resistant to diet and exercise, like "love handles", arms and thighs.

A more personalized approach

As with any surgical procedure, finding the right partner is the most important decision of all. Which is why Rebecca and so many others have turned to Dr. Levy. Helping patients look and feel their best and youngest through state-of-the-art techniques and technologies, Dr. Levy and his staff have a reputation for attending to their patient's needs with a highly personalized approach. "Even though we've performed the SmartLipo™ MPX procedure many times," explains Dr. Levy, "my staff and I understand that each of our patients goes through it only one time. We're committed to making each patient's experience a positive one by providing the highest level of personal care, and staying focused on their overall health needs, as well as their aesthetic goals."

"I definitely feel like Dr. Levy understands me," reflects Rebecca. "He took the time to answer all my questions -- and I've always been confident that he and his entire team are there for me."



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of entrepreneurs who were interested in taking it to market. Rick LeFaivre, who now serves as co-director of the New Ventures program at the UW Center for Commercialization, helped arrange the initial round of funding.

Now, with its Entrepreneur-In-Residence program, UW is trying to give researchers an even more direct path to the marketplace. "The typical university researcher is advancing the state of the art in science and engineering," explains LeFaivre. "Some of that research is interesting scientifically but has little relation to the marketplace."

The EIR's role, explains co-director Tom Clement, is to look at the research and evaluate it through the lens of industry experience. "Linden decided she's going to bring in these people who maybe have senior engineering experience, CEO experience, senior marketing experience in certain technical silos. Their job is to work with researchers to identify those projects that have commercial viability and then to mentor the researchers on the steps to take to get to a point where they can demonstrate functionality well enough to get funded."

While the EIR program has its origins at UW, Washington State University recently inaugurated its own EIR program, which is currently working to commercialize Food Chain Safety LLC, a company that will use technology developed by WSU researchers to produce microwave-sterilization food-processing systems for the food industry. Both programs are funded in part by the state of Washington. Says LeFaivre, "The state has really been trying to help both attract outstanding talent and support the EIRs who are coming in to work with us." —*D.F.*

his work, the first thing he mentions is UO's relationship with surrounding Lane County and the jobs his office has helped bring to the region. His office boasts a portfolio of 16 companies formed in the last 10 years, representing a business presence that generated revenues of about $26 million in 2009. Those companies employ about 240 people, with almost all of the business activity centered in Lane County.

"In this environment," Gerhart says, "that kind of activity moves the needle perceptibly. Why do it? Because institutions have an obligation to deliver societal benefits and make sure that their research enterprises are engaged in delivering benefits. That takes two forms. There are the innovations themselves. But another really important element is the business activity that's formed, the jobs that are generated."

There is no single, typical path to market for the *CONTINUED ON PAGE 134*

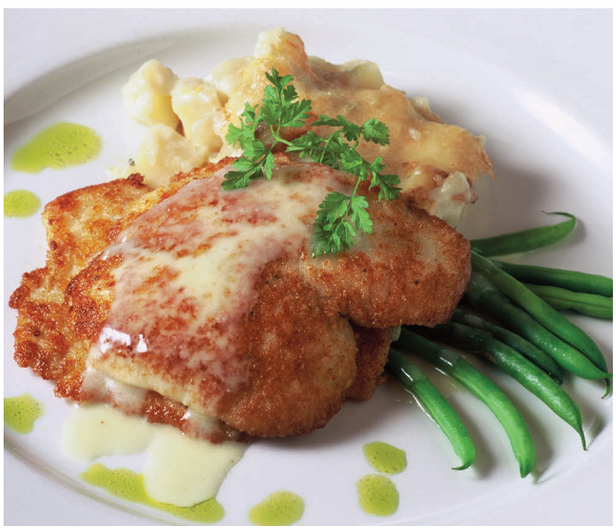
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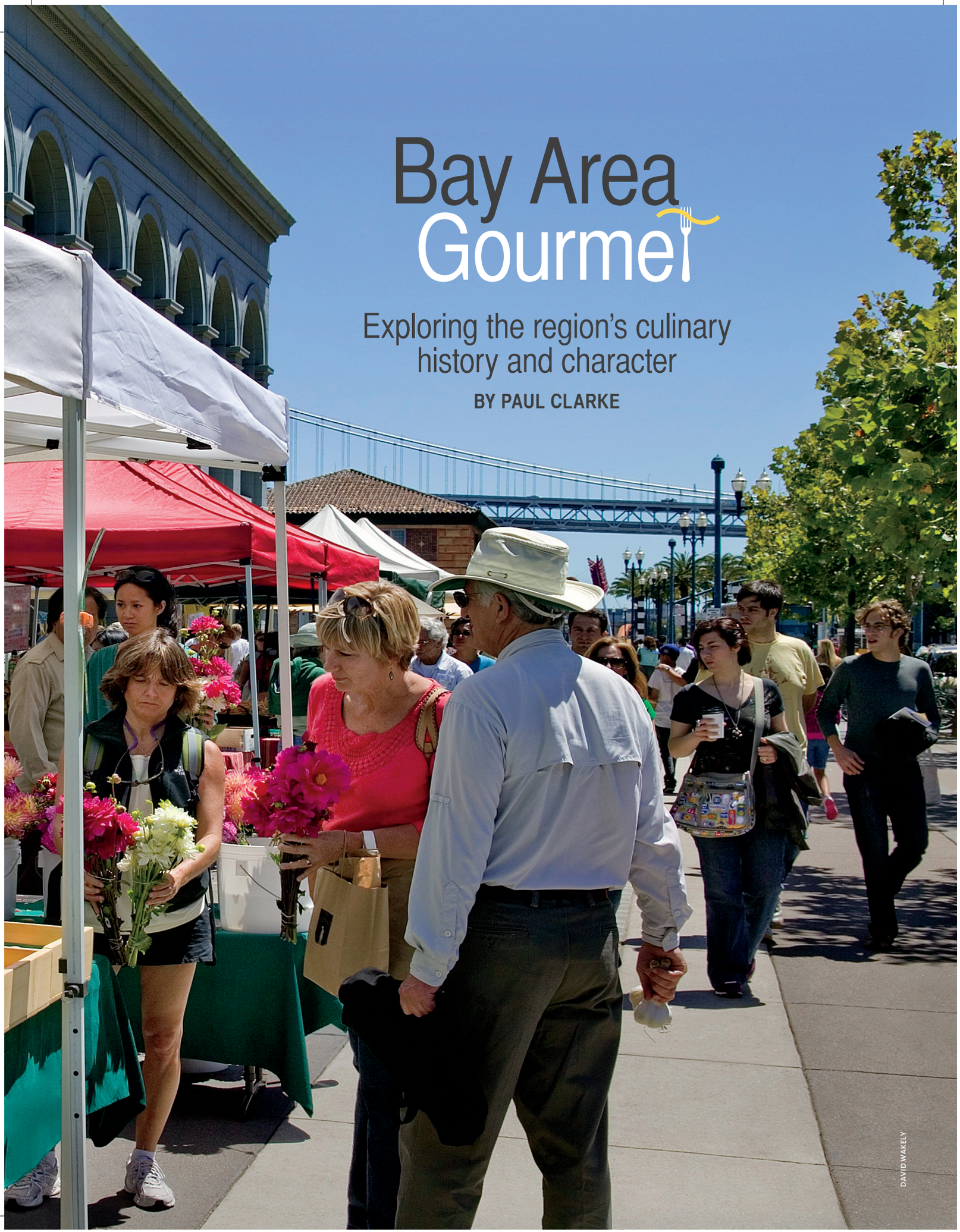


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Bay Area Gourmet

Exploring the region's culinary history and character

BY PAUL CLARKE



DAVID WAKELY

Maybe it's time to outsource... your dating life

Navigating today's complex dating scene can be daunting, and busy professionals often wonder who to turn to for advice. We sat down with It's Just Lunch dating expert PJ Osgood to discuss the difficulties of dating for singles on the go. Here's some of the savvy advice she gives to her clients.



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(Clockwise) Blue Bottle's Mint Plaza cafe brews single-origin coffees in a siphon bar. Recchiuti Confections' fine handcrafted chocolates include bittersweet Classic Truffles. Cowgirl Creamery creates and distributes delicious artisan cheeses. Established in 1849, the Tadich Grill was one of San Francisco's first restaurants.



TOM SEAWELL



WIL EDWARDS

MORNING AND I AREN'T always on the best of terms. But it's sunny and clear this early Saturday, and, like the other customers in line at a coffee stand at San Francisco's Ferry Plaza Farmers Market, I have the cure for A.M. grogginess within sight.

Visiting this lively market on the Embarcadero, the eastern waterfront of the Port of San Francisco, has become a favorite part of my visits to the city. Puffs of steam from the espresso machine and the eye-opening aroma of fresh, hot coffee waft across the plaza, but, considering the warmth of this autumn day, I opt instead for a milky New Orleans–style iced coffee. While sipping the robust mixture, I stroll past tables piled with pomegranates, squash and other produce, and tented stands showcasing local cheeses and eggs, making my way through groups of shoppers while trying to decide what to eat for breakfast.

The last time I visited the Ferry Plaza, I opted for simplicity: scrambled eggs, local Hobbs' bacon and sliced tomatoes on a baguette crafted by the Acme Bread Company, served in a booth run by the Hayes Street Grill. Today, I keep that option mentally bookmarked, but I'm in the mood for something a little more complex. I finally find it at bustling Primavera, a stand that specializes in regional Mexican cuisines. I ask for a plate of *chilaquiles*—tortilla wedges cooked in a dark-and-spicy ancho chile sauce, served with eggs and *frijoles refritos,* and scattered with chunks of avocado and pebbles of savory *cotija* cheese. I find a bench overlooking the water with a view of the Bay Bridge, and, with fork and coffee in hand, I make peace with the early hour.

THE SAN FRANCISCO BAY AREA has long been one of the country's food capitals, and I'm eager to further explore its culinary side. The region has an interesting gastronomic history. Legend has it that in the 1850s, miners would celebrate a gold strike by swapping some gold dust with local restaurateurs for a Hangtown Fry—an omelet with oysters and bacon, considered decadent and pricey back in the day. Meanwhile, the young city's cultural elite would dine on baked trout with anchovy sauce at the upscale Iron House near Portsmouth Square, or on French cuisine at Le Poulet d'Or in Belden Place.

Over the decades, classic foods such as sourdough bread and seafood-laden cioppino, and well-known dishes such as crab Louis, chop suey and the intensely rich chicken Tetrazzini, were all popularized in the Bay Area.

Local chefs have always highlighted the region's bounty—from fish caught in the fecund waters of the Pacific to produce grown in the fertile fields of the Central Valley. The food traditions and exotic ingredients brought to the Bay Area by immigrants—from places ranging from Naples to Nanjing—also flavor the regional cuisine. More recently, the region's culinary offerings have been enhanced by the creativity of San Francisco–based chefs such as Traci Des Jardins, Daniel Patterson, Charles Phan and local-and-seasonal-food pioneer Alice Waters, who have made the city's



NAVID BARATY

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JOHN LEE

(Left to right) Tyler Florence's new Wayfare Tavern serves classic American cuisine. Visitors can enjoy several unique flavors of ice cream at Humphry Slocombe.



JESSIE FREEDMAN

cooking and the area's culinary philosophy essential parts of the global food conversation.

At the same time, parking-lot farmers markets, Japantown noodle houses, Mission District taquerias and startup chocolatiers, cheesemakers, ice cream vendors and coffee roasters are increasingly refining the basic elements of good food and drink, and are introducing a new generation to the fullness of flavor that can be found in fresh produce, authentic regional cooking and artisanal products.

But even as new restaurants and trends continue to advance San Francisco's position in the world of food, the city maintains—and today, is reviving—many connections with its roots.

MY SEARCH FOR BREAKFAST has brought me to the epicenter of San Francisco's Saturday-morning food scene, and after I'm done with my meal, I explore the market. On the plaza in front of the towering Ferry Terminal, a table filled with produce from Twin Girls Farms holds fragrant mounds of fresh plums and grapes. A nearby stand features dark-green bottles of local olive oil, and, at another stand, a vendor hands out samples of naan topped with roasted-tomato chutney. In the expanse behind the terminal building, other tables are stacked with plastic bins of fresh oysters and cases of creamy goat cheese. A stand for Napa-based Fatted Calf Charcuterie offers everything from jerky made with grass-fed beef to *merguez* sausage, duck rillettes and lamb *crépinettes*.

While the Ferry Plaza—which opened in the early 1990s and operates on Tuesdays, Thursdays and Saturdays—may be among the largest and most popular of San Francisco's farmers markets, it's far from the only one. As of early 2010, there were 20 farmers markets in the city and many more throughout the Bay Area. The Alemany Farmers Market in the Bernal Heights neighborhood is one of the oldest. Founded in 1943, the market features produce from dozens of local growers.

At the Heart of the City Market, on United Nations Plaza near City Hall, visitors can shop for fresh seafood, live chickens and esoteric Asian produce. North of the city, in San Rafael, the Marin Farmers Market features local honey, grass-fed beef and organic produce on a scale that rivals that of the Ferry Plaza Farmers Market. While the availability of many items is understandably seasonal, several markets and individual vendors keep people up-to-date with posts on Twitter and Facebook.

MORE LOCAL BOUNTY



CINDY LOUGHRIDGE / GETTY IMAGES

The Bay Area's farmers markets extend beyond San Francisco. Here are a few in the East Bay and Silicon Valley.

The **Urban Village Farmers Market Association** (www.urbanvillageonline.com) was formed in 1997 to connect growers, vendors and consumers throughout the Bay Area. The association operates seven year-round markets, and four additional markets for part of the year, where shoppers can purchase fresh, seasonal produce. Year-round markets include the **California Avenue Farmers Market** in Palo Alto, the **Old Oakland Farmers Market** and the **Temescal Farmers Market** in Oakland, while seasonal markets include the **Cambrian Park Farmers Market** in San Jose and the **Castro Valley Farmers Market.**

The **Grand Lake–Oakland Farmers Market** (www.agriculturalinstitute.org) is one of the largest and most comprehensive markets in the Bay Area. In addition to growers from area farms, including County Line Harvest and Lucero Organic Farms, the market features food producers such as Donna's Tamales and Marin Gourmet, as well as an urban-gardening program with workshops on raising everything from tomatoes to chickens in the backyard.

The **San Jose Downtown Farmers Market** (www.sjdowntown.com) features local honey, along with baked goods from Beckmann's Bakery in Santa Cruz and fresh produce from farms including Medina Berry Farms in Watsonville.

For more information on Bay Area farmers markets, visit the Website for the **Pacific Coast Farmers Market Association** at www.pcfma.com. —*P.C.*

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NATURALLY, FARMERS MARKETS are favorite destinations for Bay Area chefs, who come to browse the fresh, local ingredients. The culinary contributions of the chefs and food producers who come together at these venues can be experienced throughout the region. For example, I order my Saturday morning eye-opener at the Ferry Plaza from a stand run by Blue Bottle Coffee. At its Oakland roastery, Blue Bottle prepares small batches of blends and single-origin coffees for its retail locations, for restaurant clients such as Berkeley-based Chez Panisse and for specialty coffee shops across the country.

One morning, I visit Blue Bottle's cafe on Mint Plaza, between Mission Street and Market Street in downtown San Francisco. The cafe occupies an airy, expansive space with 17-foot-high ceilings and a wall of windows, through which sunshine floods the room. Baristas operate the hissing La Marzocco espresso machine, but the most eye-catching feature is the siphon bar—a contraption whose array of glass globes and brass fittings is designed to brew Blue Bottle's single-origin coffees in a way that maximizes their nuances of flavor.

This kind of care for the integrity of an ingredient is practiced throughout the Bay Area. While the approach has recently gained traction, it's not a new idea for many of the area's food producers. Good chocolate, for example, has been made in San Francisco since the gold rush, when immigrants such as Italian Domingo Ghirardelli, the founder of Ghirardelli Chocolate in 1852, came to California seeking riches. A rival chocolate shop was opened by Frenchman Etienne Guittard in 1868.



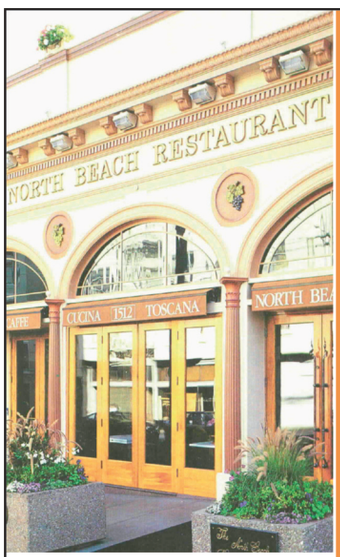
KERRICK JAMES

San Francisco has many excellent seafood restaurants, including Alioto's on Fisherman's Wharf.

Today, Guittard Chocolate Company is still owned and operated by Guittard's descendants, and the company produces acclaimed cooking chocolate, as well as single-origin varietals including Sur del Lago, made from Venezuelan cacao, and blends such as Nocturne, made with beans from Central and South America, Africa and Asia.

In the 1990s, Scharffen Berger reintroduced the idea of artisan-crafted chocolate, setting a trend in motion. Other San Francisco purveyors of artisanal chocolate include Recchiuti Confections at the Ferry Building Marketplace, which creates truffles, caramels and confections flavored with local herbs, teas and flowers, and Tcho, a producer on Pier 17 that counts some of the country's most acclaimed pastry chefs as clients and fans.

Bay Area Escapes



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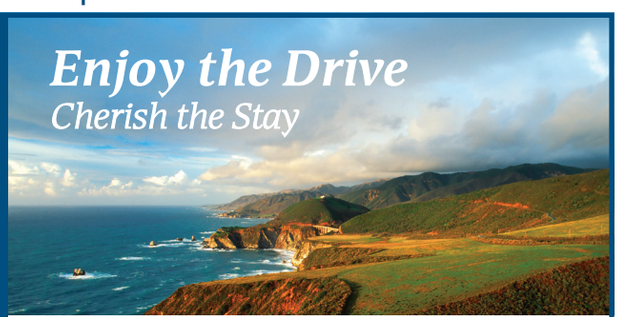
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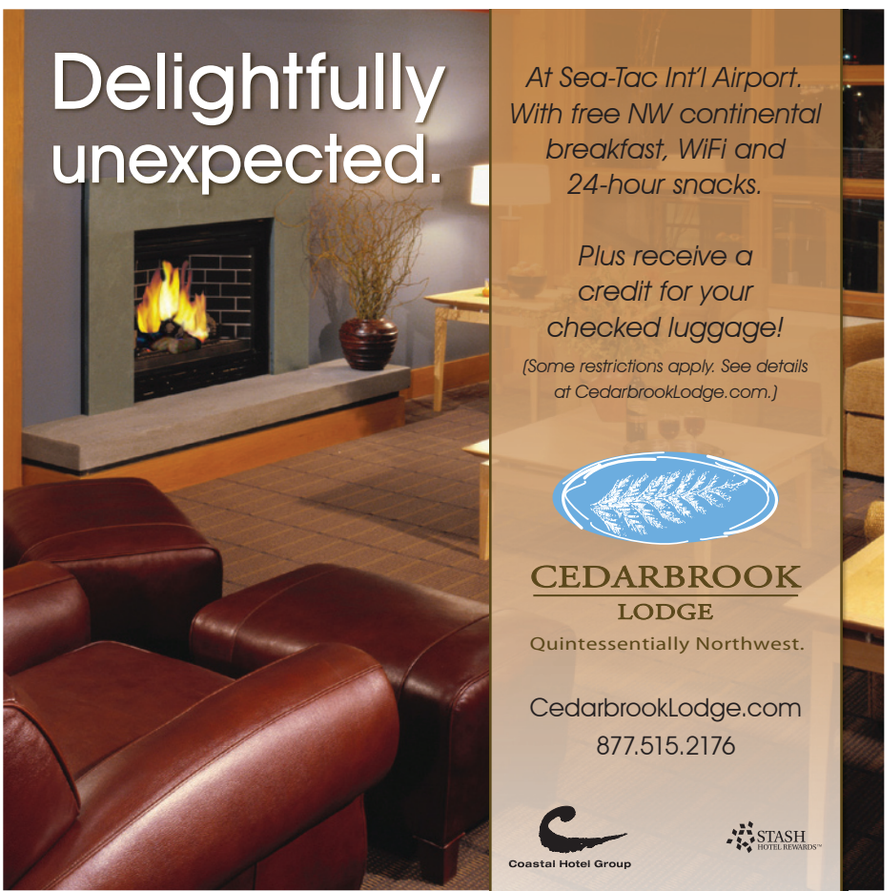


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The Bay Area's influence can be seen in other elements of a broader culinary movement taking place across the country, encompassing an emphasis on local, seasonal ingredients and quality products. In 1967, the Cheese Board Collective—now considered one of the best cheese stores in the country—was established in Berkeley, forging a path that would later be followed by influential local cheesemakers such as Cowgirl Creamery, which opened in 1997.

In the early 1970s, Niman Ranch helped pioneer the humane, sustainable production of beef (and later, pork) on a farm in nearby Bolinas. And the 1980s saw the debut of the Acme Bread Company, a Berkeley-based artisan bakery that has inspired craft bakers all along the West Coast.

More recently, San Francisco has led the comfort-food trend through restaurants such as Mission Pie, which serves dishes ranging from pot pies made with root vegetables and Niman Ranch pork to rotating "pies of the day," such as walnut and banana cream. Another example is Humphry Slocombe, an ice cream shop that specializes in outlandish yet popular flavors, such as Balsamic Caramel and Secret Breakfast, made with bourbon and cornflakes.

WHILE THE BAY AREA'S culture and economy are inextricably linked to 21st century technology, the region's culinary history resonates in many of its restaurants. The past has a way of enduring in San Francisco, as is evident at city institutions such as the Tadich Grill, a Financial District restaurant that opened as a coffee stand in 1849, and Fior d'Italia, a North Beach restaurant that debuted in 1886.

A few recent arrivals reflect San Francisco's culinary heritage, as well. One afternoon I stop at Comstock Saloon, a Financial District bar and restaurant that opened last year and that draws inspiration from the city's rugged Barbary Coast era. Chef Carlos Espinas designed a menu evocative of the turn of the last century—fitting fare for an establishment with a century-old tile floor and tin ceiling, a massive antique ceiling fan and a 1907 mahogany bar.

I ask for the Fisherman's Breakfast,

AAM 01.11 San Francisco.indd 62 12/15/10 5:20:46 PM

composed of a small cake of hash browns topped with a steaming piece of griddled trout and a sunny-side-up egg, drizzled with a bacon vinaigrette. I follow this with a tasty bourbon-maple pudding, rich with maple and lightly tangy with whiskey.

At Tyler Florence's Wayfare Tavern—one of several new restaurants nearby, which include Michael Mina and Barbacco on California Street—the focus is on classic American fare. Dishes are served in an old-school, ground-floor dining area, which is decorated with a stag's head and has high-backed hardwood-and-leather booths. There are also upstairs dining areas, including a private room that seats up to 80. Starters include roasted beef marrow with rutabaga jam and pickled shallots, and Tomales Bay mussels with salt pork, fennel and sweet potato. Entrees range from organic fried chicken to braised-beef short ribs to upscale takes on San Francisco classics, such as a Dungeness crab Louis salad. I opt for a rich dish of roasted Liberty Farms duck, seared and served in thick slices with prunes, parsnip puree, chicory and cipollini onions, and savor every bite.

THE NEXT TIME I'M IN TOWN, I may dig deeper into San Francisco's past and present (using a fork, of course), perhaps ordering the Hangtown Fry, revived and served both as an entree at Wayfare Tavern and for brunch at Prospect, another celebrated new restaurant. Or I may find myself in the mood for dim sum in Chinatown, or burritos in the Mission, or oysters and beer along the Embarcadero. Regardless of where my hunger might take me, there's little doubt I'll find the perfect way to satiate it in this, one of the nation's most edible regions. ▲

Paul Clarke writes from Seattle.

GETTING THERE

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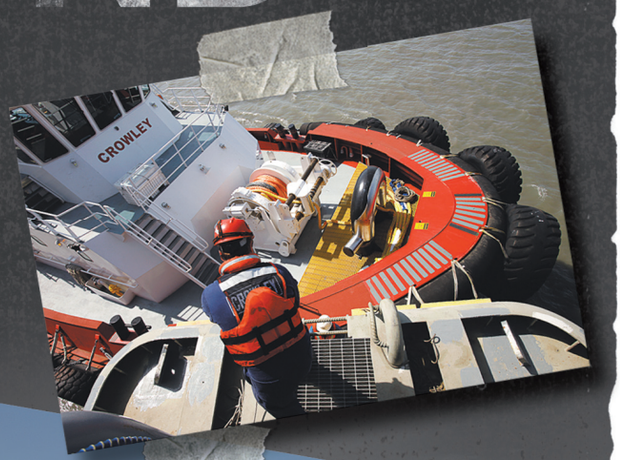
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Cinematic Paradise

By Jenny Quill

In a scene from *Jurassic Park*, a helicopter carrying guests to a wealthy entrepreneur's dinosaur theme park descends upon the lush, precipitous coastline of Isla Nublar, a fictional island off Costa Rica. Ivan Reitman's romantic comedy *Six Days/Seven Nights* chronicles the adventures of an unlikely couple stranded on a deserted South Seas island. In a flashback scene during an episode of the television drama *Lost*, "Oceanic Six" member Sayid Jarrah shadows a Russian man into his apartment in Moscow.

What do these three diverse scenarios have in common? They were all filmed in Hawai‘i. Often referred to as "Hollywood's tropical back lot," the Aloha State has long been a popular filming location for movies and TV shows. The Hawaiian Islands' diverse terrain, idyllic weather, skilled local film crews and favorable tax incentives make this popular vacation destination a paradise for the film industry, as well.

THE EARLY YEARS

The first Hollywood productions to be shot in Hawai‘i, *Hawaiian Love* and *The Shark God*, were filmed in Honolulu in 1913. The two one-reelers—short motion pictures contained on one reel of film, which were popular during the silent-film era—showcased the then-exotic locale with high-drama story lines involving forbidden love



Left: Like the original *Hawaii Five-0*, the new series has an ensemble cast, exciting story lines and gorgeous scenery. Right: Kaua‘i's remote Manawaiopuna Falls were featured in the movie *Jurassic Park*.

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GARY BRAASCH / PHOTOLIBRARY

and ancient superstitions.

Over the next two decades, Universal, Paramount, Fox, Metro and other movie studios shot 17 films in Hawai'i, including the tremendously popular *Bird of Paradise*, which was released in 1932 by RKO. Starring Dolores del Rio and Joel McCrea, the movie follows a beautiful Polynesian girl and a man from a distant land as they fall in love. But their romance is cut short when the girl is chosen as a sacrifice to the volcano god. The movie was such a big hit that 20th Century Fox released a remake in 1951.

With the 1953 release of *From Here to Eternity*, a Hawai'i-filmed movie soared to new heights. Shot on O'ahu, the film won eight Academy Awards, including Best Picture, Best Director (Fred Zinnemann), Best Supporting Actress (Donna Reed) and Best Supporting Actor for Frank Sinatra, making the singer a bona fide movie star. While Burt Lancaster and Deborah Kerr didn't win Oscars for their

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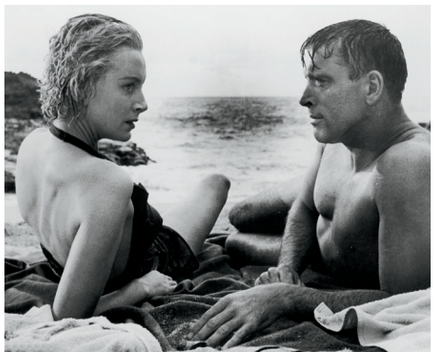
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LEFT (FROM TOP): JOHN KOBAL FOUNDATION / GETTY IMAGES, COLUMBIA TRISTAR / GETTY IMAGES, MICHAEL OCHS ARCHIVES / GETTY IMAGES, GETTY IMAGES



PHOTOS 12 / ALAMY

performances, their classic love scene filmed at Hālona Cove—during which the couple embraced as the waves washed over them—is an iconic Hollywood moment.

In the years that followed, 10 other movies shot in Hawai'i earned 33 Academy Award nominations and five Oscars. Those films included *Miss Sadie Thompson* (1953), which was filmed on Kaua'i; *The Caine Mutiny* (1954), which has scenes shot at Pearl Harbor; *Mr. Roberts* (1955), which

Above: *Lost*'s six seasons were almost entirely shot on O'ahu. Black-and-white photos, top to bottom: Dolores del Rio performs a ritual dance in *Bird of Paradise*. Deborah Kerr and Burt Lancaster's famous love scene in *From Here to Eternity* is an iconic Hollywood moment. The original *Hawaii Five-0* TV series starred Jack Lord as ex-naval officer Steve McGarrett. James Cagney and Jack Lemmon were part of an all-star cast in *Mr. Roberts*.

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In *Blue Hawaii*, Elvis Presley (with Joan Blackman) played Chadwick Gates, a young man who returns to his Hawai'i home after serving in the army.

was filmed in Honolulu; and Ernest Hemingway's *The Old Man and the Sea* (1958), which was partly filmed in Kona on the Big Island.

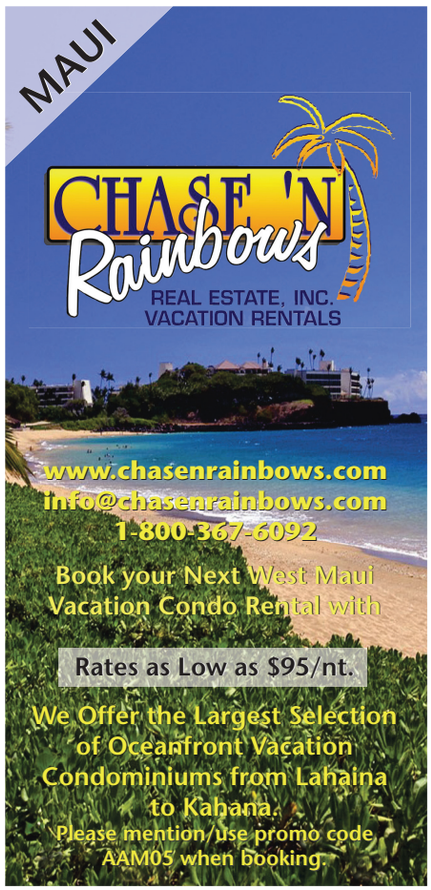
In 1961, millions of theatergoers were introduced to the magic of the Hawaiian Islands through the musical *Blue Hawaii*, in which Elvis Presley croons *Can't Help Falling in Love with You*.

TELEVISION BREAKTHROUGH

One of Hawai'i's biggest Hollywood hits came in 1968, with the TV series *Hawaii Five-0*—a quick success that brought the islands and its people into homes across the country every week. Starring Jack Lord as ex-naval officer Steve McGarrett, the show was the first TV series to be shot entirely on location, and it went on to become one of the longest-running police dramas in U.S. television history, ending in 1980. The opening theme music, composed by Morton Stevens, is just as famous as the show, and "Book 'em, Danno" has become one of TV history's most memorable catchphrases.

Endearing the current generation to McGarrett and his crew is the new *Hawaii Five-0*, which was resurrected in September by CBS. The adaptation, which also is filmed entirely on the islands, is a sleek, action-packed version of the original, offering the same theme song (with some tweaks), exciting story lines and panoramic vistas.

"The state of Hawai'i is so excited about the new *Hawaii Five-0* because you get to see these incredible shots of Hawai'i," says Chuck Boller, executive director of the Hawaii International Film Festival (HIFF). "You can be sitting anywhere in the world, where it [might be] winter, and you're watching these beautiful shots of Hawai'i."





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Perhaps the greatest legacy of the original *Hawaii Five-0* is the filmmaking infrastructure it established, including the Hawaii Film Studio. The state-owned facility, built in the mid-1970s at the foot of Diamond Head, comprises a 16,500-square-foot soundstage, production offices and storage facilities. The series also inspired a generation of trained crew people, many of whom later worked on

"The Hawai'i film industry has been going strong for more than 30 years," says Skinner. "This [past] year was our biggest year ever."

the sets of *Magnum, P.I.*, *Baywatch Hawaii* and *North Shore*.

"There's a very highly trained, educated core of people here," says Boller.

Hawai'i's reliable, knowledgeable crews have played a role in the islands' being chosen as a filming location for many films, including *Waterworld* (1995), *Godzilla* (1998), *Pearl Harbor* (2001), *Planet of the Apes* (2001), *50 First Dates* (2004), *Pirates of the Caribbean: At World's End* (2007) and *Indiana Jones and the Kingdom of the Crystal Skull* (2008).

A POSITIVE IMPACT

Naturally, Hawai'i's bustling film business is a boon to the local economy. According to Georja Skinner, chief officer for the Creative Industries Division/Hawaii Film Office, State of Hawai'i, estimated production expenditures—the money that production companies spend in pre- and postproduction and while they're filming—reached $407 million in 2010, with a total economic impact of roughly $639 million.

"The Hawai'i film industry has been going strong for more than 30 years," says Skinner. "This [past] year was our

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While many films and TV shows shot on-island have been set in Hawai‘i, the Aloha State has proved itself a capable stand-in for many other destinations.

biggest year ever."

To attract big-budget movies, it helps to remain competitive in the global marketplace, which the State of Hawai‘i has done through attractive tax incentives for film production. "Any state that doesn't offer some sort of tax-rebate program isn't on Hollywood's radar," says Skinner. She adds that just like other industries, the film-and-entertainment sector has suffered in the recent recession and is looking for ways to improve its bottom line.

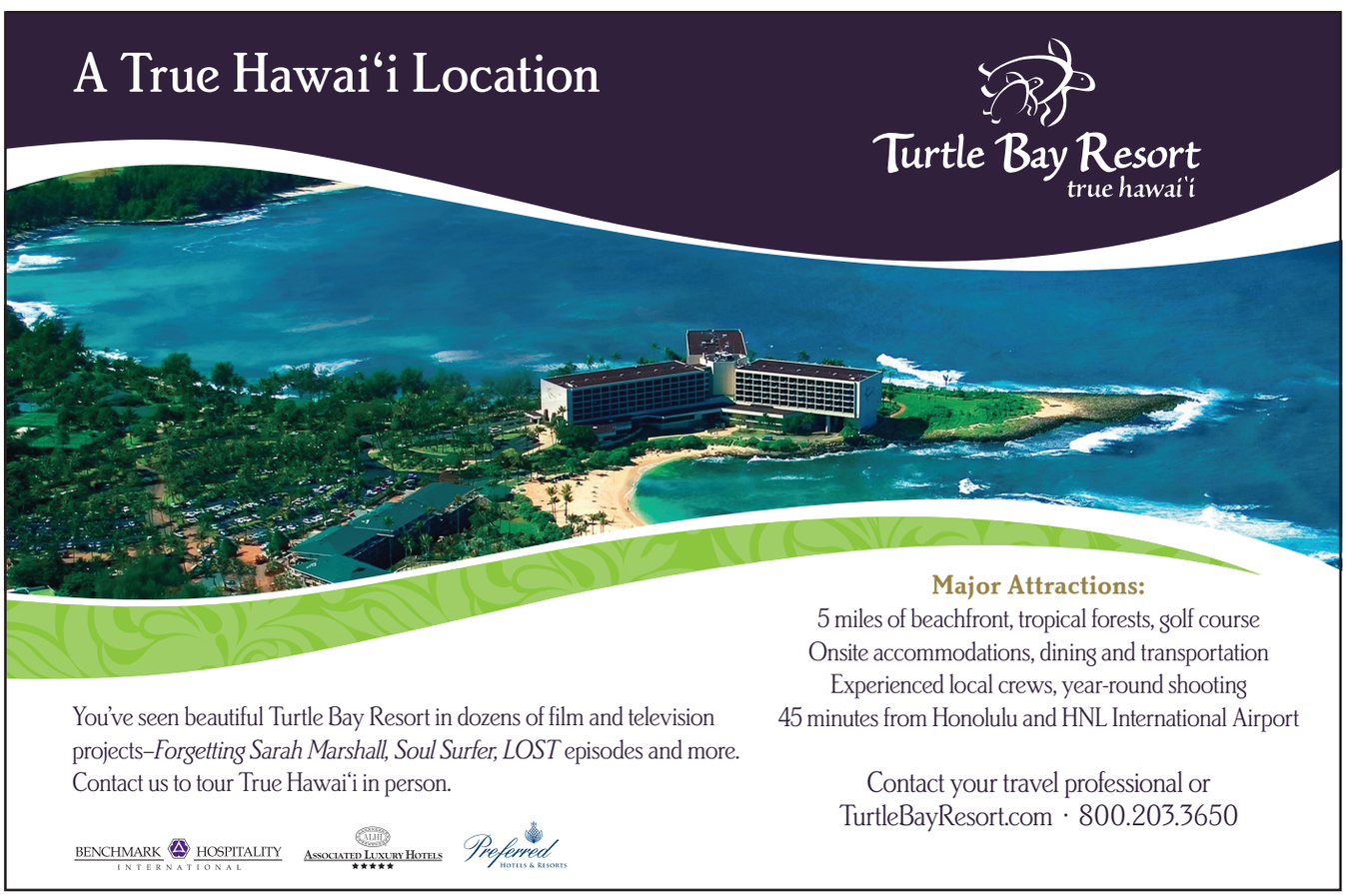
Dan Krech, president of Hawaii Animation Studios, a digital-media company that opened in Honolulu in February 2009, was initially drawn to Hawai‘i's shores by the state's tax breaks, but found that doing business in the islands has many other perks.

"At one point in time, Hawai‘i was in the middle of nowhere, and now it's in the middle of everywhere," says Krech. "You have Asian culture, mainland culture, Polynesian culture. You have the best of [many] worlds mixed together, and it forms a very friendly business environment." He adds that three-quarters of his company's employees are native to Hawai‘i.

HOMEGROWN TALENT

One of the biggest benefits of Hawai‘i's growing film industry is the development of local talent. According to Boller, interest in the film industry has spread to area colleges, and the state now has some of the country's best-equipped film schools, including the Academy for Creative Media (ACM) at the University of Hawai‘i at Mānoa. Plus, having productions on-island allows for hands-on learning through filmmakers' lectures arranged by HIFF; internships with local companies, including Krech's Hawaii Animation Studios, which currently has a dozen interns; writing gigs with local TV shows; and the opportunity to show films at HIFF, which hosted an ACM night this past year that featured six student works.

Students aren't the only ones getting in on the action—area filmmakers have been busy making movies. One recent example



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is *Ecila*, the first feature film by local director, writer and editor Darieus Legg. The movie was produced by Robert Campbell, who also works on *Hawaii Five-0*. Another example is *Get a Job*, a comedy written and directed by Maui resident Brian Kohne, the founder of Malama Pono Productions. The film features local musicians Willie K and Eric Gilliom, and special appearances by two Maui residents, Willie Nelson and Mick Fleetwood.



AF ARCHIVE / ALAMY

In addition to being shot on Kaua'i, *Jurassic Park* was partly filmed in the lush Ka'a'awa Valley on O'ahu's windward coast.

FILMING IN PARADISE

While many films and TV shows shot on-island have been set in Hawai'i, the Aloha State has proved itself a capable stand-in for many other destinations. *Jurassic Park* and *Six Days/Seven Nights*, for example, were set in Central America and Tahiti, respectively, but were partly shot on Kaua'i. And *Lost*, which was filmed almost entirely on O'ahu, used the island as a backdrop for diverse locations, including New Orleans, London and New York City.

"You can make [Hawai'i] look like Connecticut or Australia," says Boller. "You can shoot anything in Hawai'i. I think





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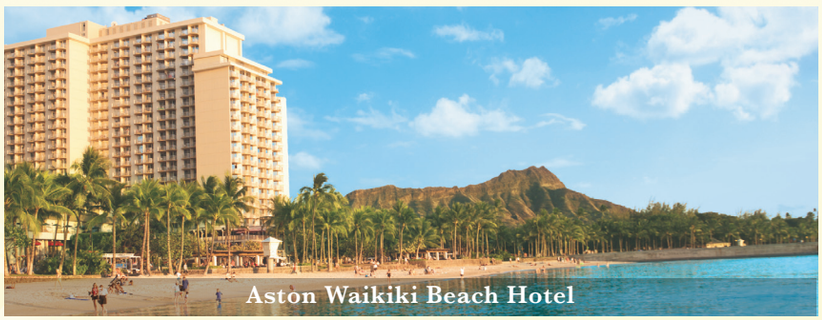
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because of *Lost*, people realized you can shoot anything here."

In addition to this chameleonlike flexibility, another reason for Hawai'i's appeal as a filming location is its near-perfect year-round weather, which means few rain delays.

"It's sunny most of the year here, and our weather is a big contributing factor to our popularity," says Skinner of the Hawaii Film Office.

When cast and crew arrive, they'll be greeted with more than just lei; they'll find that Hawai'i has all of the amenities they might want.

The islands also enjoy a convenient location that is only about a five-hour flight from the mainland, making it fast, safe and affordable to send cast, crew and equipment from the mainland to the movie set. And when cast and crew arrive, they'll be greeted with more than just lei; they'll find that Hawai'i has all of the amenities they might want, from luxurious hotels and fine dining to convenient transportation.

With 10 feature films—including the highly anticipated *Descendants*, *Pirates of the Caribbean: On Stranger Tides* and *Battleship*—shot on location in Hawai'i in 2010 alone, it's certain that the islands will be coming soon to a theater near you. ▲

Jenny Quill writes from her adopted hometown of Honolulu.

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Alaska Airlines offers daily direct service to O'ahu, Kaua'i, Maui and the Big Island. To book an Alaska Airlines Vacations package to Hawai'i, go to alaskaair.com or call 800-468-2248.

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Creating a RETIREMENT NEST EGG

Smart financial planning can help make your golden years shine. By Jeff Bond

RETIRING WELL is still possible, as couples such as Gary and Gayle White can attest.

On a warm November evening, the Seattle natives and former Boeing Company employees are entertaining relatives in the backyard of their home, tucked away in the northwest corner of Arizona. The couple, who left Boeing eight years ago when Gary was 55 and Gayle was 53, describe how they are enjoying the fruits of their retirement. In Arizona, they are able to tee off year-round at any of a number of nearby courses. And this winter, they are planning a romantic cruise to Tahiti.



Gayle and Gary White.

The Whites aren't professional investors or real estate tycoons. They were able to retire well, and at a relatively young age, because they started saving early, established long-term retirement plans and sought solid professional guidance. Today, the funds they accrued over the years augment the pensions they receive from Boeing.

"We were poor when we first started out," Gary says. "But for 30 years, we just kept investing in the company plans, even when we didn't have much money."

Gary says their financial success is due in part to valuable advice they received from their personal retirement adviser, Michael Brown, a partner and consultant at ClearPoint Financial/NRP in Seattle. In spring 2008, Brown recommended that Gary and Gayle pull most of their investments out of the stock market, thus helping them avoid the economic downturn that affected many of their friends.

JOE BAKER / GETTY IMAGES

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"I have relatives back in Michigan who worked their entire lives for [one company] and had all their retirement money in the company's stock," Gary says. "They lost everything."

Currently, Gary and Gayle's portfolio includes various bond funds, both domestic and foreign, which collectively earned about 9 percent in 2010.

"Our nest egg is allowing us to do things in our lives we never thought we would do," Gary says.

THE GREAT RETIREMENT WAVE

While most of us hope to one day enjoy the financial security of the Whites, the couple is the exception, rather than the rule, among America's baby boomers (those born between 1946 and 1964). Some statistics show that about 80 million Americans will retire during the next two decades and that many haven't saved enough to fund their retirements.

According to the Employee Benefit Research Institute (EBRI), an organization specializing in employee-benefits and retirement information, more than 47 percent of the earliest baby boomers are considered to be at risk of not having sufficient retirement savings to pay for their basic expenditures and uninsured health care costs to the end of their lives.

The EBRI estimated in its 2010 Retirement Confidence Survey—for which 1,153 participants were questioned—that about 77 percent of Americans have less than $100,000 in retirement savings, not including their primary residences or defined-benefit plans. This figure may not come as much of a surprise. But think about these statistics: 54 percent of those surveyed have less than $25,000 in retirement savings, while 43 percent have less than $10,000. Even more alarming, more than 25 percent of survey participants reported that they had saved less than $1,000. Yet just more than half of participants told EBRI that they are doing a "very good job" or a "somewhat good job" of preparing for retirement.



ARIEL SKELLEY / GETTY IMAGES

A financial adviser can help you formulate a practical, sustainable financial strategy.

Experts say there is a dangerous disconnect between how much money workers are saving for retirement and how much they will actually need in this era of rising health care costs and uncertain financial markets. Additionally, with life spans increasing, many retirees will have to make their investments last for 30 years or even longer.

Everyone in the workforce, no matter how young, needs to formulate and carry out a realistic budget—one that allows for regular contributions to a retirement plan.

"Most people just see a lump sum in their 401(k) retirement accounts, and they don't do a good job of translating what that amount means for their long-term goals," says Jon Upham, principal of SageView Advisory Group, a retirement-consulting firm based in Irvine, California. "They don't realize how much money they need to have saved in order to live comfortably in retirement."

Upham remarks that the biggest mistake he sees clients make is a lack of planning. Everyone in the workforce, he says, no matter how young, needs to formulate and carry out a realistic budget—one that allows for regular contributions to a retirement plan.

"People don't take the time to put a budget in place," Upham says. "Once they enter the workforce, they just start moving forward and having a family." He adds: "The other problem is, we overspend. We, as Americans, are very good at overspending."

One way to monitor how much money you spend (and on what) is to choose a time once a year to review your bank-account and credit-card records for the last 12 months, says Kristi Mathisen, managing director of tax and financial planning for Seattle-based Laird Norton Tyee. "This is a wonderful way to get a snapshot of how you spend your money," says Mathisen. "Most people have no idea how much money they actually spend, and you can learn a lot from figuring that out." Using personal-finance software, such as Quicken, can help you organize the information.

FINDING YOUR MAGIC NUMBER

For those who have fallen behind on their retirement savings or haven't started saving yet, experts say not to panic.

Upham's advice is to begin getting on track by creating a clear and honest plan for retirement. The first step is to figure

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out how much money you will need when you retire. Then, you can pencil out a budget that allows you to save and invest enough of your income to meet that goal.

So, how much does one need to retire? Figuring out your individual sum can be complicated, but here are some general rules that can help.

For decades, the magic number many financial advisers cited as a retirement-savings goal was $1 million. For some people, this may still be a good number to aim for. But depending on your age, income and lifestyle, that nice, round sum may be out of reach.

"Put another way, how much money does it take to live without a job for 30 years?" asks Michael Brown, Gary and Gayle White's adviser. "The simple answer that applies to most is 'a lot.' Yet not everyone needs the oft-mentioned million-dollar nest egg. Lower- and middle-income families can retire and maintain their standard of living on far less than you might think. Once the mortgage is paid, the kids are out of the house and expenses are reduced, modest savings, combined with Social Security, can do the trick."

Financial advisers say a good way to calculate how much money you will need in retirement is to start by estimating the percentage of your annual income you will require in order to maintain your current lifestyle after you quit working. This figure varies, but it will probably be somewhere between 60 percent and 80 percent of your salary. For example, someone who earns $60,000 a year at the time he stops working, and expects to need 70 percent of this amount annually, would require $42,000 a year.

Because there are many possible sources of revenue for retirees—including pension payments, military payments, stock dividends, liquidation of mutual-fund holdings, interest payments from bond funds and money-market accounts, income from rental homes and the selling of a private business—everyone's financial picture is unique.

Yet another category of income is inheritance. Experts estimate that the largest shift of wealth in American history is

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currently taking place as the "greatest generation" passes away and its assets are inherited by the baby boomers.

Whatever income sources you plan to use to fund your retirement, it is crucial to seek guidance from a professional adviser who can help you formulate a practical, sustainable financial strategy.

THE 4 PERCENT RULE

Finding profitable investments is, for the most part, a more challenging prospect today than it was in the past. Many advisers predict conservative annual returns on U.S. stocks for the short term, as the economy continues its rocky road to recovery from the recent recession. But some experts say that younger investors with a long time horizon could see U.S. stock returns of 8 percent to 10 percent in their lifetimes.

> In addition to providing some security, the 4 percent rule can help you calculate how large a nest egg you will need.

Given the unknown future of the financial markets, a good rule of thumb for retirees is to plan to withdraw no more than 4 percent of their investment holdings each year. Generally, 4 percent is considered the amount of money people can safely withdraw annually from their IRAs, 401(k)s and other retirement accounts while minimizing the odds that they will outlive their savings. By maintaining this level of withdrawal, you will ensure that your holdings, if growing at 6 percent to 7 percent annually, will not only replenish the assets withdrawn but also offer a small financial cushion to account for inflation and the occasional economic downturn.

In addition to providing some security, the 4 percent rule can help you calculate

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how large a nest egg you will need upon entering retirement. Remember the example of the retiree who needs $42,000 annually? Let's say he's 67 and collects $18,000 a year in Social Security (a number that varies based on age and earning history). In this scenario, the remaining income he would require from other sources would be $24,000 a year. With a nest egg of $600,000 that was earning 4 percent interest annually, he would be able to withdraw just the interest—$24,000—accrued in a year, without reducing the principal over time.

That amount of money may sound like a daunting figure, but don't get discouraged. This is a hypothetical example. Brown cautions that everyone must do their own calculating to figure out how much money they will need in retirement and whether they are on track to reach that goal.

"[Retirement planning] is an exercise where you can't cheat off someone else's homework," Brown says. "You have to do this assignment yourself."



ALEXANDER RATHS / SHUTTERSTOCK

PLANNING FOR THE LONG RUN

Barring inheriting a castle from Uncle Joe or a fortune from Aunt Libby, chances are you will have to count on wise investments of your own money over a long period of time to build that prized nest egg.

According to retirement expert Bart Bonga, vice president of Chicago-based Rothschild Investment Corporation, three important variables the average investor saving for retirement should pay attention to are the level of contributions they make, the rate of return on their investments and the amount of time until they retire.



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A common problem retirees face is that they didn't contribute enough to their retirement accounts during their working years. The reasons why vary, but one that advisers frequently hear from clients is that they didn't have the extra income to invest.

Bonga says clients should think of saving for retirement as paying themselves, and put this money away first—before going out to dinner or buying new clothes. He often tells clients that they should view putting money into their retirement accounts as if it were a tax, just like their Social Security contributions. When people think of it this way, says Bonga, they have no choice: The money simply has to be paid.

One bonus of investing in an employer's plan is that you never see the money, since it's taken out of your gross earnings. "The money goes into the plan where it can continue to grow, even when you're not thinking about it," says Mathisen.

Saving up for retirement is easier for investors who have a long time horizon.



PETER DAZELEY / GETTY IMAGES

Opposite: In retirement, people who have saved enough money to fund their golden years should shift to safer investments. Left: A balanced portfolio can help provide financial security.

Bonga advises young people to begin saving as soon as possible. It doesn't matter how much money they initially set aside, he says, as long as they get into the habit of putting money into their employers' retirement plans.

Rate of return is another important consideration. Many advisers recommend that clients focus on mutual funds, because individual stocks can be a riskier investment. But investors still must stay vigilant and pay attention to the rate of return from these funds by checking their statements regularly. In the long run, a percentage or two more in returns can mean thousands more in retirement income.

The amount of time until retirement also should drive investment decisions. When it comes to choosing investments, Bonga likes the "target" plans that offer different combinations of funds that correspond to the time horizon of the participant. Generally, the longer the participant has until retirement, the more aggressive the fund's strategy.

According to Michael Brown, roadblocks that can stand in the way of saving



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for retirement include accumulation of debt and overconsumption—especially during the 30s, 40s and 50s, when many people are busy raising a family. "Usually, managing debt is the biggest issue for midcareer people," Brown says. "At this junction, it is important for people to evaluate their priorities and stick to a budget and long-term retirement plan."

The spiral of debt is a problem Doron Paz was able to avoid. The 52-year-old vice president of New York City–based software company Actimize Inc. is planning to

> Paz says they make a point to live on less than what they earn and avoid spending money on unnecessary luxuries.

retire within the next five years. He says his second son will graduate from college this spring, and before long Paz and his wife will move back to their home country of Israel. There, he expects they will live on about half his current salary.

Paz describes the wonderful retirement he and his wife have planned—a life of travel, teaching English as a Second Language in foreign countries to make extra money, and going on extensive bike expeditions—perhaps even circling the globe on two wheels.

While they have always had a good life, Paz says they make a point to live on less than what they earn and avoid spending money on unnecessary luxuries and expensive cars.

"My wife and I were raised by parents who taught us to live within our means," Paz says. "We were taught to live modestly, enjoy yourself and don't let money control your life."

Experts' advice to investors in their 60s is to take a step back and reevaluate. "If you are in your 60s and not where you want to

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be concerning retirement, you either have to change your expectations [about how long you plan to work] or increase your investment risk," says Sean King, a director of the SageView Advisory Group's southeastern United States' offices.

King says that even after one retires, it's essential to remain financially diligent to avoid making unwise investments. He advises retirees who have already saved enough money to fund their golden years to scale back their market exposure and

Many parents have experience planning for their own retirements, and they often have financial wisdom to impart.

shift to safer investments. Instead of focusing on accumulation of assets, these investors should focus on preservation of assets.

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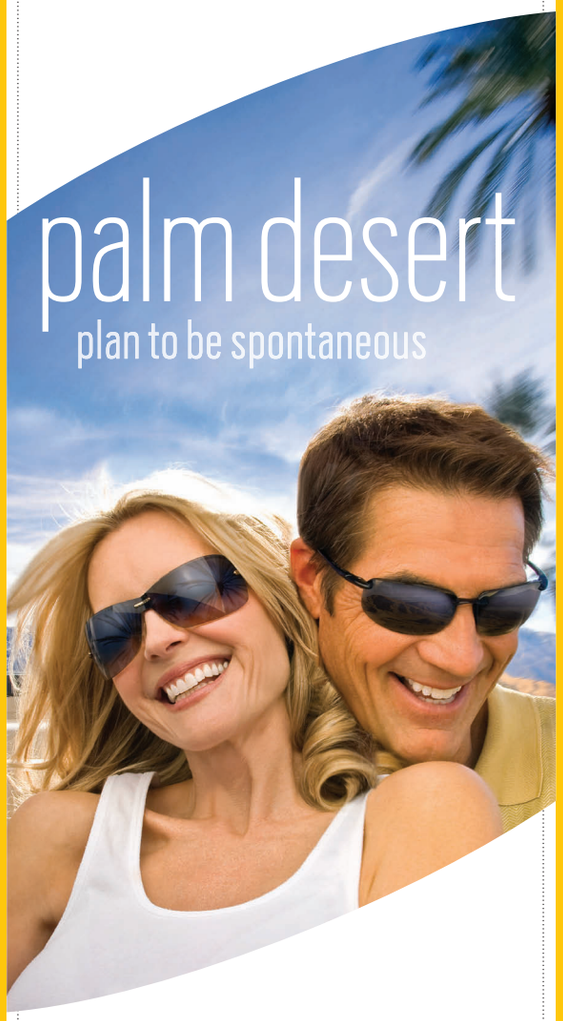
When asked what advice he would give to investors looking ahead to retirement, Gary White says that implementing a budget is a major factor for future success. He also says that people should listen to their elders, and, when possible, ask their parents for guidance. After all, many parents have experience planning for their own retirements, and they often have financial wisdom to impart.

"The main advice I would offer came from Gayle's parents, who also worked at Boeing," Gary says. "They told us, 'Save until it hurts.'" ▲

This story is not meant to constitute financial advice. Consult your personal retirement adviser for information and recommendations related to your specific situation.

Jeff Bond writes about business and technology from the Seattle area.

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Media Tablets

By Chuck Lenatti

Portable entertainment has come a long way in the past decade. The iPod, which stores thousands of songs in a digital jukebox that tucks comfortably into a shirt pocket, arrived in 2001. Then came smartphones—such as the BlackBerry in 2002 and the iPhone in June 2007—which ensure that wherever you are, you'll always be connected to the Internet. The year 2007 marked another milestone: the debut of Amazon's Kindle, which packs hundreds of books into an e-reader not much bigger than a trade paperback.

A revolutionary new member joined this parade of portable digital gadgets last April: Apple's iPad. The slim iPad, featuring a 9.7-inch touch screen (measured diagonally), carved out a new niche somewhere between a smartphone and a netbook—the "media tablet."

When the iPad was introduced, it seemed like a gamble to some people. Excellent 10-inch netbooks from HP, Asus and Toshiba—that had full-size keyboards and were priced less than the cheapest iPad—were already available for business travelers. But somehow Apple appears to have gotten it right, creating an all-in-one personal media-consumption tool that you can use to listen to music, as with an iPod; read a book, as with a Kindle; and browse the Internet, watch videos and check messages the way you can with a smartphone. During the third quarter, the iPad captured 95 percent of global-market tablet sales, according to a report released by Strategy Analytics; by December, Apple had sold 7 million iPads.

However, just as a host of phones with the Google Android operating system emerged to challenge Apple's initial hegemony with smartphones, manufacturers are introducing tablets that compete with the iPad without necessarily mimicking it.

For example, Samsung's Galaxy Tab, which runs on the Android OS 2.2 (Froyo), measures 7 inches diagonally. Samsung has sold 1 million Galaxy Tabs since the product's October release. Hewlett-Packard also released a limited run of its Slate 500 Tablet PC in October, and within a month, the 8.9-inch Windows 7 Professional–based tablet, aimed at the business market, had a six-week back-order list.

With more devices slated for release in early 2011—such as the 7-inch BlackBerry PlayBook from Research in Motion and a 10-inch Motorola tablet on an updated Android system—this niche will certainly continue to evolve. So what do these media tablets have to offer, especially to travelers?

Vital Stats

The devices in this category fall within a size range of 7 to 10 inches, measured diagonally. For example, the iPad is a little smaller than this magazine and weighs 1.5 pounds, while the Galaxy Tab weighs in at almost half as much as the iPad, making it more comfortable to hold but with much less screen.

Tablets feature a responsive touch-screen interface—you maneuver by lightly brushing your finger across the screen or by tapping. The iPad's screen orientation automatically adjusts from vertical (optimal for reading books) to horizontal (better for watching video) when you rotate the tablet, and a keyboard appears when you tap in a writable area. The streamlined iPad has the largest screen of comparable tablets, and its LED-backlit display is sharp and crisp, with 1,024-by-768-pixel resolution at 132 pixels per inch.

The iPad comes in three configurations with built-in Wi-Fi capability, as well as three versions that add access to AT&T's 3G wireless cellular network (at an extra cost). The basic Wi-Fi version ($499) has a 16GB flash drive, but the additional storage capacity on the 32GB and 64GB versions ($599 and $699, respectively) can come in handy if you want to store a lot of music, video or pictures. In comparison, the 16GB Galaxy Tab sells for $399.99 with a two-year Sprint subscription plan, or $599.99 without the plan, and the 64GB HP Slate

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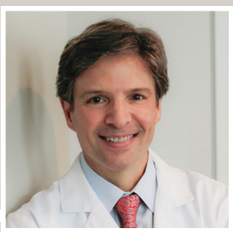
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500 Tablet PC costs $799.

Storage space isn't necessarily an issue with tablets, however. A lot of applications and videos stream from the provider's Website—i.e., the "cloud"—and never take up space on the device. Moreover, most e-books are only 1MB to 5MB each.

Like the iPhone, the iPad has become a magnet for application developers, and it is the abundance of apps, as much as the inherent virtues of the device, that makes the iPad so compelling. App-store-analytics company Distimo reported that the number of iPad apps in the Apple App Store grew from 5,173 last April to 37,887 in October. So far, Android Marketplace has fewer apps optimized for tablet use, but the number of available apps is growing rapidly.

On the Go with a Tablet

Many iPad applications are designed with travelers in mind, including some apps that are based on the tablet's ability to identify your current location via GPS. You can book flights, check in and view a flight's status with the free Alaska Airlines/Horizon Air iPad app. You can also make reservations for flights and/or hotels with apps such as Kayak, TripAssist by Expedia and Booking.com. Once you reach your destination, an app called Goby can "find cool stuff to do near me" with the click of a button.

Media tablets especially come in handy while you're in transit: With up to 10 hours of battery life—the most of any tablet on the market—the iPad offers plenty of diversions, such as games, for passing the time. Listening to music can also make a journey more enjoyable. The iPad syncs and stores music from your computer, or you can buy music directly from the iTunes store. With a Wi-Fi connection, you can stream audio from the Internet.

One potential downside is the iPad's lack of a camera—though many travelers prefer toting a smaller camera about town—and it also lacks Ethernet and USB ports. However, by using an iPad camera connector ($29), you can download pictures from your camera and edit them with free Adobe photo-editing software. You can then share your photos from the road

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via e-mail or by uploading them to Facebook. Some competitive media tablets do feature cameras; for example, the Galaxy Tab sports a 3-megapixel camera on the back for photos and video and a 1.3-megapixel camera on the screen side for video chat.

Portable Reader

There's no more lugging paperbacks on vacation, because media tablets also function as e-readers. Although Apple has its own iBook application, the iPad also supports the Amazon Kindle app. Buying and downloading an e-book on the iPad is just as easy as on the Kindle, though reading is a little different. The tablet-size iPad is almost three times heavier than the Kindle, so holding the iPad up to read can be a little fatiguing after a while.

The underlying technology is also different. The Kindle and most other e-book readers use a monochrome electrophoretic display that requires a light source, which some say is easier on the eyes. The iPad's backlit screen doesn't need external illumination, but its glare makes reading in direct sunlight more difficult.

On the other hand, the iPad can do things that most dedicated e-readers cannot, because their primary function is reading black-and-white text, and they don't display color. The exception is the new Barnes & Noble NOOKcolor, which falls somewhere between e-reader and tablet, with its 7-inch, backlit color display.

Most e-readers are also too small to adequately display periodicals and newspapers, which feel right at home on the larger iPad. Photography-rich publications such as *National Geographic* look as stunning on the iPad as they do on the printed page. Since the iPad is a true multimedia device, publishers can enhance the reader experience by using videos, pictures, maps and graphics. For example, a recent iPad edition of the *The New Yorker* included a fun video of the artist drawing the cover. The free ABC News app displays stories from *ABC World News*, *Good Morning America* and *Nightline* on a very cool globe that you can spin with your finger to select text or video.



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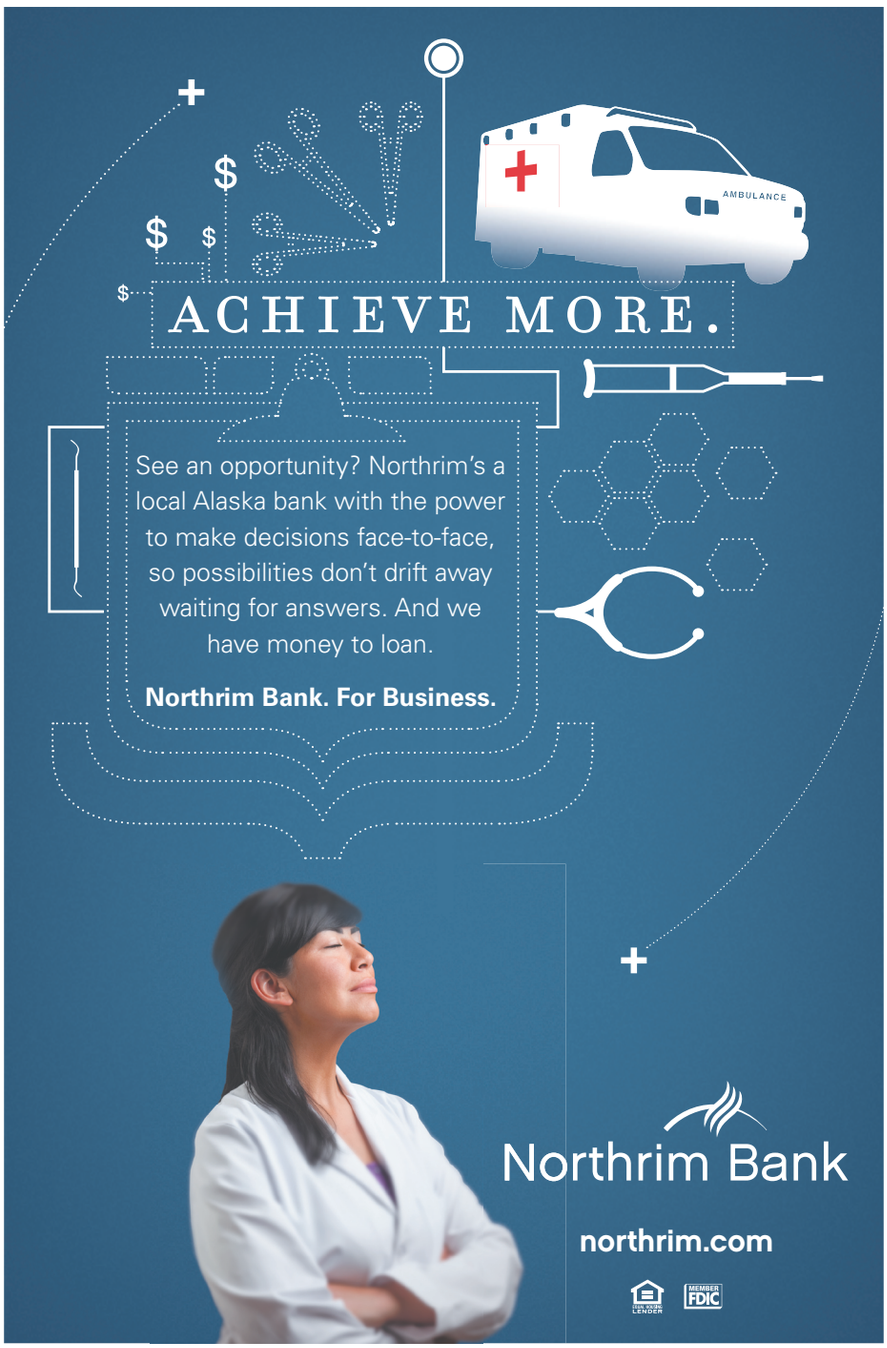
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The iPad does for video what the iPod did for music and the Kindle did for books, by providing access to a seemingly endless assortment of digitized movies and other video content. Technology people like to talk about the so-called "killer app"—the single application that justifies the purchase of a device. For the iPad, that might be Netflix, the movie-distribution system. The combination of Netflix and the iPad means you can instantly view movies, documentaries or TV programs on a high-resolution, almost-10-inch screen while you sip a cup of coffee in a Wi-Fi cafe.

Browsing and Working

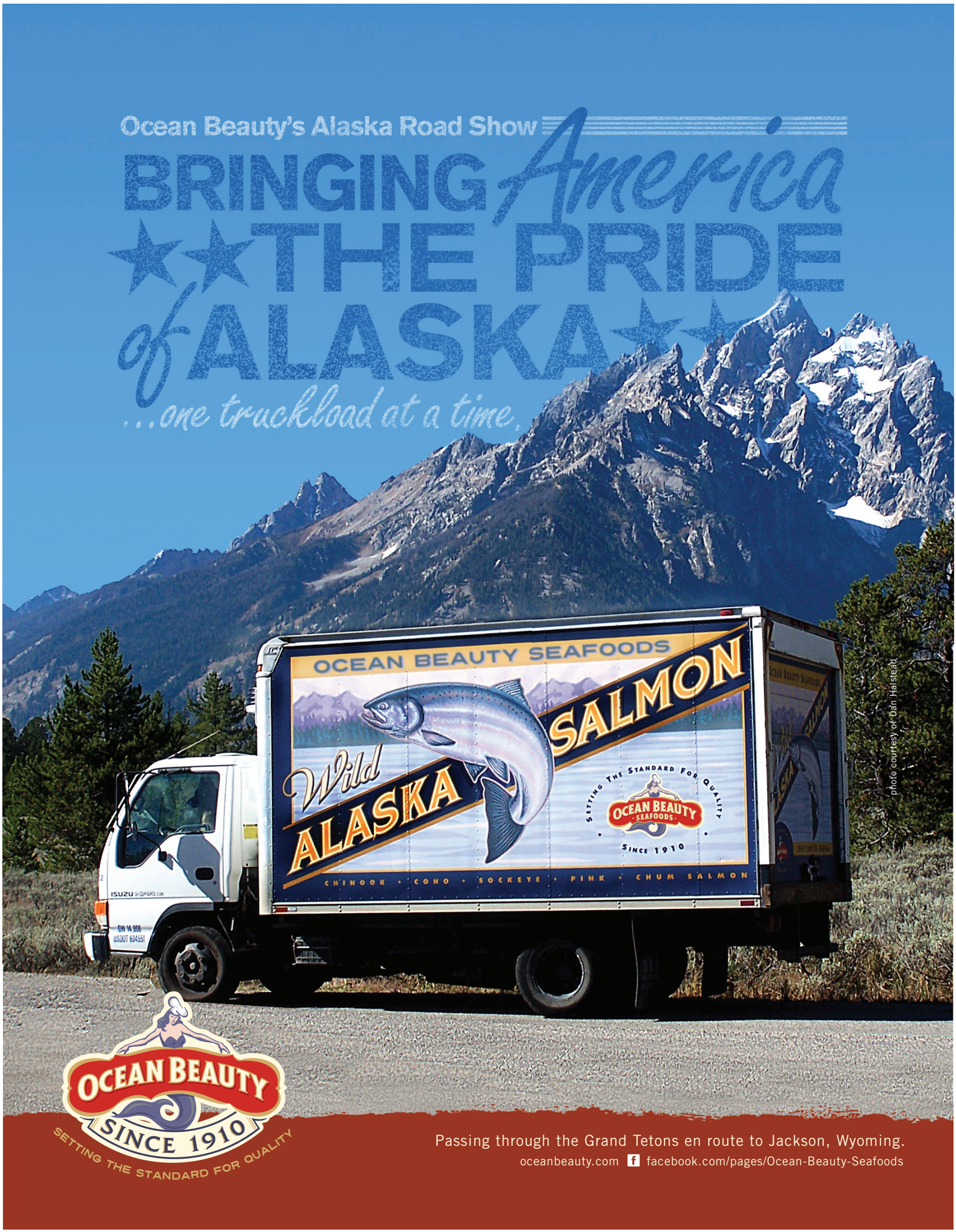
Media tablets are not laptops or even netbooks, but with a little determination, you can get some work done. (I even did some of the writing for this article on an iPad.) Proving there's more to iPad apps than Angry Birds and Pinball, Distimo reported that four of the top 10 paid iPad applications could be described as "productivity apps": Pages (word processing), Keynote (presentations), GoodReader (PDF reader) and Numbers (spreadsheets). Penultimate, a handwriting app for note taking and drawing, is also popular.

Apple's newest mobile operating system, iOS 4.2—available for download since November—adds multitasking (run multiple apps at once) and organizing (drop apps into folders) functionality. All of this means business travelers might utilize their iPads for more than entertainment, as some executives already report doing.

What will consumers expect from these products going forward? Will some of the new media tablets steal market share from Apple? When will Apple release a second-generation iPad? It looks to be an exciting year for the media-tablet category. But for now, Apple's iPad—as a relatively portable tablet for watching video, reading books and periodicals, listening to music, browsing the Internet, and occasionally doing some work—sets the standard for personal media consumption on the go. ▲▲

Writer Chuck Lenatti lives near San Francisco.

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The seaport city of Pafos is rich in history.

Mediterranean Delights

Cyprus is a crossroads of ancient civilizations and modern travel adventures

By Jeanine Barone

The western coast and mountainous interior of Cyprus radiate authenticity. ■ Along the sinuous roads, a cornucopia unfolds before me. Tree branches droop with figs, avocados, walnuts and lemons. Banana plantations and vineyards blanket swatches of this fertile landscape. As we drive the relatively unspoiled Akamas Peninsula, it's paradise found. ■ My guide, George Ioakim, stops our Land Rover and picks the flower of a sour-orange tree. It bears a heavenly, sweet scent. "We use it to make a blossom water, which is good for your face, and the petals can also be used as a digestive," George says. Continuing along a bumpy dirt road high above the cerulean sea and a white sand beach, I discover a landscape of undulating hills and low shrubs of fragrant sage, thyme and rosemary. There's little in the way of development, because this part of the peninsula is protected.

My trip has barely begun, and already I understand what George means when he says, "The scents will be your memories of Cyprus; it's what you'll take away from this island."

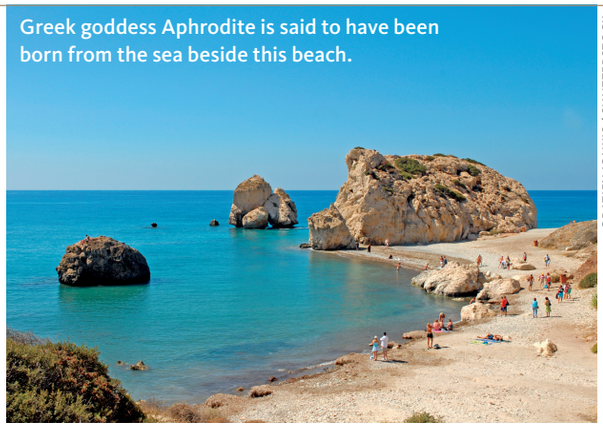
Cyprus may be best known for its sun-splashed beaches and luxury resorts—popular with Northern European travelers—but I'm also seeking the country's more under-the-radar delights.

Once we park the Land Rover and begin our hike two miles into the Avakas Gorge, George reveals his vast botanical knowledge. He points out a pistachiolike plant with seeds used to flavor sausage, and an herb that can help stop bleeding. "My mother taught me how to gather wild plants," he says. But I'm distracted from his musings by the dramatic changes in the geology: Pale chalk and limestone cliffs tower above us as the gorge narrows to a deep slot in the terrain, and slippery boulders are scattered along our path.

Descending toward the Mediterranean coast, Avakas Gorge eventually opens to

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the pristine sands of Toxeftra Beach, favored by green and loggerhead turtles who lay their eggs here in mid-summer. Even more spectacular is Lara Beach, just to the north; it's a golden, fine-sand crescent with calm, crystalline waters that are perfect for swimming and snorkeling. The birthplace of the mythical Greek goddess of love and beauty, Aphrodite, is just off a rocky point about 25 miles southeast of here.



Greek goddess Aphrodite is said to have been born from the sea beside this beach.

GRATIEN JONXIS / SHUTTERSTOCK

Located in the Eastern Mediterranean, just 45 miles from Turkey to the north and about 100 miles from Lebanon and Syria to the east, Cyprus is an island that many empires have coveted through the centuries, including the Phoenicians, Romans, Knights Templar, Venetians and Ottomans. Turkey has occupied the north part of the island since 1974, leaving the island, including the capital city, Nicosia, divided. The Republic of Cyprus, where we're driving, is a European Union member largely populated by Greek Cypriots, and occupies two-thirds of the land. The Green Line, a buffer zone of abandoned land, separates it from the Turkish Republic of Northern Cyprus. (Visitors can easily cross into Northern Cyprus after showing a passport.) Though my plans don't include Northern Cyprus, I find that wherever I go, young and old alike are debating if the country will, or even should, ever be reunited.

Greek culture pervades the arid southern coast and the forested mountains that rise beyond. Networks of old sheep trails still course through this wild land, though in some areas they are now more heavily used by mountain bikers. I wish I had time to pedal past the simple stone shepherd huts set among olive and carob trees, but knowing that Cyprus grows more than 100 varieties of grapes, I'm drawn instead to a wine-tasting tour.

We veer away from the coast on winding backroads, where vistas of pine-forested hills replace views of the sea. Climbing into the craggy Troodos Mountains, I find the massif's hallmark feature in the distance: the country's highest peak, 6,400-foot Mount Olympus. Depending on the season, the slopes are a playground for snow skiers, hikers and those who simply seek a refreshing retreat from summer heat.

Rolling vineyards and wineries appear around many a turn as we motor through the villages of Kathikas, Akourdaleia, Stroumbia and Kannaviou. At Vouni Panagia, a boutique winery that opened



DETAILS

LODGING

The five-star **Aphrodite Hills Resort Hotel**, on the island's southwest shore, offers luxury on a grand scale. The resort features more than 14 bars and restaurants, including Leander, its fine-dining option, and an 18-hole golf course with a 425-foot gorge. 357-26-828000; www.aphroditehills.com.

The sun-filled **Anassa Hotel**, set on a hillside that slopes to the beach in Polis, on the northwest coast of the island, radiates romance. Each of the hotel's 177 rooms and suites has a private sea-facing balcony. The goddess of love, Aphrodite, is said to have bathed in a nearby stone pool. For an intimate dinner, Basiliko offers a fusion of Mediterranean-Asian food set in a candlelit whitewashed stone cavern. 357-26-888000; www.anassa.com.cy/en.

Located in the old part of Pafos, the family-run **Kiniras Hotel**, a moderately priced, low-key accommodation, is set in a restored 15th century building. Within the colonial-style edifice, the 18 cozy rooms provide an old-world charm that includes boldly hued murals painted by the owner. 357-26-941604; www.kiniras.cy.net.

DINING

7 St. George's Tavern, located in the tiny village of Yeroskepos, features locally grown foods. The owner, George Demetriades, and his family focus the meze menu—small hot and cold tapas-type dishes—on ingredients sourced mostly from their backyard. Try the tender, seasoned lamb that is cooked in a mud-sealed clay oven. 357-26-963176; www.7stgeorgestavern.com.

Sitting just off a pedestrian lane in Omodos, **Stoa Kyr Yianni** is a family-run restaurant specializing in Greek-Cypriot-Middle Eastern meze, such as

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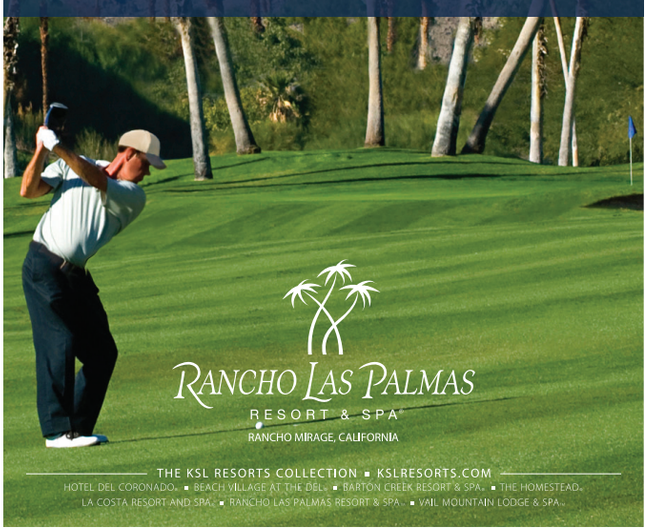
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in 1987, a multiterraced contemporary structure perches high above a verdant valley. Inside, I view the many wine-related artifacts depicting the long influence of wine in religion and mythology. Displays include 19th century amphorae, once used to store wine, and a vintage wood-barrel press. In the sunny reception area, I'm offered cubes of tangy *kefalotiri* cheese and samples of six different wines. The 2009 Alina, a dry white made from local Xinisteri grapes, is light and balanced with a hint of citrus. It becomes one of my favorites during my stay in Cyprus, as does the slightly fruity Pampela, a red blended from Mavro and Maratheftiko grapes, two traditional varieties dating back centuries. With a glass of Alina in hand, I settle on one of the scenic terraces and nibble a medley of traditional sweets, such as slices of *shioshiouskkos*, made on the premises by dipping a string of walnuts into a hot bath of rose water, grape juice, flour and vanilla.

In the distance, I see the 12th century Panagia Chrysorrogiatissa Monastery, our next destination, snuggled in a copse of cedar trees. After we negotiate more hairpin roads to get there, I discover that the monks continue to take great pride in producing wine. But I pass on another wine tasting in favor of exploring the serene surroundings, which include a collection of lavish Byzantine paintings and elaborate ecclesiastical adornments made with gold thread and mother-of-pearl.


TIM THOMPSON


ANDRIY MARKOV / SHUTTERSTOCK

Above left: The island's capital, Nicosia, is a bustling city that retains its historic feel among modern shops and businesses.
Above right: Nicosia's Selimiye Mosque was originally built in the 13th century as St. Sophia Cathedral.
Below: The Tombs of the Kings is a UNESCO World Heritage Site near Pafos.

Among the quaint stone villages dappling this mountainous area, we pay a visit to Omodos, where whitewashed homes and businesses bedecked with wood balconies, tile roofs and brightly painted shutters line narrow lanes. As I stroll past shops and vendors selling handmade lace—a traditional handicraft in the area—I munch on a wedge of an Omodos specialty, *arcateno*, a doughnut-shape bread that's slightly sweet and sprinkled with sesame seeds.

Farther north, near the village of Tala, we visit one of the more curious historical sites on the island, the original Ayios Neophytos Monastery, which is a 12th century, three-room hermitage carved into a sheer cliff face. St. Neophytos said mass here, and this is where he lived the latter part of his life. His tomb is in a wall niche near his limestone desk, and walls of the monastery still feature the remnants of frescoes depicting scenes from the Bible.

Whether I'm roaming hillsides or wandering near the sea, it appears that even seemingly deserted settings are suffused with history. A mere mile from the touristy sector of Pafos, on Cyprus' west coast, I find an expansive arid stretch of land that is home to an ancient necropolis. The Tombs of the Kings, a UNESCO World Heritage Site dating back to the fourth


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FROM PAGE 123

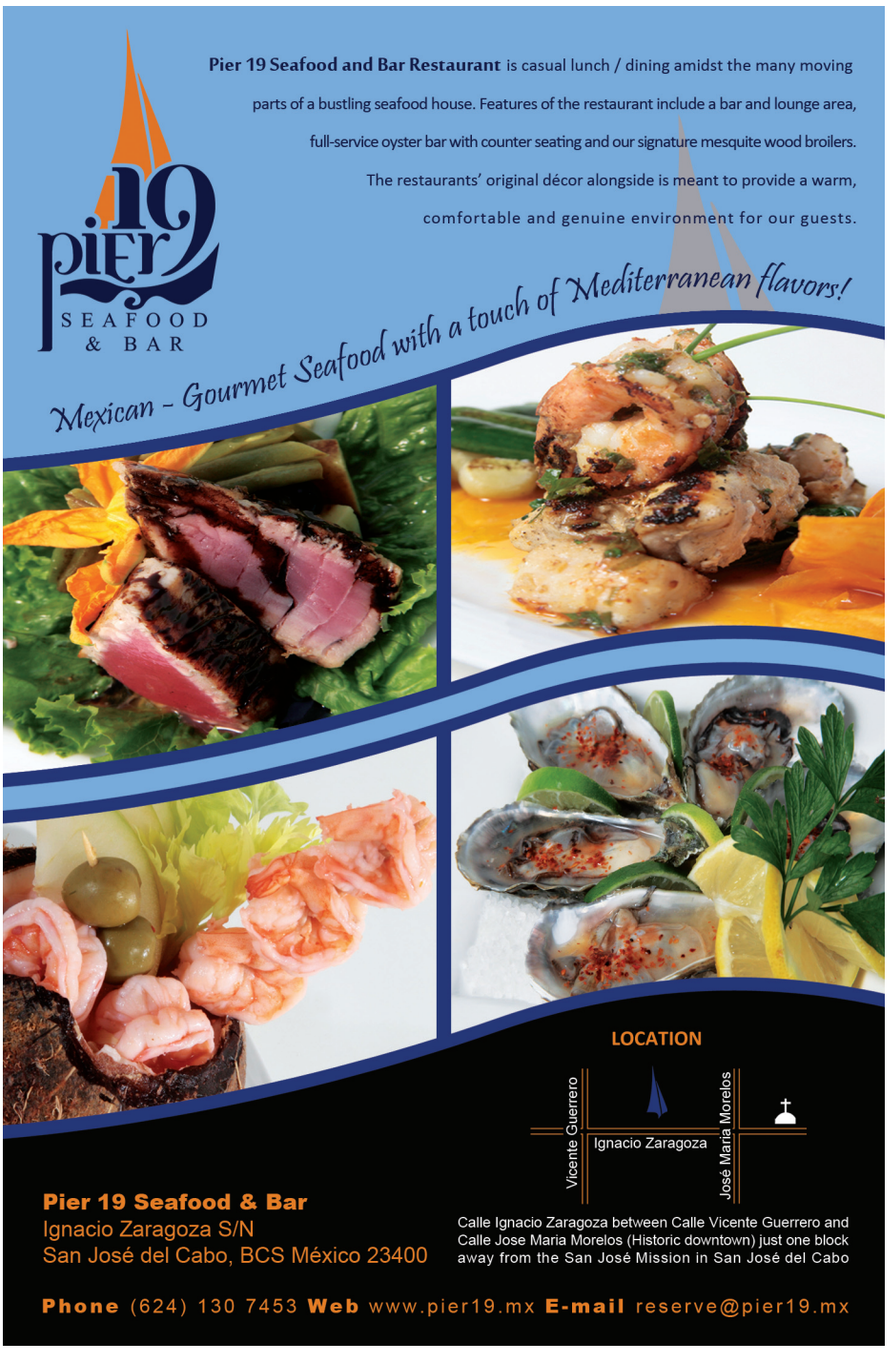
chickpea meatballs, stuffed vine leaves and red-wine sausage. 357-25-422100; www.omodosvillagecottage.com.

Ta Chnaria is a casual tavern in the heart of Pafos that offers traditional food in a lively atmosphere that often includes live Greek and Cypriot music. Among the many appetizing offerings are grilled halloumi cheese, beef ribs marinated in red wine and, for dessert, watermelon rind soaked in a sweet syrup. 357-26-935838.

TOURS

George Ioakim and his brother own a tour operation with something for all tastes and energy levels. **Kalliopi Travel & Tours** can arrange everything from wine tours to horseback riding, mountain biking, diving and even bread-baking classes and botanical walks. 357-26-818534; www.kalliopitravel.com.

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century B.C., was never the final resting place for any royalty, but was, most likely, for wealthy citizens. Walking toward the sea, I descend a steep stairway to a below-ground-level, open-air courtyard surrounded by Doric columns and stone burial chambers. Designed to resemble a house of the living, this and other tombs were carved from solid rock, and took their architectural influence from the Egyptians.

UNESCO World Heritage sites abound in this area, including the Pafos Archaeological Site, part of the original ancient walled city. Strolling sandy paths dotted with poppies, daisies and sorrel, I spend a couple of hours among ruins famous for their elaborate floor mosaics depicting scenes from Greek mythology, including tales that feature Apollo, Neptune and Narcissus. One of the most noteworthy complexes in the area is the House of Dionysus, with its images of the god of wine. Another mosaic at the site displays a hunting scene showing lions and tigers—animals never found in Cyprus and probably reflecting the owner's far-flung travels.

Cyprus has long been a crossroads for travelers, but had I lived here in those early days, I doubt I would have strayed far from this rich land, full of sensory delights. ▲

Jeanine Barone writes from New York City.

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2011 Lexus CT 200h.

Sport Mode

By Bengt Halvorson

It's no coincidence that all of the greenest of the green cars—such as the Chevrolet Volt, Nissan Leaf and Honda Insight—have ended up with similar side silhouettes, their arched rooflines and tall, abruptly sloping tails all remarkably close to that of the Toyota Prius. ■ And there's no mistaking that these high-mileage achievers don't exactly feel sporty. ■ Each of these models is the product of computer-aided design and wind-tunnel testing, and a pursuit of the greatest interior space with the least aerodynamic drag. The way they perform on the road is tuned more toward the daily commute and using the least fuel possible than toward providing the driver with a high level of responsiveness.

Until now, if you didn't want one of these green icons, but wanted a hybrid, you'd have to opt for a model such as the Ford Fusion Hybrid or Toyota Camry Hybrid. They're both excellent machines with equally able, advanced powertrains that achieve great mileage (up to 41 mpg, in the case of the Fusion Hybrid). But they look almost exactly like their plain gasoline-engine counterparts.

This year, a new breed of hybrids is starting to emerge, led by the 2011 Honda CR-Z and 2011 Lexus CT 200h. Both of these models aim at new segments of the car market, appealing to those who appreciate the idea of a hybrid—and like the image of being seen in a hybrid—yet want to drive a car that feels a little sportier.

The new Honda CR-Z follows in the footsteps of two former Honda two-seaters, both of them noteworthy in their own right: the 1980s-era Honda CRX, and the Honda Insight hybrid coupe sold in the United States from 1999 through 2006. The original Honda CRX was a standout in the market and gained a popular following among auto enthusiasts who enjoyed the car's low center of mass and excellent cornering, and the go-kart-like feeling from sitting so low to the ground. What's more, fuel economy routinely reached more than 40 mpg.

The original Honda Insight coupe was a completely different type of vehicle, meant from the start to be a high-mileage leader with details ranging from partially covered rear wheels (for aerodynamics), a small engine and hybrid powertrain, to a very light sub-2,000-pound weight. The resulting fuel-economy numbers were the kind that made environmentally conscious shoppers giddy: up to 70 mpg highway on some model configurations (also, calculated under an older, more optimistic ratings system).

The new CR-Z draws from those other two Hondas, almost equally it seems. Like its predecessors, it's a two-seater, and it has a reasonably roomy cargo area under a hatchback, along with stowage space behind the seats. The driving position isn't as low as that of the old CRX, but it definitely borrows some of the design details, from the sportier, more cockpitlike feel of the driving position to the low, steeply sloped rear window (handy for parking).


2011 Honda CR-Z.

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Under the hood, the front-wheel-drive CR-Z borrows from what's new at Honda—namely, the new four-door Honda Insight. The CR-Z uses the same 1.5-liter i-VTEC four-cylinder engine as the Insight, paired with the latest version of Honda's Integrated Motor Assist system, or IMA, together making 122 horsepower. But with sportier suspension tuning, a more responsive calibration for the hybrid system and an exclusive six-speed manual gearbox, the CR-Z is better set up for drivers who are planning to do more than just get from point A to point B.

Integral to that mission are the three buttons just to the left of the steering wheel in the CR-Z, for Sport, Normal and Economy modes. While Economy mode maximizes fuel economy by softening acceleration response, Sport mode completely changes the driving feel of the CR-Z by firming up the steering, as well as allowing the hybrid system to deliver a firm kick from the electric motor system as soon as you press the accelerator pedal.

Altogether, the responsive inputs give this coupe a personality change; it's not outright quick in any way, but it is fun. The CR-Z isn't a car that people are going to take out on the racetrack as is, but with some serious modifications it could be a hoot.

So how's the mileage in the CR-Z? At an EPA-rated 31 mpg city, 37 highway or 35/39 with the continuously variable automatic transmission (CVT), it's certainly not in the same realm as the Prius. But the real-world 38 miles per gallon I got driving a week with the CR-Z seemed delightfully rewarding given the enjoyment this little coupe delivers.

THE LEXUS CT 200H has a look and feel that's completely different from that of the CR-Z, but it is just as distinctive. The CT 200h isn't quite as low-slung and sportscar-like as the CR-Z, but it appeals to a new generation of shoppers who gravitate toward "hot hatch" designs, providing a sportier look than a sedan yet more practicality than either a sedan or a coupe.

The CT 200h has a frugal full-hybrid system borrowed, in part, from the Toyota

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Prius, but as with the CR-Z it gets a sportier calibration aimed at providing a quicker, more confident response.

From just looking at the CT's spec sheet, you probably wouldn't know that: The CT 200h comes with the same hybrid powertrain as the Prius—and the same powertrain ratings—combining a 98-horsepower, 1.8-liter four-cylinder engine with a 650-volt electric-motor system. Altogether the system makes 134 horsepower, just like the Prius.

From the driver's seat, the Lexus CT 200h feels smart. A somewhat low-set instrument panel has horizontal creases and a thick center console that manages to combine a cockpit feel with a more open, airy design. Just at the front of the center console is a large dial; twist it to the left and you enter Eco mode, which softens responses for better mileage. But twist that dial to the right, to Sport mode, and performance levels change for the better. Just to remind you of the change, the instrument lighting changes from blue to red, and the analog gauge at the far left morphs from an eco gauge to a tachometer. Along with that, the steering gets firmer, and the hybrid system applies its full electric boost without your having to press the accelerator to the floor.

Even with heightened powertrain response, the CT 200h isn't necessarily quick (zero to 60 happens in just under 10 seconds), but this hot hatch can really handle. On a route that took me up into the mountains above Palm Springs, the CT 200h could be hustled along surprisingly quickly, with crisp steering that transmitted a feel for the road—a good thing for those who enjoy their driving. And thanks to grippy, wide tires and Yamaha dampers that were specially designed for the CT, along with a stiffened body structure, the car stays composed in the tightest corners, even on choppy surfaces.

The CT's interior packaging also is excellent, imparting a feeling of spaciousness and sportiness. You sit quite low, but upright, which helps you feel stable and secure, yet the cabin provides good visibility outward. Back seats have space enough for two adults, and the seats fold forward

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Puzzle on page 150.

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Lodging and Dining Guide

Dining

FAIRBANKS

The Pumphouse Restaurant and Saloon–Award-winning dining recognized by DiRoNa. Fresh Alaskan seafood and prime aged beef is served on our deck overlooking the river or in our antique-filled dining room. The Senator's Saloon exclusive oyster bar features an antique Brunswick pool table. Serving dinner and Sunday brunch. 1.3 miles out Chena Pump Road. (907) 479-8452. www.pumphouse.com.

Ivory Jacks–For a fun dining experience take a beautiful drive north of Fairbanks to the Goldstream Valley, eight miles from the UAF Museum. We feature steak and seafood, and specialize in gluten-free preparation. Our crab-stuffed mushrooms are legendary. We also offer a great selection of appetizers and sandwiches. Visit our off-sale liquor store, plus our gift shop with a large variety of Alaskan souvenirs and plenty of memorabilia to admire, a must for Elvis fans. Open daily from 11 a.m. to 10 p.m. www.ivoryjacks.alaskansavvy.com.

Lodging

ANCHORAGE

Anchorage Airport Courtyard by Mariott–Make the most of your time on the road at the Courtyard, just minutes away from Anchorage International Airport. The Courtyard is designed to work the way you do - no matter how often you choose to switch gears. Moderately priced accommodations with a choice of king size or two double beds; cable TV and in-room pay first-run movies; and wireless Internet throughout the hotel. Relax in the warmth of our pool, spa and sauna, or enjoy a delicious breakfast or dinner in the Courtyard Cafe and Lounge. For reservations call (907) 245-0322 or (877) 729-0197.

Anchorage Residence Inn by Marriott–You'll always be supported in your daily routine when you stay at the Anchorage Residence Inn. The ample work space,wireless Internet access, and business services keep you focused. And the fully equipped kitchen, fitness center and social events help you stay balanced. It's a combination that allows you to maintain your pace throughout your stay. Located in mid-town Anchorage, Residence Inn offers guests a choice of studio, 1- and 2-bedroom suites with a daily complimentary breakfast buffet, Monday-Thursday hospitality hour, pool and spa. We accept pets. For reservations (907) 563-9844 or (877) 729-0197.

Anchorage SpringHill Suites by Marriott Midtown–Feel free to explore when you stay at the SpringHill Suites in mid-town Anchorage. Spacious suites with separate sleeping, eating and working areas allow you to connect and rejuvenate before walking to shopping, dining and entertainment. At the end of your day, return for a revitaliazing sleep experience with our plush mattresses, downy comforters, and crisp, clean linens. Guests enjoy complimentary Suite Seasons breakfast offering a hot, fresh and healthy buffet; indoor pool; spa and exercise room. For reservations call (907) 562-3247 or (877) 729-0197.

Anchorage SpringHill Suites by Marriott University Lake–Designed to inspire, our spacious suites are built for work and play. Located on a beautiful lakefront with mountain views, SpringHill Suites features separate areas for sleeping, eating and working with a microwave, refrigerator, wireless Internet access, desk and ergonomic chair in every suite. Guests enjoy a daily complimentary comp With 25% more space than comparably priced hotel rooms and stylish surprises around every corner, SpringHill Suites Anchorage University Lake makes travel feel brand new. For reservations call (907) 751-6300 or (877) 729-0197.

Lakeshore Motor Inn–If you don't stay with us, you'll pay too much! Located off Lake Hood near Anchorage International Airport. Free airport shuttle, Wi-Fi, in-room coffee - plus refrigerators - in 45 quality rooms, and the best service anywhere. Use the courtesy phone in the baggage pickup area. 3009 Lakeshore Drive, Anchorage AK 99517. (907) 248-3485or (800) 770-3000. Fax (907) 248-1544. www.lakeshoremotorinn.com.

BARROW

Top of the World Hotel–In Barrow, 340 miles north of the Arctic Circle along the Arctic Ocean, the Top of the World Hotel welcomes travelers from around the world. Located in the heart of Barrow's business district with views of the Arctic Ocean, the Top of the World Hotel is a comfortable and convenient base for all your northern adventures. The hotel's 44 guest rooms feature direct dial phones, cable TV, private bath and refrigerator. Queen, full and twin size beds are available. (907) 852-3900. www.tundratoursinc.com.

FAIRBANKS

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to a flat cargo floor. Even with the seats up, there's enough space for a big cartful of groceries. Lexus has included lots of storage cubbies, too, including a deeper one that's good for smartphones, and a nearby USB input and power plug.

And since the CT 200h is a Lexus, it has a Lexus-caliber list of features that include a standard Bluetooth hands-free calling interface; full iPod control; XM Satellite Radio; and Lexus Safety Connect, a system that helps with roadside assistance. Option possibilities include LED headlamps, a power moonroof, heated front seats, rain-sensing wipers, premium audio and a hard-drive-based navigation system.

If you noted the emphasis on tech features in the CT, you're not mistaken. Lexus is taking aim at the educated Gen X and Gen Y shoppers—in their late 20s through mid-40s—who are the future of the brand. The CT, in some ways, feels like a natural extension of the Prius, as well as an entry-level vehicle for the Lexus brand, and a rival to the Audi A3, Volvo C30 and other hatchbacks. That's what Lexus intended. After all, a large portion of existing Prius buyers have triple-digit household incomes and can afford a much more expensive vehicle. Many of these types of shoppers want a vehicle that's a fuel-efficiency icon, but is also luxurious and at least somewhat sporty.

All the while, by the way, the CT 200h gets great mileage. As you would guess, it doesn't quite hit the 51-mpg-city rating of the Prius, but it does earn a 42-mpg-combined rating.

While driving over the mountain pass, I didn't see anything close to that, of course, but in suburban stop-and-go driving around Palm Springs, the trip computer showed a mid-40s average.

THE CR-Z IS ALREADY AT Honda dealerships, and the CT 200h will be in Lexus showrooms later this winter.

High mileage doesn't have to mean cookie-cutter looks, or an anesthetized driving experience. ▲

Bengt Halvorson is a freelance automotive journalist living in Portland.

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FROM PAGE 52 various businesses that incorporate to take advantage of the intellectual property generated by our universities. MediSens, for example, was founded by researchers who were directly involved in creating the technology that the company hopes to commercialize.

Chris Delaney, on the other hand, became aware of the work of the University of Oregon's Judith Hibbard in 2001 while he was employed at one of his previous companies. He followed her research and achievements over the years, and in 2006, when he made up his mind to relocate to Oregon, he approached the university with a proposal to build a business around a testing instrument that Hibbard had developed. Called the "Patient Activation Measure," the test—which consists of some 10 questions that can be presented on paper, online or via the telephone—measures a patient's ability to manage his or her own health.

"I had fallen in love with Oregon," Delaney recalls. "So I called Judy one day and asked, 'What's the health-care market like in Oregon?' Literally two weeks later I was meeting with Don Gerhart and other folks from UO to talk about the possibility of tech transfer. And two months later the relationship was completed. They were very diligent on the negotiation side, the contracting side, and very responsive in terms of the legal perspective."

Today, Delaney's company, Insignia Health, is headquartered in Portland. Building on Hibbard's work, the company has developed a number of software-based products that support coaches, clinicians, doctors and individuals in their efforts to manage personal health. The current roster of clients includes Blue Shield of California, Johns Hopkins Health Care, Providence Health and Kaiser Permanente. Delaney expects that an ongoing dialogue with researchers at the University of Oregon will fuel his company's growth well into the future.

"We maintain a good relationship with them," he says. "A lot of startup companies spend their first few years selling vaporware. The advantage of tech transfer is very apparent to me in that you bring to

AAM 01.11 UniversInc.indd 134 12/16/10 10:21:45 AM

market an innovation that has significant research and validation behind it. So when we started building this company, there were already 50, 60 studies under way worldwide. And these were studies under

> "The advantage of tech transfer is very apparent to me in that you bring to market an innovation that has a lot of research and validation behind it."

the auspices of academic institutions, so you've got some pretty rigorous research going on, and much of it winds up published in peer-reviewed journals. Not only did this make us real and tangible quickly, it continues to nourish our innovation. The ties to academia are important to our model and to our products."

Some universities take a very proactive approach to connecting with entrepreneurs. Consider the example of Arizona State University President Michael Crow. While on a trip to Turkey in 2006, Crow met Ahmet Eti, CEO of Sebit, a company that specializes in digital curriculum solutions. Upon learning that Sebit was hoping to move into the American market, Crow immediately offered to connect Eti with the researchers at ASU's center for Technology Based Learning and Research. Shortly after this meeting, Crow sent TBLR Director Paul Skiera to Ankara, Turkey, to ink a deal, and by 2007 Sebit was setting up shop alongside ASU researchers in the TBLR headquarters in Tempe.

The American venture, Adaptive Curriculum, and the TBLR both moved into ASU's new SkySong Center for Innovation, Technology and Imagination in October.

Skiera notes that SkySong is an ideal location for both organizations in part because of the state-of-the-art lab facilities. But more than that, SkySong was designed with the express purpose of facilitating the





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transfer of knowledge from the laboratory to the marketplace.

"It's nice to have a one-stop shop here," he explains. "With the consolidation that SkySong has in place for tech transfer, if we want to talk about spinning out IP, I just go talk to Augie Cheng [managing director of Arizona Technology Enterprises]. When we want to talk about entrepreneurship activity, innovation or seed capital, I go talk to Julia Rosen [ASU's associate vice president for innovation and entrepreneurship]. SkySong offers the consolidation of services necessary to work with startups, to work with entrepreneurs. Everything is in one location."

The pronoun "we" pops up often when Skiera talks about his job. And it is sometimes difficult to figure out if he is referring to ASU, his official employer, or Adaptive Curriculum, the company he has taken under his wing. This, it turns out, is a significant feature of the ASU program. The arrangement with Adaptive Curriculum allows the company to "buy out" chunks of Skiera's time, which he devotes to "growing the company."
The line between public university and private sector, in this instance at least, seems to blur.

ASU's Augie Cheng dismisses any notion that this blurring of traditional boundaries is in any way inappropriate.

"In most universities there will always be pockets of resistance from folks who have been in academia a long time," he says. "But at ASU I would say that a majority of the faculty and researchers do believe that commercial impact is important. They want to see real results from the research."

When considered from this perspective, technology-transfer initiatives would seem to be a big hit with all parties involved. But the truth of the matter is that facilities such as SkySong are expensive, and operations such as UCLA's Office of Intellectual Property and UCSD's von Liebig Center require a significant investment in personnel and support services. If the revenue generated in licensing fees could cover these costs, it would be nice, says Mark Wrighton of Washington University in St. Louis. But the National Research Council report found otherwise.

"Universities do not make money on research revenue," he says. "In fact, we lose money. For every research dollar coming in, it's estimated that we, the university, provide something on the order of another 20 to 25 cents on the dollar."

Thus, tech-transfer offices must compete with every other department in the university for increasingly scarce financial resources. As a result, these offices tend to be smaller than one might expect. The University of Oregon's Office of Technology Transfer, for example, is a seven-person operation that runs on an annual budget of $80,000. And despite having spun off an impressive 90 companies since 2005, UCLA's Office of Intellectual Property and Industry Sponsored Research gets by with a modest staff of 35.

Sustainability is an ongoing concern for Rosibel Ochoa, who serves as the executive director of UCSD's von Liebig Center.

"We are not funded by the state," she notes. "The Jacobs School of Engineering provides limited support for our program. That means that the proof-of-concept program relies on contributions from sponsors and donors."

It is a concern that all of her colleagues echo to one degree or another.

For USC's Holly, the best way to make the case for supporting these efforts is to ask all of the stakeholders to step back and consider the bigger picture. When managed well, tech transfer is good not only for universities and entrepreneurs; it's good for the nation as a whole.

"As taxpayers we spend $50 billion a year on university research," she explains. "That's incredibly valuable. And a lot of that has turned into products and companies. But I think that we can do better. It's really in the best interest of the people, of the country, that we help turn more of that into jobs."

If the will and support can be found, our universities may be well on the way to turning an entire nation into an ecosystem of innovation. ▲

Dayton Fandray is a freelance writer living in Tucson, Arizona.

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Customs & Immigration Information . . . A12
A Guide for Air Travelers A13

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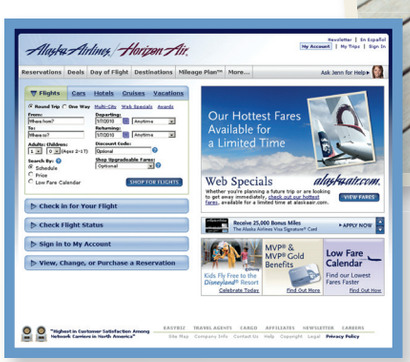
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WINES OF THE MONTH

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Bridgman Merlot
Washington
Deep cherry and licorice aromas. Flavors of blackberry, currant and spicy oak.



Mercer Sauvignon Blanc
Washington
Ripe pear, herb and melon flavors complimented by oak spice. Lively fruit aromas and mouth-filling finish.



Apex Cellars II Chardonnay
Washington
Pears, apples and a hint of spice. Lemon-lime toasty oak and vanilla bean on the finish.



Washington Hills Merlot
Washington
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CURRENT MOVIES

• Wall Street: Money Never Sleeps (PG13; also available in English subtitles)	2:09
• Life As We Know It (PG13)	1:52
• Legends of the Guardians: The Owls of Ga'Hoole (PG)	1:37
• Flipped (PG)	1:30

POPULAR MOVIES

• Sex and the City (R)	2:20
• Million Dollar Baby (PG13)	2:08
• Charlie and the Chocolate Factory (PG)	1:56
• The Crucible (PG13)	2:03
• Marley and Me (PG)	1:53
• Say Anything (PG13)	1:40
• The Rocket Man (1954)	1:19

NFL NETWORK

- Super Bowl 25: Giants vs. Bills
- 2010 Super Bowl Recap
- In their Own Words: Dan Marino

TV SHOWS

- The Big Bang Theory
- Chuck
- The Closer
- Drew Carey Show
- ER
- Friends
- Fringe
- The Gilmore Girls
- Gossip Girl
- Joey
- The Mentalist
- Brain Rules for Baby
- What Else?
- Next Stop: Portland

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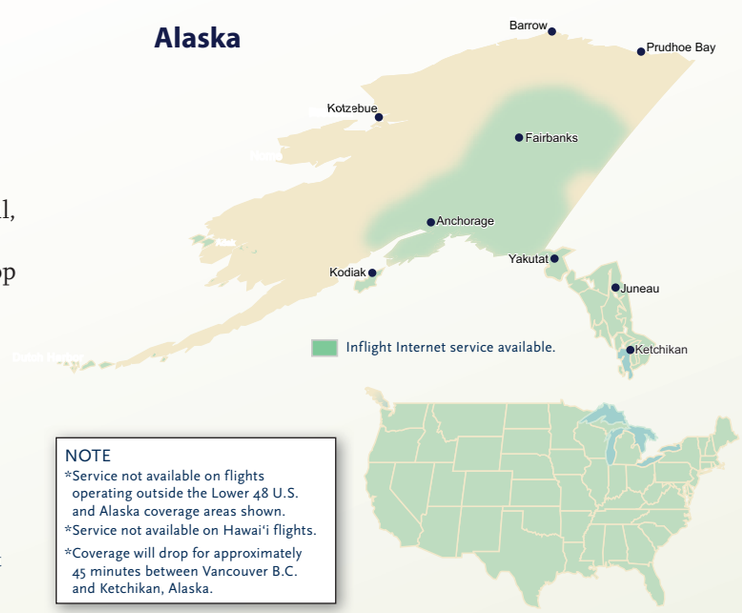
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INFLIGHT WI-FI

Gogo® Inflight Internet is now available on more than 70 percent of Alaska's fleet, including all aircraft flying transcontinental routes. The remainder of the fleet will be equipped in early 2011. With Gogo, you can surf the Web, send and receive e-mail, and access your Virtual Private Network (VPN), all with your own Wi-Fi-enabled device, such as a laptop or iPhone. If you're on a Wi-Fi-equipped aircraft, please refer to the card in the seatback pocket for availability information and sign-up instructions. Flight attendants will make an announcement if your aircraft is Wi-Fi-equipped and then indicate when it is save to activate electronic devices and access Gogo.

Look for this decal as you board your aircraft to see if your flight will be Wi-Fi-equipped.



NOTE
*Service not available on flights operating outside the Lower 48 U.S. and Alaska coverage areas shown.
*Service not available on Hawai'i flights.
*Coverage will drop for approximately 45 minutes between Vancouver B.C. and Ketchikan, Alaska.

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Escape

Alaska Airlines and Horizon Air are proud to serve more than 90 locations throughout the United States, Canada and Mexico. We serve many other cities with our codeshare partners, American Airlines, American Eagle, Delta Air Lines and Delta Connection.

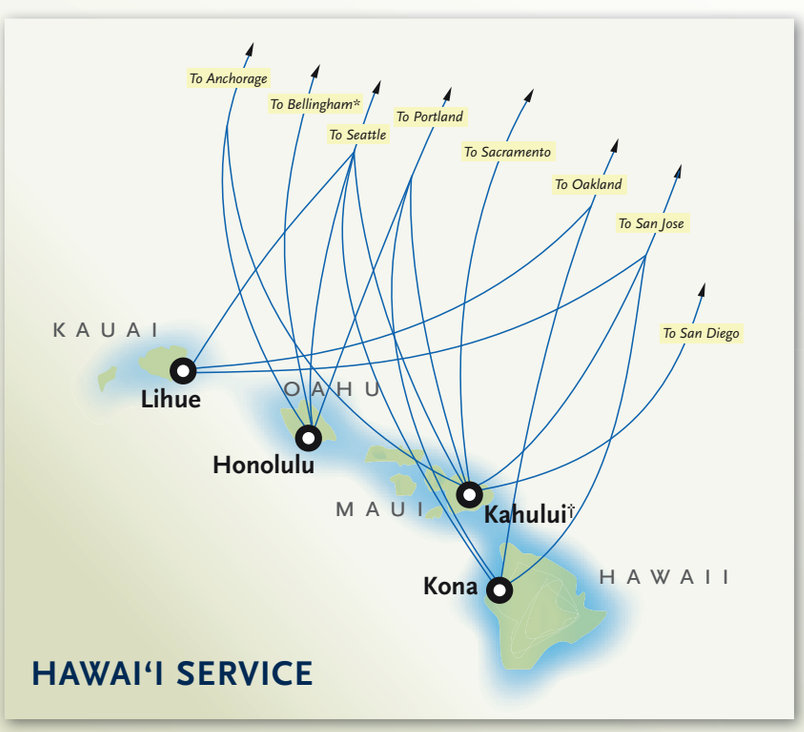
On routes that require a connection to one of our partners, we strive to ensure a smooth transition, which includes the ease of purchasing your ticket with just one call or a visit to alaskaair.com, taking care of your bag transfer, and providing assistance at any stage of your journey should you have questions.

What's more, all our codeshare partners are also Mileage Plan partners, allowing generous opportunities to earn Bonus Miles. And with reciprocal elite-status benefits, enjoy several enhancements to your journey. Learn more at alaskaair.com.

Legend

Routes served by:

- Alaska Airlines, Horizon Air
- AmericanAirlines
- DELTA





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U.S. Mileage

Between	Mileage
Seattle &	
Boston	2496
Denver	1024
Honolulu	2677
Los Angeles (LAX)	954
Miami	2724
New York City/Newark	2401
Phoenix	1106
San Diego	1050
San Francisco	678
Washington, D.C.	2306

Between	Mileage
Portland &	
Los Angeles (LAX)	834
Phoenix	1009
San Diego	933
San Francisco	550

Mileage Plan members receive mileage credit (500 miles minimum) based on the nonstop mileage between the origin and destination indicated on the ticket. For more information on the Alaska Airlines Mileage Plan, see page A2.

* Some routes shown operate seasonally.

† Daily Bellingham, WA–Honolulu service begins January 7, 2011.
San Jose–Lihue service begins March 27, 2011.
Oakland–Lihue service begins March 28, 2011.

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Alaska



Alaska Mileage

Between	Mileage
Fairbanks &	
Barrow	503
Seattle	1533
Chicago	2785
Anchorage &	
Cordova	160
Kodiak	252
Fairbanks	261
King Salmon	289
Dillingham	329
Bethel	399
Nome	539
Kotzebue	549
Juneau	571
Prudhoe Bay	627
Ketchikan	776
Dutch Harbor	792
Seattle	1448
Portland	1542
San Francisco	2045
Los Angeles	2375
Honolulu	2776
Chicago	2847
Juneau &	
Sitka	95
Petersburg	123
Yakutat	199
Ketchikan	235
Seattle	909
Ketchikan &	
Wrangell	83
Sitka	185
Juneau	235
Seattle	679

Mileage Plan members receive mileage credit (500 miles minimum) based on the nonstop mileage between the origin and destination indicated on the ticket. For more information on the Alaska Airlines Mileage Plan, see page A2.

Alaska Airlines Cities

* Some routes shown operate seasonally.
† Dutch Harbor–Anchorage service operated by PenAir.

Airline Partners

Make easy connections throughout Alaska with our partnership airlines.

Era Alaska

PenAir

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The place we call home

Regional highlight

Fairbanks is the Golden Heart of Alaska's Interior

Fairbanks is a city of light, warmth and energy. In the summer, sunlight flows from one day to the next, fading ever so slightly over broad taiga forests and distant peaks. Through winter months, the red, green and purple of the aurora borealis dance over lands hushed by snow.

Visitors will find warmth in the hospitality of locals who revel in the many activities of Alaska's Interior—hiking and fishing, skiing and snowmachining. In summer, residents of Fairbanks are still golfing, gardening and bike riding while most of the U.S. population has already gone to bed. In the winter, they're as active as ever, skiing, dog-sledding, or simply enjoying a rejuvenating soak at a local hot spring.

Alaska's second largest city began with a 1902 gold strike that brought a rush of prospectors to the banks of the Chena River, a tributary to the long, navigable Yukon River system. Fairbanks soon became a strategic trading post for prospectors, fur trappers and adventurers.

Fairbanks has similarly prospered with the energy industry as a critical hub for the development of the North Slope oil fields and the construction of the trans-Alaska oil pipeline that passes near town.

Today, Fairbanks' vibrant downtown is rich with restaurants, shops and galleries, complemented by a range of museums, performing arts, spectator sports and the community benefits of a top-notch university.

Nearby, visitors will find some of the grandest wilderness in the state, including The Great One—Denali, north America's highest peak—and the adjoining 6 million-acre Denali National Park and Preserve, abundant with moose, caribou, Dall sheep, wolves and bears.

With such year-round diversity, exploring Fairbanks really requires at least two visits.

Fairbanks Facts



Population: 98,000 in the greater Fairbanks area.

Gold: 32 percent of all gold mined in Alaska is from within 25 miles of Fairbanks.

Auroa borealis: Chance of seeing northern lights during a three-night stay, August to April: 90 percent.

Baseball: First pitch for June 21 Midnight Sun Baseball Game: 10:30 p.m.

Military: Facilities located nearby include Fort Wainwright and Eielson Air Force Base.

Ice: Host to the World Ice Art Championships.



Above: The aurora borealis, or northern lights, shimmer over Alaska's Interior. PHOTO: TOMJI/AURORA BOREALIS LODGE, FAIRBANKS CVB.

Below: The riverboat *Tanana Chief* offers tours on the Chena River near Fairbanks. PHOTO: MICHAEL DEYOUNG / ALASKASTOCK.COM

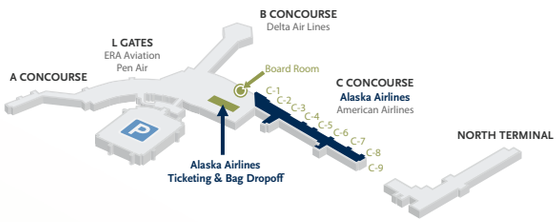


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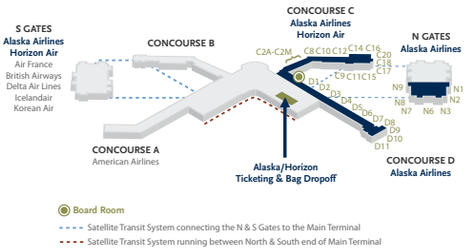
Helping you find your way

A quick guide to help you make easier connections.

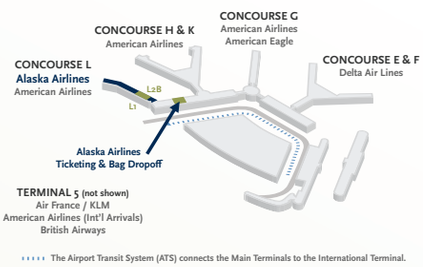
Anchorage International Airport (ANC)



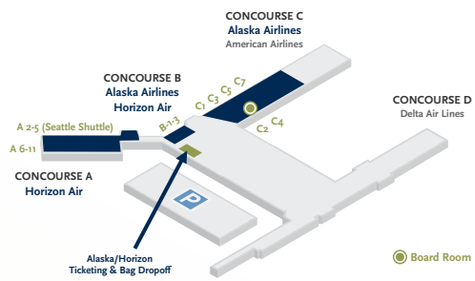
Seattle/Tacoma International Airport (SEA)



Chicago O'Hare International Airport (ORD)



Portland International Airport (PDX)



Los Angeles International Airport (LAX)



*Connect to American Airlines (Terminal 4) and American Eagle (satellite terminal) via shuttle bus at Gate 39.
Connect to Delta Air Lines (Terminal 5) via shuttle bus at Gate 39.
**Delta Air Lines and Alaska Airlines flights operated by Delta operate from Terminal 5.
Passengers arriving at Terminal 3 and connecting to Delta should take the shuttle bus at Gate 39 to Terminal 5.

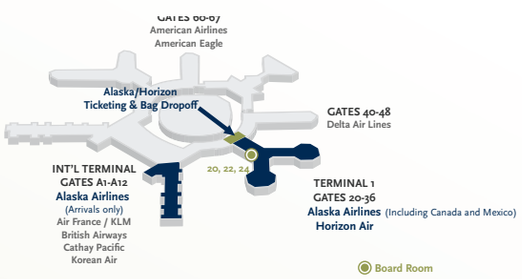
Helpful tips upon landing at LAX from Mexico:

- If necessary, clear all checked baggage through U.S. Customs.
- After clearing Customs, pack all duty free liquids securely in your checked baggage to avoid confiscation by the TSA. Then recheck your luggage with an Alaska Airlines Customer Service Agent at the baggage recheck area of the International Terminal.
- Proceed out of the building and go directly to the curbside.
- Turn left and take the UP escalator to the departure level.
- Continue in the same direction along the curbside to the departure level of Terminal 3 directly in front of you.
- Enter Terminal 3 at the Alaska Airlines ticket counter area and take the escalator up to the departure Gates 30 through 39.
- Average time from landing to Gate 30 is 60 minutes

Datos de ayuda a su llegada de México a Los Angeles:

- De ser necesario, pase por aduana de los EEUU con su equipaje documentado.
- Después de pasar aduana, empaque seguramente todos los líquidos que adquirió en la tienda libre de impuestos (duty-free) en su equipaje documentado para evitar ser confiscados por Seguridad (TSA). Después entregue su equipaje al agente de Alaska Airlines en el area para documentación de equipaje.
- Proceda afuera del edificio directamente hacia la acera.
- A su izquierda tome la escalera eléctrica al siguiente nivel.
- Continúe en la misma dirección por la acera hacia la Terminal 3 de salidas domésticas, justofrente a Usted.
- Al entrar a la Terminal 3, junto a los mostradores de Alaska Airlines, tome la escalera eléctrica que lo llevará a las salas 30 a la 39.
- El tiempo estimado para el recorrido hacia la sala 30 desde que usted aterriza, es de 60 minutos.

San Francisco International Airport (SFO)



Helpful tips upon landing at SFO from Mexico:

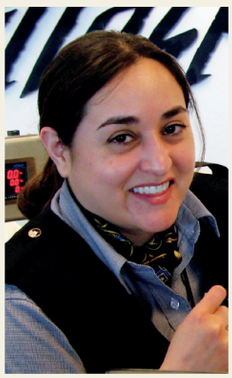
- If necessary, clear all checked baggage through U.S. Customs.
- After clearing Customs, exit to the right through sliding glass doors.
- Pack all duty-free liquids securely in your checked baggage to avoid confiscation by the TSA. Then recheck your baggage with an Alaska Airlines Customer Service Agent at the baggage recheck point in the San Francisco International Terminal.
- Proceed directly down the hall and turn left to the connecting hallways leading to Domestic Terminal 1.
- Continue in the same direction and turn right at the signs for Gates 20–36 —Alaska Airlines uses Gates 20, 22 and 24.
- Average time from landing to Gate 20 is 40 minutes.

Datos de ayuda a su llegada de México a San Francisco:

- De ser necesario, pase por aduana de los EEUU con su equipaje que documentó.
- Después de pasar aduana, prosiga por la puerta de vidrio corrediza y a su su derecha.
- Empaque seguramente todos los líquidos que adquirió en la tienda libre de impuestos (duty-free) en su equipaje documentado, para evitar ser confiscados por Seguridad (TSA). Después entregue su equipaje al agente de Alaska Airlines en los mostradores, justo afuera de aduana en la Terminal Internacional.
- Proceda directamente al fondo del pasillo y de vuelta a la izquierda hacia los pasillos de conexiones de la Terminal Doméstica 1.
- Deberá llegar hasta donde se encuentran las indicaciones para las salas 20 a la 36. De vuelta a la derecha y deberá pasar por seguridad. Alaska Airlines usa las salas 20, 22 y 24.
- El tiempo estimado para el recorrido hacia la sala 20 desde que usted aterriza, es de 40 minutos.

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Hablamos Español



Above Loren, Customer Service Agent, Anchorage

AT YOUR SERVICE

Alaska Airlines is proud to be the largest foreign flag carrier serving Mexico. As such, we are committed to delivering on our promise to provide our valued Spanish-speaking customers with an exceptional experience that is safe, dependable and delivered with genuine and caring service. To serve you better, our products and services are available in Spanish through the following:

- Reservations and Customer Care call centers
- Kiosk check-in at the airport
- alaskaair.com / español
- CEO monthly editorial in this magazine
- Connecting gate information on page A10
- Customs and immigration forms information on page A12

Also, at the airport or once onboard, Spanish-speaking employees are happy to assist you. Just look for smiling, friendly employees wearing our unique "A su servicio" name tags.





A SU SERVICIO

Alaska Airlines tiene el orgullo de ser la compañía de bandera extranjera más grande que presta servicios con destino a México. Por eso, hemos asumido el compromiso de cumplir nuestra promesa de proporcionar a nuestros apreciados clientes hispanohablantes una experiencia excepcional que, a la vez, sea segura, confiable y llegue a ellos con un servicio genuino y atento. Para atenderle mejor, nuestros productos y servicios se encuentran disponibles en español a través de:

- Centros de atención telefónica de Reservaciones y de Atención al Cliente
- Quioscos de registro del aeropuerto
- alaskaair.com/español
- El editorial mensual del director ejecutivo se encuentra al inicio de esta revista
- Información sobre las salas de conexión en la página A10
- Información sobre formularios aduaneros e inmigratorios en la página A12

Asimismo, en el aeropuerto o una vez a bordo, nuestros empleados hispanohablantes con gusto le brindarán ayuda. Simplemente diríjase a nuestros empleados sonrientes y cordiales que llevan nuestras exclusivas identificaciones con la leyenda "A su servicio".

Better together

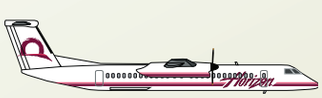
ALASKA AIRLINES AND HORIZON AIR

As sister carriers in Alaska Air Group, Alaska Airlines and Horizon Air are dedicated to bringing you the highest possible level of service. Together, we serve more than 90 cities throughout the United States, Canada and Mexico. To make your travel simple and seamless, Alaska and Horizon coordinate schedules and systems, so you get one ticket, one low fare and one easy check-in that includes seat assignments on both airlines.



Above Alaska Airlines and Horizon Air coordinate schedules to serve more than 90 cities.

Horizon's Fleet



Bombardier Q400



Bombardier CRJ–700

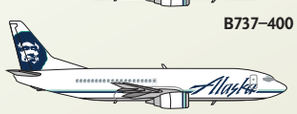
Alaska's Fleet



B737–700



B737–400



B737–400C



B737–400F



B737–800



B737–900

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Customs and Immigration

Customs and Immigration forms are distributed by flight attendants during your flight. Prior to landing, complete all forms that pertain to you, following the tips below. Completed forms are presented immediately upon entering the International Arrivals building.

Las formas de Aduana y Migración son distribuidas por los sobrecargos durante el vuelo. Antes del aterrizaje en su destino final complete las formas correspondientes usando las indicaciones que se porporcionan a continuación. Las formas completas seran presentadas en la Terminal Internacional.

To the United States

U.S. Customs Declaration



Who must complete this form?
All travelers
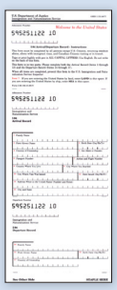
Helpful tips
- One form per person or one per family with same address
- Lines 5, 6—If not using a passport, leave these lines blank
- Line 9—Enter "AS" for Alaska Airlines
- Sign at the "X"

Declaracion de Aduana

¿Quién debe completar esta forma?
Todos los pasajeros

Datos de ayuda
- Una forma por persona o por familia con la misma dirección
- Línea 5, 6—Si no tiene pasaporte, deje esta sección en blanco
- Línea 9—Use "AS" para Alaska Airlines
- Firme en la "X"

I-94 Arrival/Departure Record (white)



Who must complete this form?
All travelers who are using a Visa to enter the U.S.
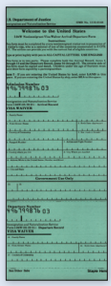
Helpful tips
- One form per person
- Complete both Arrival and Departure portions
- Do not write on the back
- Keep the lower portion with your passport in order to exit U.S.

I-94 Registro de Llegada/Salida (blanca)

¿Quién debe completar esta forma?
Todos los pasajeros que usen Visa de turista para entrar a EE.UU.

Datos de ayuda
- Una forma por persona
- Complete las dos partes de la forma, Llegada y Salida
- No escriba en la parte de atrás
- Una vez sellada por migración, debe guardar la parte inferior de la forma para su salida de EE.UU.

I-94W Nonimmigrant Visa Waiver Arrival/Departure Form (green)



Who must complete this form?
All non-immigrant visitors seeking entry to the U.S. under the Visa Waiver Program.

Helpful tips
- Remember to complete the back of this form
- Keep the lower portion with your with your poassport in order to exit U.S.

I-94W Registro de Llegada/Salida Para "Visa Waiver" de No-Imigrante (verde)

¿Quién debe completar esta forma?
Todos los visitantes no-inmigrantes que deseen ingresar a los Estados Unidos a través del programa de exención de visa.

To Canada

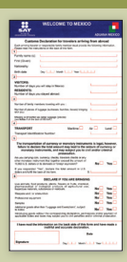


Flight Attendants distribute a combined Customs and Immigration form during your flight. Prior to landing in Canada, complete this form, which includes easy-to-follow instructions. Completed forms are presented immediately upon entering the International Arrivals building.

Los Sobrecargos distribuyen una forma combinada para aduana y migración. Antes de aterrizar en Canadá, llene esta forma que incluye instrucciones fáciles de seguir. Las formas completas serán presentadas inmediatamente al entrar al edificio de la Terminal Internacional.

To Mexico

Mexico Customs Declaration



Who must complete this form?
All travelers

Helpful tips
- One form per person or one per family with same address
- Section 6—It is not necessary to declare medicine for your personal use

Declaracion de Aduana

¿Quién debe completar esta forma?
Todos los pasajeros.

Datos de ayuda
- Una forma por persona o por familia con la misma dirección
- Sección 6—No es necesario declarar sus medicamentos de uso personal

FMM



Who must complete this form?
All travelers except permanent residents and citizens of Mexico

¿Quién debe completar esta forma?
Todos los viajeros, excepto los residentes permanentes y los ciudadanos de México

FEM For Mexican Nationals (white with black lettering)



Who must complete this form?
Citizens of Mexico

FEM Para Mexicanos (blanca con letras en Negro)

Quién debe completar esta forma?
Ciudadanos de México (Aun siendo residentes permanentes de EE.UU.)

Datos de ayuda
- Pasajeros residentes en México, entregue la segunda parte de la forma FEM que lleno al salir de México
- Pasajeros residentes en EE.UU., llenar la forma FEM y guardar la parte sellada por migración para salir de México

Please use all capital letters with blue or black ink.
Por favor use letra mayúscula en tinta azul o negra.

Mexico State Codes

City / State	State Code
Cancún / Quintana Roo	QROO
Guadalajara / Jalisco	JAL
Ixtapa, Zihuatanejo / Guerrero	GRO
Loreto, La Paz, Los Cabos, San Jose / Baja Calif. del Sur	BCS
Manzanillo / Colima	COL
Mazatlán / Sinaloa	SIN
Mexico City / Distrito Federal	D.F.
Nuevo Vallarta, Bucerias and north / Nayarit	NAY
Puerto Vallarta, Mismaloya / Jalisco	JAL

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A guide for air travelers

The Federal Aviation Administration (FAA) and Alaska Airlines have set the following rules and regulations to assure your safety and comfort:

- Your seat belt must be fastened whenever the "FASTEN SEAT BELT" sign is illuminated. Keep your seat belt fastened at all other times in case of undetectable clear-air turbulence.
- Seat backs and tray tables must be in the upright, locked position during taxi, takeoff and landing.
- All carry-on baggage, laptop computers and electronic devices must be stowed under a seat or in an enclosed overhead bin upon boarding and prior to landing, as directed.
- Please use caution when opening an overhead bin, as items may have shifted.
- Customers are requested to use the lavatory in their assigned cabin and are required to do so on inbound international flights; exceptions may be made for customers with special needs.
- Prior to takeoff and landing, service items provided by Alaska Airlines must be picked up or properly stowed under the seat in front of you, in carry-on luggage that is properly stowed or in an overhead bin.
- Alcohol may not be consumed aboard an aircraft unless it has been provided by a flight attendant. No alcohol may be served to any person who appears to be intoxicated, or who is under 21 years of age.
- During taxi, takeoff and landing, all portable electronic devices and headphones must be turned off. Cell phones may be used while the boarding door is open until advised by your flight attendant that they must be turned off. The boarding door cannot be closed until all electronic devices are off. Upon landing, your flight attendant will advise when cell phone use is permitted. During flight, electronic voice communications of any kind (e.g., cell/VoIP calls) are prohibited. Your flight attendant will tell you when you may use approved portable electronic devices, such as cell phones/PDAs/two-way communication devices.
- Headphones must be worn when using electronic devices such as CD players, digEplayers, etc.
- The following equipment may never be used during flight: cell phones (in transmit mode), two-way pagers, radios, televisions, remote-controlled games or toys, cordless computer mouse, or global-positioning systems.
- Interference with crew members' (including flight attendants') duties is a violation of federal law. Under federal law, no person may assault, threaten, intimidate or interfere with crew members in the performance of their duties aboard an aircraft under operation. Penalties for crew interference include fines up to $11,000, imprisonment or both. An incident report may be filed with the FAA regarding a customer's behavior.
- Smoking is not permitted on any Alaska Airlines flight.
- Child-restraint devices must bear the FAA approval sticker.
- Seat-belt extension use is not allowed in exit rows for the safety of all passengers due to the possibility of entanglement by the extensions.
- Alaska Airlines prohibits the use of items that do not meet FAA Regulations or Company regulations. This includes the use of seat-belt extensions not provided by Alaska Airlines, devices that restrict the recline of seats, self-heating meals or beverages, air filters placed on overhead vents and personal air purifying devices.
- Pets must remain in carrier for entire flight. Carrier must be stowed for taxi, takeoff and landing.

Your time is money, so we guarantee speedy delivery of your checked luggage

Size and weight limitations

Passengers traveling on Alaska Airlines and Horizon Air may check bags with a maximum dimension of 62 linear inches (length + width + height) and weight of up to 50 pounds.

Baggage Service Guarantee

Alaska Airlines is the first major U.S. carrier to implement a Baggage Service Guarantee. If your baggage is not at baggage claim within 20 minutes of your plane parking at the gate, you're entitled to a $20 Discount Code for use on a future Alaska Airlines or Horizon Air flight, or 2,000 Alaska Airlines Mileage Plan bonus miles. If we don't meet our 20-minute guarantee, simply see an Alaska Airlines or Horizon Air Customer Service Agent in the baggage claim area for your voucher.

- One voucher per qualified passenger, for one or more checked bags.
- Our guarantee does not apply for conditions beyond our control, such as severe weather or a malfunction in the airport's mechanical systems.



- Since additional care is needed to deliver specialty items such as pets, sports equipment, assistive devices, etc., the guarantee does not apply to these items.
- Additional international processing prevents us from offering our guarantee on flights arriving to the U.S. from Mexico.
- Full terms and conditions available at alaskaair.com.

Carry-ons

Carry-ons are limited to one bag, plus one personal item such as a purse or laptop computer. Each item must measure no more than 10" x 17" x 24" (51 linear inches). In order to ease the boarding process and keep everyone on schedule, place carry-on bags in overhead bins, wheels down and "facing you."

Important Phone Numbers

Customer Care
(Mileage Plan, Web Support, Customer Relations)
800.654.5669

Toll-Free Reservations
Within the U.S. and Canada
800.ALASKAAIR
(800.252.7522)
(TTY 800.682.2221)

En Español
800.858.5525

From Mexico
001.800.252.7522

Alaska Airlines Vacations
800.468.2248

Continue the journey at alaskaair.com

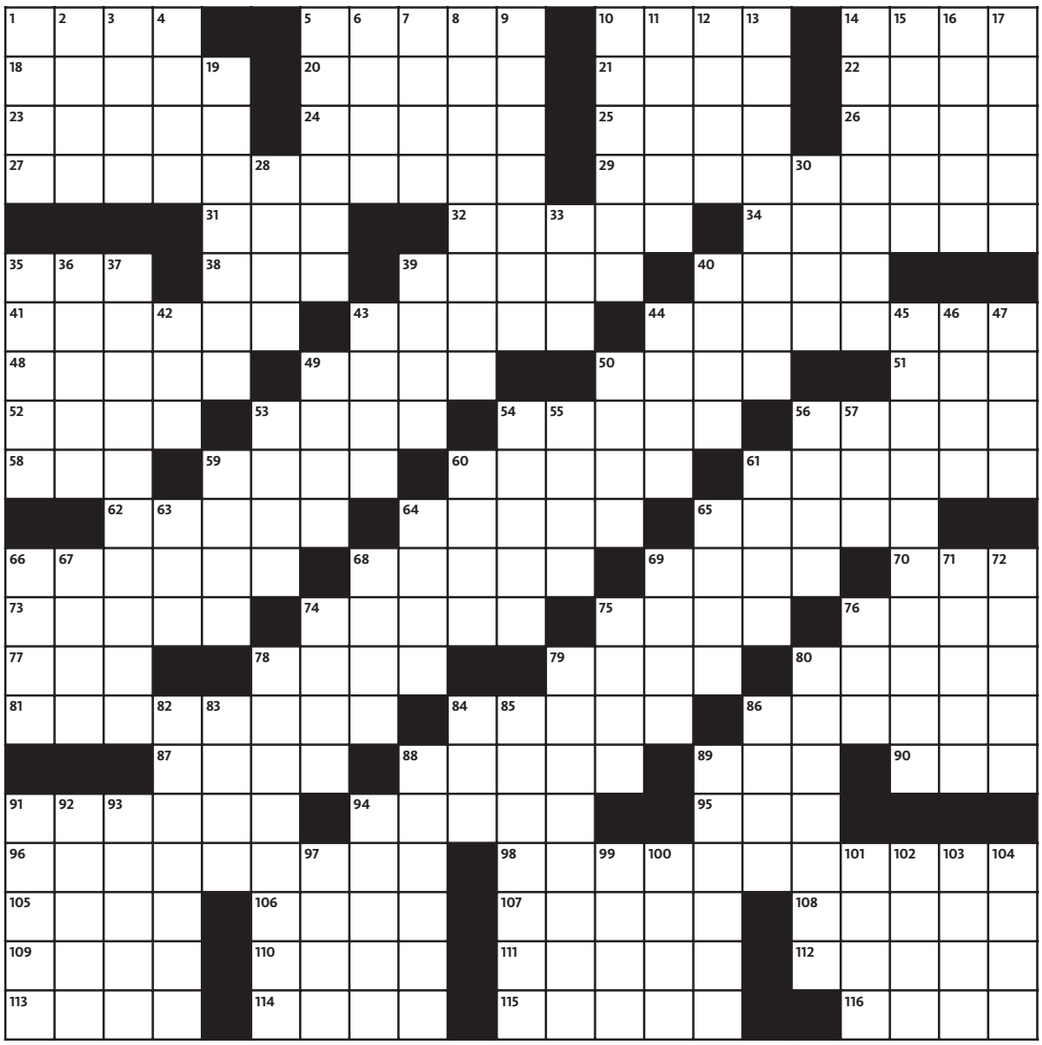
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American Beauty



ACROSS

1 Dictionary entry
5 Not so hot
10 Ranch newborn
14 Bog product
18 Not quite
20 Dote on
21 Arena shape
22 Lovely meter maid
23 Ta-da!
24 Farm towers
25 Opening on a sweater?
26 Some poems
27 Old Faithful's park
29 Zebulon's discovery
31 Wrath
32 The Apostles had one
34 Mesmerizes
35 High mountain
38 Mr. Mineo
39 Rite field?
40 Big cat
41 Munificence
43 Great time
44 Water bottles
48 Eggs on
49 Ugly one
50 Naval jail
51 Pierre's life
52 Corner
53 Chessman
54 Pluck
56 Chunk
58 Place
59 Retail area
60 Answering to
61 Told off
62 Bearnaise, e.g.
64 Medium's medium
65 Tender
66 Oft-coiffured canine
68 Burn
69 Grammatical tense
70 Fond du ___
73 Practice
74 Not as good
75 Gold-rush town
76 *Tootsie* actress
77 Timespan
78 Furniture wood
79 Ares, to Jupiter
80 Sheriff's star
81 Philanthropic organization
84 Make fit
86 The Louvre, e.g.
87 Hound's prey
88 Jiffy
89 Female flier
90 Date
91 Out sick
94 Accra's country
95 Short bark
96 Sierra Nevada resort
98 Colorado River wonder
105 Osiris sis
106 Spar
107 Antelope or goat
108 At large
109 Peevishness
110 Misplace
111 Battery pole
112 Liver, e.g.
113 Woes
114 Makes do
115 Like forks
116 Filly's mom

DOWN

1 Uneven
2 Orchestra member
3 Foment
4 Lackluster
5 Cap decor
6 Blue-pencil
7 Mallet sport
8 Like some contracts
9 Strands
10 Wire material
11 Sidestep
12 Whim
13 Shakedown
14 Grill fuel
15 Duck down
16 Special Forces unit
17 Chores
19 Lao-tzu followers
28 *King Kong* star
30 Try
33 Consume
35 Touches
36 *Casablanca* actor
37 Arm of the Pacific
39 Mr. Thicke
40 Den
42 Miss-named?
43 Sugar, e.g.
44 Farmer's alarm
45 Florida attraction
46 Congenial
47 Tomato start
49 Fish story
50 Smudge
53 Tempo
54 Cusp
55 Lotion additive
56 Sulk
57 Mr. Fleming
59 Stubborn one
60 Outlaws
61 Got up
63 Increase
64 Wear out
65 Sweet potatoes
66 Jury member
67 Sioux speaker
68 Offspring
69 Not starboard
71 Squabble
72 ___ brûlée
74 Savvy
75 Mane line?
76 Hydrogen or oxygen
78 On wheels, perhaps
79 Elbows on the table?
80 Puzzle
82 Gouda and Edam
83 Blow one's cool
84 Constellation
85 Airhead
86 Painter Chagall
88 Papers
89 Balled up
91 Cover story?
92 Pesto plant
93 Dexterity
94 It may be cooked
97 Smee's captain
99 Bard's river
100 Pheasant nest
101 Par for the course
102 Eastern discipline
103 Eskers
104 Hawaiian bird

Solution on page 131.

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PHOTO PAGE



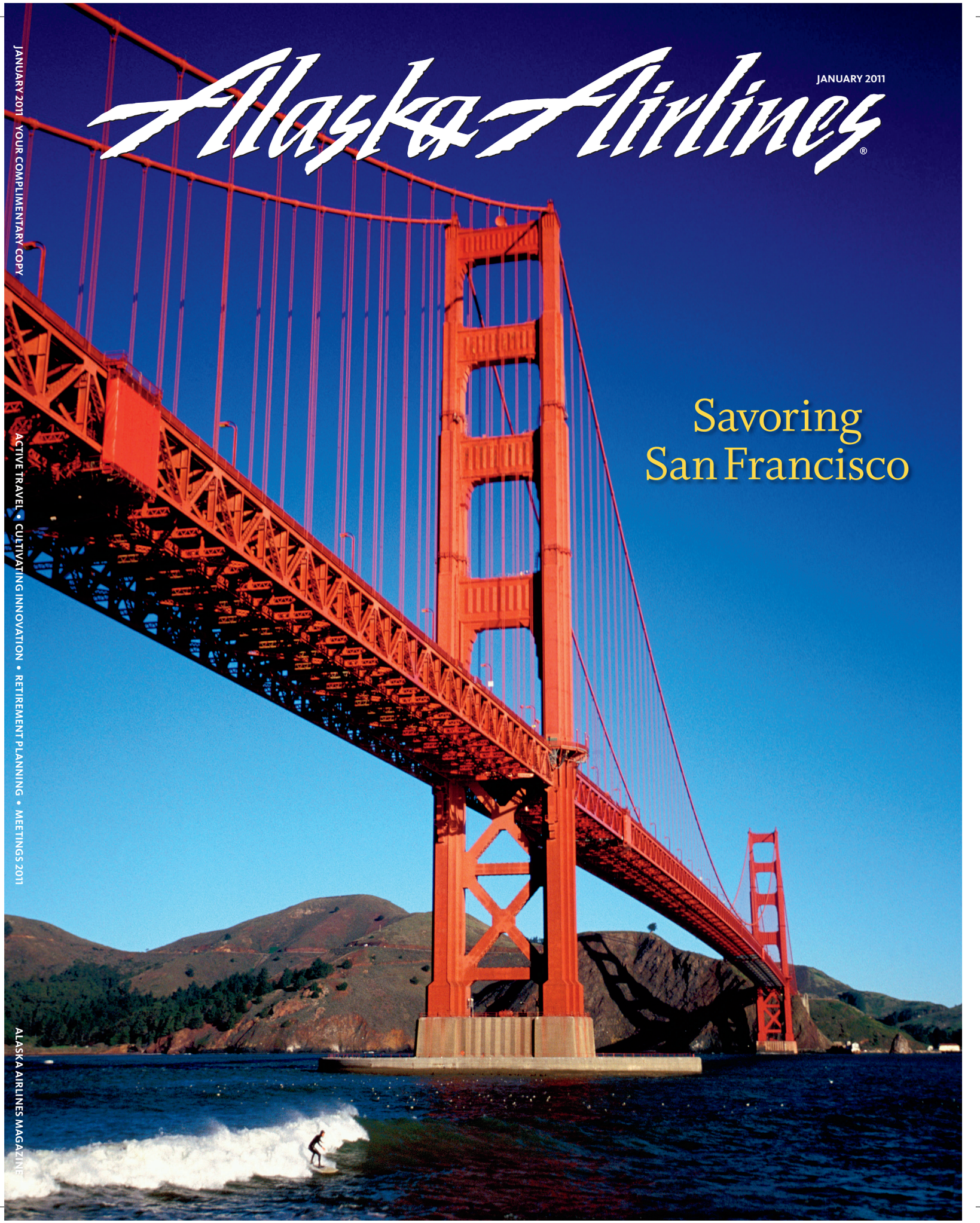
An arctic fox in its winter coat rests in a snowdrift along a lake in Alaska's Arctic North Slope region.

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2011





Meetings

A special section of *Alaska Airlines Magazine* and *Horizon Air Magazine*

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Meetings

M4 **The Art of Storytelling**
The key to memorable presentations.
| By Jean Hamilton

M10 **The Power of Social Networking**
Technology tools are changing how meetings and events are planned and presented.
| By Jeff Bond

M19 **Resource Listings**
A guide to convention and visitors bureaus across the route system.

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To find your own compelling stories, think about events in your life that had an impact on you or that involved some degree of conflict and learning. They don't have to be big, dramatic stories.

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The Art of Storytelling

The key to memorable presentations

I By Jean Hamilton

"There have been great societies that did not use the wheel, but there have been no societies that did not tell stories." —Ursula K. Le Guin, science fiction writer

Last September, Dr. Glen Stream stood before the governing body of the American Academy of Family Physicians, gathered in Denver for the national organization's annual meeting, and delivered a campaign speech outlining why the members should vote him president-elect. After communicating a number of his goals, Stream—a Spokane, Washington–based family physician—concluded his speech with a story about one of his patients, a young woman who was preparing to go off to college.

"What do you plan to study?" Stream asked the woman, whom he had treated for much of her life.

"I want to study medicine and become a family doctor," she said.

Stream told her that he was thrilled but surprised. "What inspired you to decide to be a family physician?"

"You did," she answered. "I've seen how much you care about my family, and I want to help people the way you help people."

This had been an emotional moment for Stream—one of those rare instances when he was given a glimpse of how he impacts other people's lives. In his campaign speech, he could have simply said, "My patients respect me." But by telling this personal story, he brought that message to life and with more depth. The story also resonated with the other doctors in the room by tapping into their sense of pride in their profession. Stream won the president-elect post.

If there is one thing that all great presenters share, it is the ability to tell authentic stories. When you share a story with an audience, you open up their minds, their imaginations and their hearts—and as a result, the audience becomes more receptive to your message. This is the power of stories.

As a speech coach, one of the main things I work on is helping people—including Stream, whom I had the privilege of coaching on his campaign speech—develop and deliver their own unique stories. If you want to be a great presenter, be an effective leader or even just feel comfortable at a party, it is important to learn the craft of storytelling.

From prehistoric times to the present, from Africa to Asia to North America, humans have shared and told stories. Perhaps this is because our brains are hardwired to remember stories better than we retain



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Telling an engaging and relevant story can be an effective tool for connecting with your audience and making them receptive to your message.

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facts. When we hear a story, we make connections to our own lives and our own stories. By becoming emotionally invested in the story, we become actively engaged. If you want your audience to remember your speech and take action, tell stories.

But not just any story will do. First, consider whether a story is relevant to your topic. You can cull stories from an earlier time in your life, but they should shed light on your subject, as Stream's anecdote did by illustrating his character as a physician. For instance, a speech about the importance of discipline could include a story about being on a sports team or in a band, or about learning to drive. Using such a story has an added bonus: Learning struggles can often be funny in retrospect.

In addition, most good stories contain conflict. If there is no challenge to overcome, the story will likely be boring. In his influential work on comparative mythology, *The Hero with a Thousand Faces*, Joseph Campbell wrote that compelling stories follow a common structure: The main character has a call to adventure, experiences adversity, learns from that challenge, and returns from the experience a wiser, more complete person.

Conflict comes in many forms. It could be a time you were scared or embarrassed, or it could be a time you made a difficult decision. For example, when my son Jesse was 13 years old, he saw a fellow student trying to sell a Taser on the school bus. Jesse told the bus driver, who didn't do anything. Jesse then wrote about the incident at school, hoping to get the attention of someone in a position of authority.

"I just wanted him to get rid of the Taser," Jesse explained. Yet Jesse felt horrible when he learned the student was to be expelled, because he thought the school had overreacted.

On the bus the following day, my son overheard the student calling out another kid as the tattletale. As Jesse exited the bus, he said, "No, it wasn't him."

"How do you know?"

"It was me," my son replied.

Though some of his fellow students were upset with him, Jesse was glad he told the truth because he didn't want someone else to get blamed for tattling.

Jesse's story features conflict, as well as themes of courage and consequences. I could use it in a speech about the challenges of taking responsibility, which would be far more effective than speaking theoretically about the subject.

To find your own compelling stories, think about events in your life that had an impact on you or that involved some degree of conflict and learning. They don't have to be big, dramatic stories—pay attention to the small moments, as well. Sometimes a short conversation can make great story material. Begin to notice the times when someone says something that makes you say "Ah" or "Really?" or makes you laugh aloud.

Fables and tales are also a rich source, since they often portray universal struggles. I recently told *The Emperor's New Clothes*, because its themes of fear, pride, conformity and honesty are timeless. A story about a customer using your product or service is also a valuable tool for enhancing your company's credibility. A mixture of these different forms of stories can serve a speaker well.

The use of slight dramatic nuances, such as a pause or a gesture, can convey character and make your story come to life.

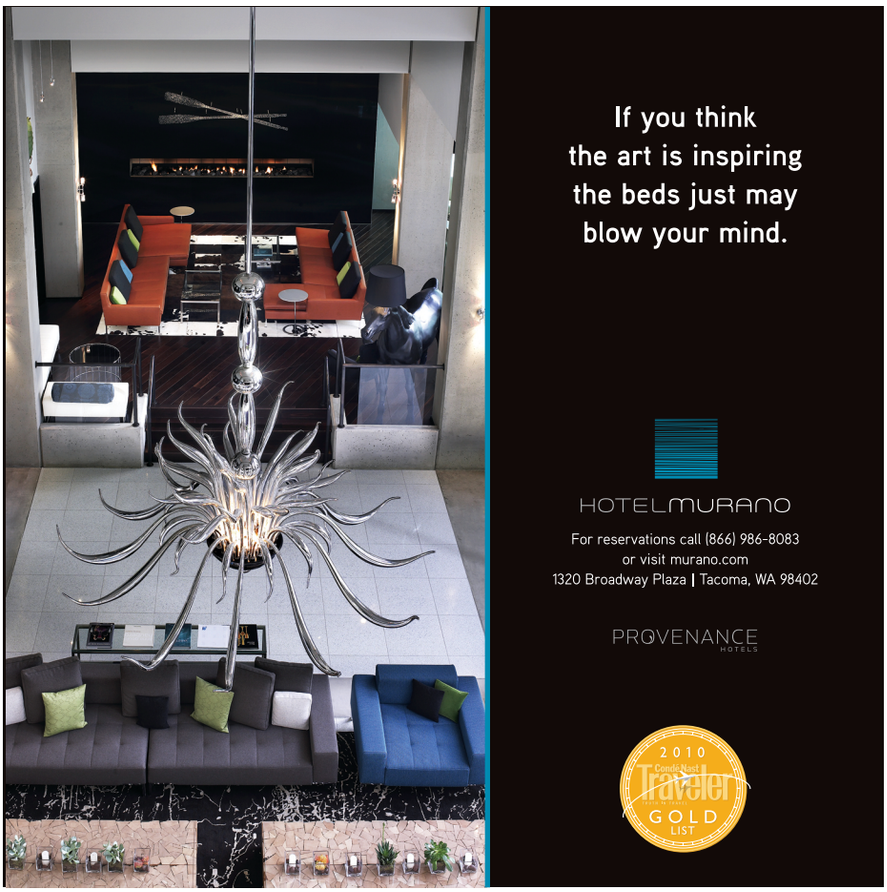


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Your delivery is also crucial. Above all else, be present. Set up your story succinctly—who, what, when, where—and then immediately jump into the action.

Once you've decided on your tale, the best way to remember it is to discover what Seattle-based communication and storytelling trainer Lindagail Campbell (no relation to Joseph) calls "the bones" of your story. What are the key aspects that hold it together? Once you write these down, your story will have a clear structure and will be easier to recall, without you having to memorize each word. Writing down the bones is also a useful tool for keeping your story fresh and authentic.

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Your delivery is also crucial. Above all else, be present. Set up your story succinctly—who, what, when, where—and then immediately jump into the action. Many people make the mistake of thinking they need to tell everything that happened, and in the exact order. But not all life details are interesting, so just stick to the highlights.

Specific experiences have far more impact than generalities. I worked with Ted Sturdevant, director of the Washington State Department of Ecology, to help him get ready to testify before Congress about the dangers of chemicals such as nonylphenol. In one of our coaching sessions, he listed a large number of problems related to this toxic chemical. The data was interesting, but what captured me was when he said, "For years I've worked on reducing the use of nonylphenol. One day I was in the middle of shaving, with shaving cream slathered all over my face, when I stopped and looked at the ingredients on the can. Sure enough, I read 'nonylphenol.'"

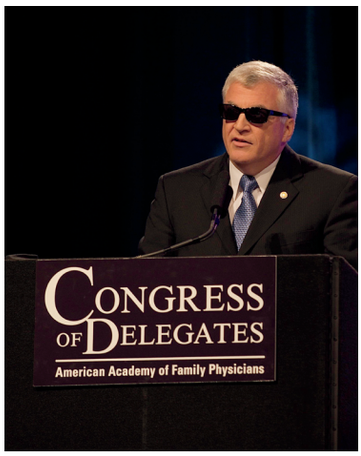
> Don't be afraid to play. When your audience sees you having fun, they begin to have fun as well.

Hearing this story underscored, for me, the frightening prevalence of the chemical. I encouraged him to use this example and to bring a personal touch to his presentation. As a result, members of Congress told him that they found his testimony refreshing and engaging.

Another way to make a story memorable is to say less and show more. For example, a pause can speak volumes: It can create humor, and it can leave room for a big "aha" moment. Pauses give space for your audience to connect with you and your story.

Another easy way to liven up your story is to use dialogue. Instead of stating that a character said something, become that character, and say it as he or she

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COURTESY: GLEN STREAM

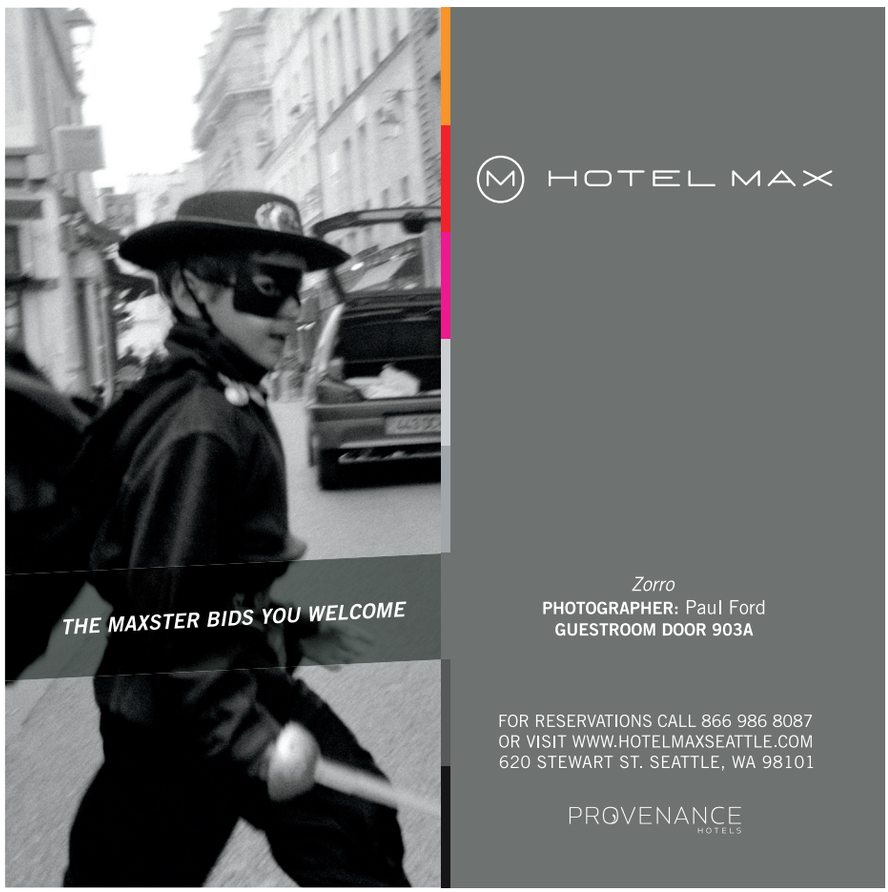
Dr. Glen Stream utilized a heartfelt story, as well as humor, in his campaign speech for president-elect of the American Academy of Family Physicians. He concluded with the line, "The future is so bright, I gotta wear shades."

would. Take on that character's posture. Where does he hold tension? Does she talk high in her throat or low in her belly? Does he speak quickly or slowly? Does she move gracefully or awkwardly? Does he take up a lot of space, or keep his gestures confined? Think of nonverbally showing the essence of each character's personality by incorporating details such as sounds, color and tension.

Envision your story as you say it—when you see it, the audience sees it. If you are reluctant to be dramatic, consider that even slight nuances conveying character can have a big impact. A small change in your voice or a shift in your weight can make your story "pop." If you are unfamiliar with how to do all of this, a good presentation coach can give you guidance in just a few sessions.

Don't be afraid to play. When your audience sees you having fun, they begin to have fun as well. People are more receptive to learning right after they laugh. A well-told story will make your presentation soar, so it's worth investing your time and energy to develop and fine-tune your stories. If you have been asked to speak or give a presentation, bring your ideas, your sense of humor and, most of all, your stories. m

Jean Hamilton, CEO of Speaking Results, is a coach and trainer on presentation skills.





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The Power of Social Networking

Technology tools are changing how meetings and events are planned and presented
l By Jeff Bond



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The 10th annual BizBash New York Expo & Awards event—a trade show and awards program for event- and meeting-planning professionals—was in full swing on October 27 when a team of reporters armed with hand-held video camcorders fanned out to capture the mood of the 3,500 attendees.

The six social-media reporters from PR firm Served Fresh Media, hired by BizBash to cover the event, wound their way through the daylong trade show, interviewing event organizers, VIPs and attendees. The interviews were immediately uploaded to Facebook, Twitter and YouTube, allowing anyone who was watching to get a real-time sense of what was happening at the event.

BizBash also organized a social-media lounge where event attendees could gather and tweet messages of 140 characters or fewer. A large screen in the lounge showed every Twitter message sent using the #BizBash hashtag. (On Twitter, hashtags consist of a word or short phrase prefixed with the symbol #, and are used to identify or search for subjects of interest.) This kind of communication offered a moment-by-moment gauge of what the tweeting crowd found interesting.

"More than 1,500 tweets were sent from attendees that day; over the course of the day, our event reached the No. 2 rank of trending topics on Twitter in the New York metro area," says Aram Fischer, marketing manager for BizBash, a leading trade-media company for the events industry. BizBash publishes magazines, hosts Websites and produces shows such as Expo & Awards, serving the New York market, as well as Boston, Chicago, Las Vegas, Los Angeles, Miami, Orlando, Toronto and Washington, D.C. "It was a great meeting of the minds, a 3,500-strong celebration of the event and meeting industry," Fischer says.

Social-networking tools such as Twitter, Facebook and LinkedIn were once considered the domain of tech-savvy types. In the last couple of years, however, they have gone mainstream. In fact, the inclusion of such technology is one of the meeting-and-event industry's continuing trends for 2011.



COURTESY: BRIGHTROOM

Fischer says that Twitter was a crucial component of the BizBash event. The microblogging service was used to drive much of the registration: Attendees could register via Twitter and also send the registration codes to friends, turning the process into a viral experience and gaining the event additional buzz. Twitter was also used to connect event planners with vendors and exhibitors.

During the event, exhibitors would tweet when they were having a free drawing for prizes at their booths. Organizers used Twitter to publicize seminars and comment on speakers. And, of course, attendees gave immediate feedback to organizers about what they liked and didn't like, and were able to view that feedback in the lounge.

"This type of social networking added a dimension of action and excitement," Fischer says.

But such technology isn't just for large organizations such as BizBash. Seattle's Henry Art Gallery has also discovered the joys of social networking. Located on the University of Washington campus, the gallery has been experimenting with social-media technology for a number of years to market and advertise its fundraisers and open houses, such as "See Listen Taste Feel!", a January 2009 benefit that was designed in part by Danish artist Jeppe Hein.

According to Betsey Brock, the associate director for communications and outreach, the gallery creates a page on its Website for each event, where

Attendees at the October 2010 BizBash Expo & Awards trade show in New York City gathered in the social-media lounge to socialize and tweet about their experiences.

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people interested in attending can find all the pertinent information. The gallery also uses blogs, Facebook pages, the Flickr photograph-management site and Twitter to connect with its audience and to bring attention to an event. Events are often recorded, and video montages are later posted online.

Brock's success with such methods has led other arts groups and nonprofits less experienced in the world of social networking to seek her advice. She tells them there is no time like the present to give it a try.



"I've talked to a lot of people who are just starting out with social media, and I tell them they just have to jump in," Brock says. "Don't overthink it—just get started."

Ready for Facebook

There are a number of reasons why these technologies are finding their way into a meeting planner's repertoire of marketing tactics.

Chief among them is that these tools help organizers repeatedly connect with a specific audience, are virtually free to use, and—with a small investment of time and effort—can be utilized by almost anyone.

The secret for the beginner is to try a few social-networking tools that will work best for a particular meeting or event. "If used right, these tools can help you basically become your own advertising and marketing firm," says Sabrina Manhas Hutchinson, the principal of Brunette, a Seattle-based event-planning and PR service. "But I think it is easy for people just starting out to become overwhelmed. That is why you don't have to use everything. Instead, pick two or three tools that you believe will be the most useful, and then use them well. That will be your advantage."

> In recent years, Facebook has become an important tool used by meeting and event planners to reach and inform an audience.

Facebook is probably the easiest place to start. Since its inception in 2004, Facebook.com has developed into the world's largest social network, with more than 500 million active users. Its popularity has helped the social site transition from a place just for college kids to an environment that welcomes the whole world.

In recent years, Facebook has become an important tool used by meeting and event planners to reach and inform an audience. Meeting planners often set up a specific Facebook page for an event. This allows the Facebook page to be a central point of information and a means of connecting with the event's invitees. The planner can provide details, include photographs and videos, and show the guest list.

After an event, the site becomes a great resource for summarizing what took place. Documents and videos from the meeting can be easily uploaded to the site, maximizing the return on investment for those who attended.

"Facebook offers you a richer experience than many of the other social-networking tools," says Marissa Gluck, managing partner at Los Angeles–based Radar Research, a research and consulting firm. For example, Facebook offers multiple ways for planners to reach their intended audience. "Other sites, such as Twitter, are meant for immediate contact that is short and sweet and timely," Gluck says. "Facebook is less ephemeral. The content on the site will last longer."

LinkedIn.com is another social network that should be explored. While not as popular as Facebook, it is focused exclusively on business connections. This site allows event planners to connect with business groups and to target a specific audience, as opposed to the broader approach provided by Facebook.

The Twitter Phenomenon

The idea of using 140 characters or fewer to communicate with others might initially seem a little frivolous, and it can also be challenging. However, what started out in 2006 as a tech craze has gained a following as a serious business tool. Today, Twitter is one of the fastest-growing social-networking

Planners use tools such as Facebook, LinkedIn, Twitter and YouTube to plan and enhance their meetings and events.

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Quick Guide To Meeting Facilities

	Facility	Guest Rooms	Rates	Meeting Rooms	Sq Ft Capacity	Banquet Capacity	Contact
Alaska	**Alyeska Resort | The Hotel Alyeska** 100 Arlberg Avenue, Girdwood, AK 99587	304	$159-399	12+	13,000 sq. ft.	400	907-754-2213/Jennifer Wozencraft www.alyeskaresort.com
	Crowne Plaza Anchorage - Midtown 109 W. Intl. Airport Road, Anchorage, AK 99518	165	$129-259	3	4,000 sq. ft.	80	907-433-4117/Julie Novy www.crowneplaza.com/anchorageak
	Fairbanks Princess Riverside Lodge 4477 Pikes Landing Road, Fairbanks, AK 99709	325	$84-199	5	9,100 sq. ft.	360	907-455-4477/Yvette Hebard www.princesslodges.com
California	**Sonoma County Tourism Bureau** 3637 Westwind Blvd., Santa Rosa, CA 95403	11,000+	$84-400+	63+	103,886+ sq. ft.	1,000+	800-576-6662/Mark Crabb www.sonomacounty.com
	The Westin South Coast Plaza* 686 Anton Blvd., Irvine, CA 92626	393	$229-289	30	29,000 sq. ft.	650	714-540-2500/Eric Hylkema www.westinsouthcoastplaza.com
Idaho	**Boise Centre** 850 W. Front Street, Boise, ID 83702			20	85,000 sq. ft.	2,000	208-336-8900/Sales Manager www.boisecentre.com
Oregon	**Hotel deLuxe*** 729 S.W. 15th Ave., Portland, OR 97205	130	$119-339	3	1,772 sq. ft.	80	866-895-2094/Sarah Bohlin www.hoteldeluxeportland.com
	Hotel Lucia* 400 S.W. Broadway, Portland, OR 97205	127	$129-749	2	2,030 sq. ft.	130	503-205-2045/Olivia Olson www.hotellucia.com
	Inn @ Northrup Station 2025 N.W. Northrup, Portland, OR 97209	70	$109-199				503-224-0543/Lisa Vinavong www.northrupstation.com
Washington	**Hotel Max*** 620 Stewart St., Seattle, WA 98101	163	$119-329	1	280 sq. ft.	14	206-374-7710/Carolina Pino www.hotelmaxseattle.com
	Hotel Murano* 1320 Broadway Plaza, Tacoma, WA 98402	320	$139-469	15	28,000 sq. ft.	980	253-591-4135/Tom Ebner www.hotelmuranotacoma.com
	Hyatt Regency Bellevue* 900 Bellevue Way N.E., Bellevue, WA 98004	733	$109-379	36	70,000 sq. ft.	1,500	425-698-4250/Kristi Kosmata www.bellevue.hyatt.com
	Marcus Whitman Hotel 6 West Rose Street, Walla Walla, WA 99362	127	$119-169	9	10,000+ sq. ft.	400-600	509-524-5107/Chris Coates www.marcuswhitmanhotel.com
	Muckleshoot Casino 2402 Auburn Way S., Auburn, WA 98002			7	11,500+ sq. ft.	400	253-804-4444/Kiel Pilch www.muckleshootcasino.com
	Northern Quest Resort & Casino 100 N. Hayford Rd., Airway Heights, WA 99001	250	$139-199	11	22,000 sq. ft.	1,190	509-481-6010/Mimi Gustafson www.northernquest.com
	Oxarc Training & Multimedia Conference Center 4003 E. Broadway, Spokane, WA 99202			2	60 capacity	50	509-535-7794/Ron Van Dyke www.oxarc.com
	Silver Reef Casino 4876 Haxton Way, Ferndale, WA 98248	105	Varies	4	6,300 sq. ft.	500+	360-312-2370/Linda Barselou www.silverreefcasino.com
	The Conference Center at Seattle Tacoma International Airport 17801 International Blvd. S. Rm 6012M, Seattle, WA 98158			9	9,000 sq. ft.	200	206-787-6602/Sales Department www.portseattle.org/conference
	Tulalip Resort Casino 10200 Quil Ceda Boulevard, Tulalip, WA 98271	370	$135-5,000	13	30,000 sq. ft.	1,100	360-716-6000/Troy Longwith www.tulalipresort.com
	Vancouver USA Regional Tourism Office 101 E. 8th St., Suite 240, Vancouver, WA 98660	2,650	$75-175	60	90,000 sq. ft.	1,300	877-600-0800/Rosemary Cooke www.visitvancouverusa.com
Multi-Location	**Westmark Hotels***	**Alaska/Yukon:** Westmark Anchorage—Regional Sales Manager/800-764-0015 Westmark Fairbanks Hotel & Conference Center—Regional Sales Manager/800-764-0016 Westmark Baranof Juneau—Regional Sales Manager/800-764-0017 Westmark Sitka—Regional Sales Manager/800-764-0017 Westmark Whitehorse Hotel & Conference Center—Regional Sales Manager/800-283-6622					www.westmarkhotels.com

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services, with more than 175 million users worldwide. It has also become a popular way for event and meeting planners to connect with their audiences.

Twitter has caught on because of its immediacy—the short messages typically describe something happening at the moment—as well as its ease of use and viral aspect. The online service (www.twitter.com) is easier to sign up for than your average e-mail account and is simple enough for anyone to use. The main screen prompts users with a simple question: "What's happening?" You write your response in a window provided below the question, and your comment can then be

One of the most recent innovations is to use Twitter feeds as part of a presentation itself.

read by your "followers"—the friends, colleagues or business contacts who have chosen to follow your updates on Twitter. They may then "retweet," or send, the information on to their followers. Thus, an idea or message can spread quickly.

Diana Goodrich, the director of outreach for Chimpanzee Sanctuary Northwest in Cle Elum, Washington, discovered this when preparing for the organization's fall 2009 fundraising auction in Seattle. The money would support the sanctuary's mission of caring for chimps that previously had been subjected to scientific experiments. Goodrich had worked with Facebook, LinkedIn and other social-media sites, but found Twitter to be a bit of an enigma.

Then sanctuary volunteer Hutchinson of Brunette event-planning service offered her help. A big fan of Twitter, Hutchinson devised a plan to publicize the fundraiser by having the nonprofit's supporters and board members tweet to their friends and colleagues about the upcoming event.





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Those friends and colleagues were asked to retweet the message to their contacts, thus launching a viral marketing blitz about the event.

Hutchinson also set up automatic tweets to remind recipients about the fundraiser or announce new elements. The automatic tweets took almost no time to create and helped build interest for the event.

Twitter was one of a number of social-media services used by the nonprofit, which has also developed blogs and created a Facebook page for itself and for each of its seven chimps. The auction was a major success, with the little-known charity raising more than $50,000 in the midst of a tough economic climate.

"That is one of the great things about Twitter," Hutchinson says. "It can be anything you want it to be. It can be very simple and straightforward, or it can be very robust."

Twitter's role in event planning and execution continues to change and evolve. Beyond the planning aspect, Twitter is also being used to send updates regarding the event's agenda and reminders about activities, and even to solicit questions or comments about the event from attendees.

One of the most recent innovations is to use Twitter feeds as part of a presentation itself. At some events, tweets appear on a screen behind the speaker as he or she is talking. The speaker can comment on the tweets and answer questions posed. Another idea is to have a "technology disc jockey," or moderator, onstage with the speaker, selecting questions or comments coming in via Twitter and posing them to the speaker.

"You receive crowdsourcing in real time," says David Adler, CEO of BizBash. "The trend is that presentations are moving from experiential to interactive."

Adler says he and many other speakers are now reconfiguring their talks so they are more Twitter-friendly, which means they make a number of clear points that are easy for someone to express on Twitter.

"I now speak in 140-character sound bites," Adler says. "But this process has been going on for a long time. Corporate

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speak has always been in bullet points. This is just a further extension of that idea."

The Video Revolution

Another big change at events and meetings in recent years has been the ubiquitous use of video. Making videos of a meeting and posting them online is an easy way for event planners to help attendees capture important information and to build interest or excitement for upcoming activities. It is also so easy to do that virtually anyone with a cell phone can film an event and upload the video to the Web.

"Video is a great way to get word out to the community," says Cori Ready, co-owner, with Aviva Palmer, of The Adventure School, a Seattle- and Miami-based meeting- and event-planning company.

Video was a crucial tool in their efforts to publicize the September 25 grand opening of Seattle's 12-acre Lake Union Park. The Adventure School planned a free sunrise-to-sunset community celebration, which included performances by 16 bands, a kids fun run, model boat races and seaplane demonstrations by Kenmore Air.

To generate advance interest for the event, The Adventure School shared video clips of the finished park via Twitter and the Seattle Parks Foundation's Website. At the celebration itself—which drew a crowd of 20,000—videos were shot on land, from a boat and from up in a seaplane. The clips were uploaded to the event's Facebook page and the foundation's Website to encourage ongoing community interest in Lake Union Park.

"Video is very accessible, and its visual appeal speaks to a broad audience," says Ready. "And I think the Seattle Parks Foundation could use these videos for years to come in promoting its cause of creating more community green spaces."

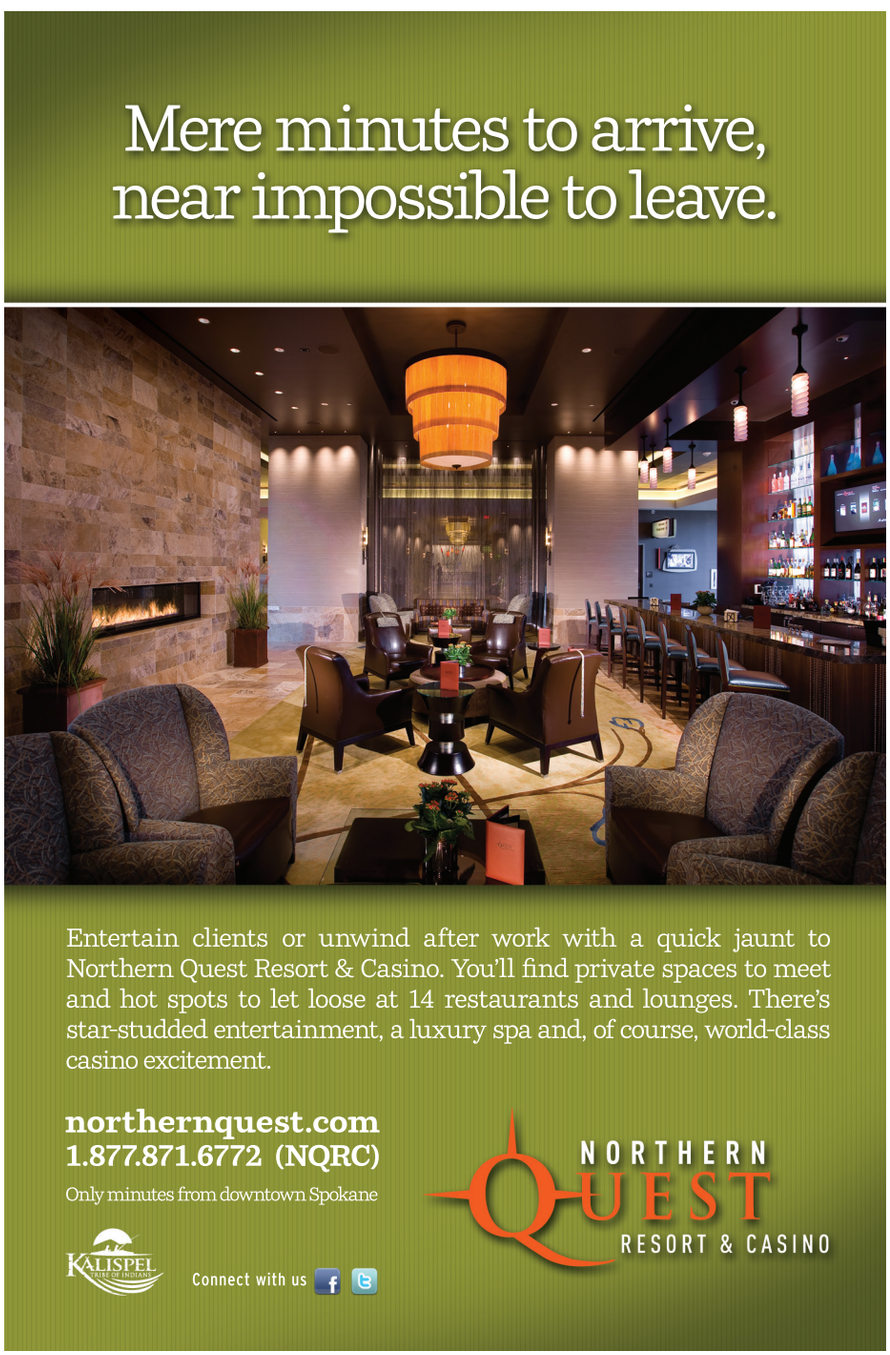
Videos have also been instrumental to the Chimpanzee Sanctuary Northwest's outreach efforts. Videos of the animals were uploaded to YouTube and to the organization's blog and Facebook pages. According to Goodrich, the videos helped make the 2009 fundraising event a success because donors could see the chimps in their habitat.

In fact, the sanctuary continues to successfully utilize social-media strategies to garner support. To promote its fall 2010 auction, Goodrich particularly relied on posting to the sanctuary's blog and Facebook pages, and on uploading videos that documented plans to expand the chimpanzees' habitat. This second-annual auction raised $100,000.

In this increasingly technology-focused world, planners would be remiss if they did not experiment with basic and easy-to-use social-networking tools such as Facebook, LinkedIn, Twitter and video uploading to enhance their events and meetings. No matter what size the meeting or event, these technologies can help make for a more successful experience.

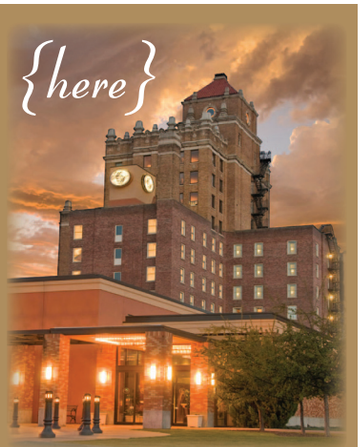
"Technology is the great equalizer," says Ready. "If you are willing to give it a try, you can do some great things." **m**

Jeff Bond writes about business and technology from the Seattle area.



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Resource Listings

A GUIDE TO CONVENTION AND VISITORS BUREAUS ACROSS THE ROUTE SYSTEM

ALASKA

Anchorage Convention & Visitors Bureau 524 W. Fourth Ave., Anchorage, Alaska 99501; 907-276-4118; www.anchorage.net; hotels with meeting facilities: 27; hotel rooms: 8,500.

Fairbanks Convention and Visitors Bureau 101 Dunkel St., Ste. 111, Fairbanks, Alaska 99701-4806; 907-456-5774; www.explore-fairbanks.com; hotels with meeting facilities: 15; hotel rooms: 4,000.

Juneau Convention & Visitors Bureau 101 Egan Drive, Juneau, Alaska 99801; 800-587-2201 or 907-586-1737; www.travel-juneau.com; hotels with meeting facilities: 4; hotel rooms: 900.

Ketchikan Visitors Bureau 131 Front St., Ketchikan, Alaska 99901; 800-770-3300 or 907-225-6166; www.visit-ketchikan.com; hotels with meeting facilities: 3; hotel rooms: 356.

Kodiak Island Convention & Visitors Bureau 100 Marine Way, Ste. 200, Kodiak, Alaska 99615; 800-789-4782 or 907-486-4782; www.kodiak.org; hotels with meeting facilities: 2 (non-hotels: 46); hotel rooms: 265 (320 including bed-and-breakfasts).

Nome Convention & Visitors Bureau P.O. Box 240, Nome, Alaska 99762; 907-443-6555; www.visitnomealaska.com; hotels with meeting facilities: 1 (non-hotels: 7); hotel rooms: 167 (including bed-and-breakfasts).

Sitka Convention & Visitors Bureau P.O. Box 1226, Sitka, Alaska 99835; 800-557-4852 or 907-747-5940; www.sitka.org; hotels with meeting facilities: 3 (non-hotels: 5); hotel rooms: 291.

Valdez Convention & Visitors Bureau P.O. Box 1603, Valdez, Alaska 99686; 907-835-2984; www.valdezalaska.org; hotels with meeting facilities: 3 (non-hotels: 3); hotel rooms: 430.

ARIZONA

Greater Phoenix Convention & Visitors Bureau 400 E. Van Buren St., #600, Phoenix, Arizona 85004; 602-254-6500; www.visitphoenix.com; hotels with meeting facilities: 185; hotel rooms: 60,000.

Scottsdale Convention & Visitors Bureau 4343 N. Scottsdale Road, Ste. 170, Scottsdale, Arizona 85251; 480-421-1004 or 800-782-1117; www.experiencescottsdale.com; hotels with meeting facilities: 70; hotel rooms: 13,700.

Metropolitan Tucson Convention & Visitors Bureau 100 S. Church Ave., Tucson, Arizona 85701; 888-2-TUCSON or 520-624-1817; www.visittucson.org; hotels with meeting facilities: 85; hotel rooms: 16,696.

CALIFORNIA (NORTHERN)

Fresno Convention & Visitors Bureau 848 M St., Third Floor, Fresno, California 93721; 800-788-0836; www.playfresno.org; hotels with meeting facilities: 8; hotel rooms: 8,500.

Mammoth Lakes Tourism 2520 Main St., Mammoth Lakes, California 93546; 888-466-2666 or 760-934-2712; www.visitmammoth.com; hotels with meeting facilities: 11; hotel rooms: 1,181 (8,589 rentable units, including condominiums).

Oakland Convention & Visitors Bureau 463 11th St., Oakland, California 94607; 510-839-9000; www.oaklandcvb.com; hotels with meeting facilities: 20; hotel rooms: 4,000.

Sacramento Convention & Visitors Bureau 1608 I St., Sacramento, California 95814; 800-292-2334 or 916-808-7777; www.discovergold.org; hotels with meeting facilities: 43; hotel rooms: 15,600.

San Francisco Convention & Visitors Bureau 201 Third St., Ste. 900, San Francisco, California 94103; 415-974-6900; www.onlyinsanfrancisco.com; hotels with meeting facilities: 71; hotel rooms: 32,976.

San Jose Convention & Visitors Bureau 408 Almaden Blvd., San Jose, California 95110; 800-SAN-JOSE or 408-295-9600; www.sanjose.org; hotels with meeting facilities: 14; hotel rooms: 8,100.

Sonoma County Tourism Bureau 420 Aviation Blvd., Ste. 106, Santa Rosa, California 95403; 707-522-5800; www.sonoma-county.com; hotels with meeting facilities: 52; hotel rooms: 6,300.

CALIFORNIA (SOUTHERN)

Anaheim/Orange County Visitor & Convention Bureau 800 W. Katella Ave., Anaheim, California 92802; 714-765-8888; www.anaheimoc.org; hotels with meeting facilities: 90; hotel rooms: 55,000.

Beverly Hills Conference & Visitors Bureau 239 S. Beverly Drive, Beverly Hills, California 90212; 800-345-2210 or 310-248-1015; www.lovebeverlyhills.org; hotels with meeting facilities: 11; hotel rooms: 2,191.

LA INC. 333 S. Hope St., 18th Floor, Los Angeles, California 90071; 800-228-2452 or 213-624-7300; www.discoverlosangeles.com; hotels with meeting facilities: 363; hotel rooms: 98,382.

Long Beach Area Convention & Visitors Bureau 301 E. Ocean Blvd., Ste. 1900, Long Beach, California 90802; 800-4LBSTAY or 562-436-3645; www.visitlongbeach.com; hotels with meeting facilities: 15; hotel rooms: 4,525.

Visit Newport Beach Inc. 1200 Newport Center Drive, Ste. 120, Newport Beach, California 92660; 800-94-COAST or 949-719-6100; www.visitnewportbeach.com; hotels with meeting facilities: 8; hotel rooms: 2,399.

Ontario Convention & Visitors Bureau 2000 E. Convention Center Way, Ontario, California 91764; 800-455-5755 or 909-937-3000; www.ontariocc.com; hotels with meeting facilities: 6; hotel rooms: 4,500.

Palm Springs Desert Resort Communities Convention and Visitors Authority 70-100 Hwy. 111, Rancho Mirage, California 92270; 800-967-3767 or 760-770-9000; www.palmspringsusa.com; hotels with meeting facilities: 36; hotel rooms: 18,200.

San Diego Convention & Visitors Bureau 2215 India St., San Diego, California 92101; 619-232-3101; www.sandiego.org; hotels with meeting facilities: 124; hotel rooms: 57,000.

Santa Barbara Conference & Visitors Bureau and Film Commission 1601 Anacapa St., Santa Barbara, California 93101; 800-676-1266 or 805-966-9222; www.santabarbaraca.com; hotels with meeting facilities: 37; hotel rooms: 9,945.

HAWAIʻI

Hawaiʻi Visitors and Convention Bureau 2270 Kalakaua Ave., Ste. 801, Honolulu, Hawaiʻi 96815; 888-424-2924; www.meethawaii.com; hotels with meeting facilities: 66; hotel rooms: 74,177.

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RULES: Submissions—**limited to three images**—should be duplicates of 35mm slides or other color transparencies; or 4x6 or 5x7 prints from film negatives · Digital photographs must be submitted as prints · Digital manipulation that changes the content or meaning of a photograph is not allowed · Minor adjustments to brightness and color are acceptable · **ENTRIES WILL NOT BE RETURNED** · Photos must have been shot within, or near, the cities and regions served by Alaska Airlines and Horizon Air · Photos that have been previously published, accepted for publication, or are under consideration by other publications are not eligible · Photos must have been taken on or after January 1, 2010 · Print the photographer's name, address and phone number, and the location of the photo on the back of each print or slide mount · Finalists may be asked to submit original materials for publication; these originals will be returned · Photographers retain all rights to their photographs · Alaska Airlines/Horizon Air magazines reserve one-time rights to publication of winning photos in their print editions, as well as rights to reprint and use photos in the magazines and on the Websites of Paradigm Communications Group and/or Alaska Air Group for promotional purposes · Entrants agree that Paradigm Communications Group has the right to publish photo entries without compensation · All prize-award travel must be booked prior to December 31, 2011, and travel completed by April 30, 2012. Restrictions and blackout dates may apply to prize-award travel · Employees of Paradigm Communications Group, Alaska Airlines, Horizon Air and their agencies or immediate families are not eligible to participate.

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By signing this entry, I agree to the rules of the contest.

SEND TO: Photo Contest, Paradigm Communications Group, 2701 First Ave., Suite 250, Seattle, WA 98121

www.inflightpubs.com • Entries must be postmarked by February 15, 2011

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IDAHO

Boise Convention & Visitors Bureau 1199 Main St., Boise, Idaho 83702; 800-635-5240 or 208-344-7777; www.boise.org; hotels with meeting facilities: 32; hotel rooms: 5,714.

Coeur d'Alene Chamber of Commerce/ Visitors Bureau 105 N. First St., Ste. 100, Coeur d'Alene, Idaho 83814; 877-782-9232 or 208-664-3194; www.coeurdalene.org or www.cdachamber.com; hotels with meeting facilities: 19; hotel rooms: 2,500.

Sun Valley/Ketchum Chamber & Visitors Bureau 491 Sun Valley Road, Ketchum, Idaho 83340; 800-634-3347 or 208-726-3423; www.visitsunvalley.com; hotels with meeting facilities: 7; hotel rooms: 696.

MINNESOTA

Meet Minneapolis 250 Marquette Ave. S., Ste. 1300, Minneapolis, Minnesota 55401; 800-445-7412 or 612-767-8000; www.minneapolis.org; hotels with meeting facilities: 24; hotel rooms: 6,920.

Saint Paul Convention & Visitors Authority 175 W. Kellogg Blvd., Ste. 502, Saint Paul, Minnesota 55102; 800-627-6101 or 651-265-4900; www.visitsaintpaul.com; hotels with meeting facilities: 8; hotel rooms: 1,914.

MONTANA

Big Sky Chamber of Commerce/Convention & Visitors Bureau P.O. Box 160100, Big Sky, Montana 59716; 800-943-4111 or 406-995-3000; www.bigskychamber.com; hotels with meeting facilities: 7; hotel rooms: 1,000.

Billings Chamber of Commerce/Convention and Visitors Bureau 815 S. 27th St., Billings, Montana 59101; 800-735-2635 or 406-245-4111; www.billingschamber.com; hotels with meeting facilities: 27; hotel rooms: 4,000.

Bozeman Convention and Visitors Bureau 2000 Commerce Way, Bozeman, Montana 59715; 406-922-0450; www.visitbozeman.net; hotels with meeting facilities: 8; hotel rooms: 1,950.

Flathead Convention & Visitor Bureau 8115 Hwy. 35, Big Fork, Montana 55911; 800-543-3105 or 406-756-9091; www.montanasflatheadvalley.com; hotels with meeting facilities: 27; hotel rooms: 2,472.

Helena Area Chamber of Commerce 225 Cruse Ave., Ste. A, Helena, Montana 59601; 800-743-5362 or 406-442-4120; www.helenachamber.com; hotels with meeting facilities: 11; hotel rooms: 1,382.

Destination Missoula—The Official Convention & Visitors Bureau 1121 E. Broadway, Ste. 103, Missoula, Montana 59802; 800-526-3465 or 406-532-3250; www.destinationmissoula.com; hotels with meeting facilities: 21; hotel rooms: 3,000.

NEVADA

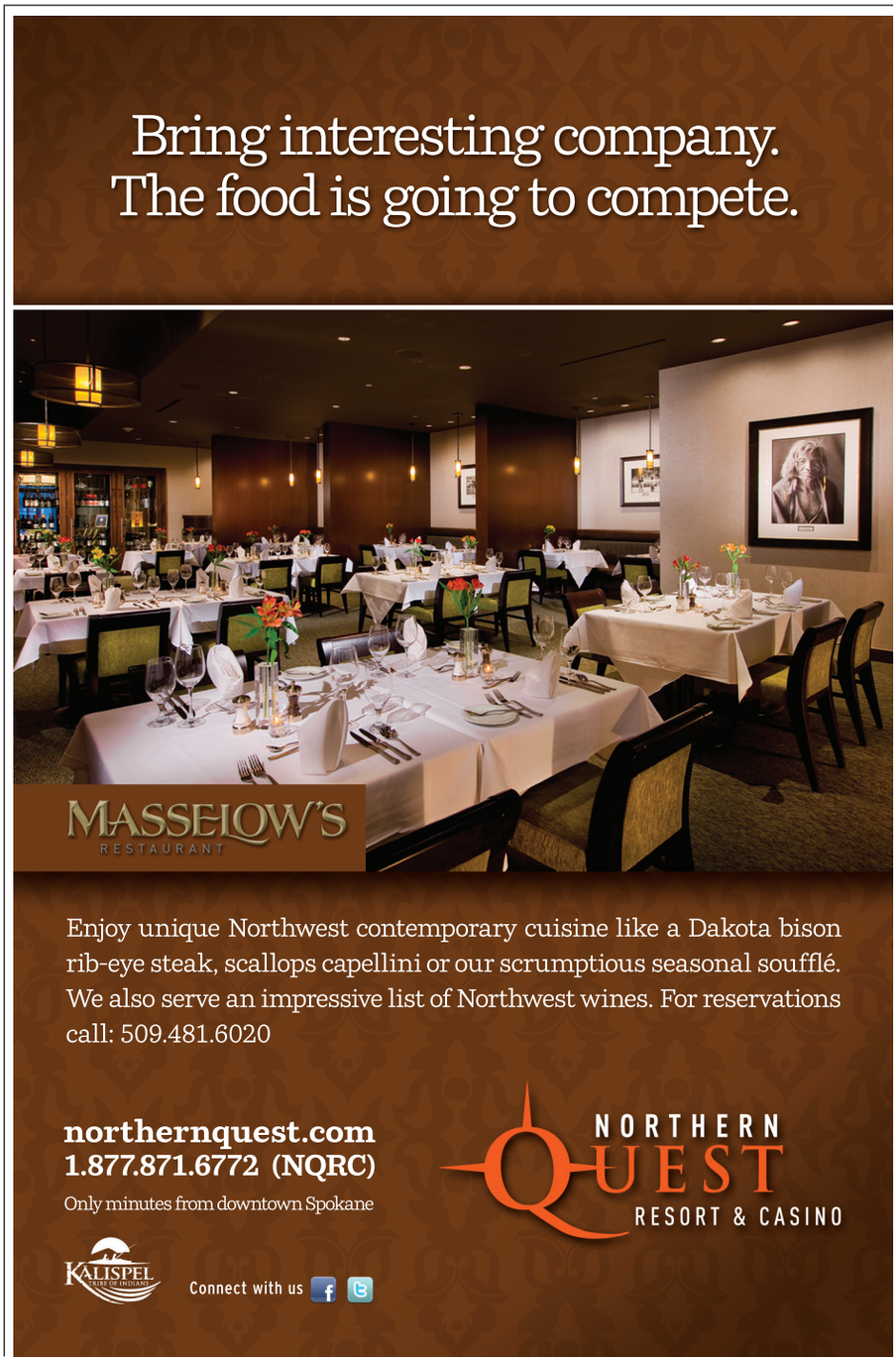
Las Vegas Convention and Visitors Authority 3150 Paradise Road, Las Vegas, Nevada 89109; 877-VISIT-LV or 702-892-0711; www.visitlasvegas.com or www.lvcva.com; hotels with meeting facilities: 143; hotel rooms: 149,000.

Reno-Sparks Convention & Visitors Authority 4001 S. Virginia St., Ste. G, Reno, Nevada 89502; 800-FOR-RENO or 775-827-7600; www.visitrenotahoe.com; hotels with meeting facilities: 18; hotel rooms: 20,000.

OREGON

Central Oregon Visitors Association 661 S.W. Powerhouse Drive, Ste. 1301, Bend, Oregon 97702; 800-800-8334; www.visitcentraloregon.com; hotels with meeting facilities: 42; hotel rooms: 4,201.

Eugene, Cascades & Coast—Travel Lane County 3312 Gateway St., Springfield, Oregon 97477; 800-547-5445; www.travellanecounty.



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org; hotels with meeting facilities: 20; hotel rooms: 5,500.

Medford Visitors and Convention Bureau 101 E. Eighth St., Medford, Oregon 97501; 800-469-6307, ext. 8517, or 541-779-4847, ext. 8517; www.visitmedford.org; hotels with meeting facilities: 20 (non-hotels for 100 or more: 35); hotel rooms: 2,400.

Travel Portland 701 S.W. Sixth Ave., Portland, Oregon 97205; 800-962-3700 or 503-275-9750; www.travelportland.com; hotels with meeting facilities: 160; hotel rooms: 21,500.

Washington County Visitors Association 11000 S.W. Stratus St., Ste. 170, Beaverton, Oregon 97008; 800-537-3149 or 503-644-5555; www.wcva.org; hotels with meeting facilities: 30; hotel rooms: 4,528.

TEXAS

Austin Convention & Visitors Bureau 301 Congress Ave., Ste. 200, Austin, Texas 78701; 800-926-ACVB or 512-474-5171; www.austintexas.org; hotels with meeting facilities: 74; hotel rooms: 30,000.

Dallas Convention & Visitors Bureau 325 N. St. Paul St., Ste. 700, Dallas, Texas 75201; 800-C-DALLAS or 214-571-1000; www.visitdallas.com; hotels with meeting facilities: 112; hotel rooms: 30,000.

Fort Worth Convention & Visitors Bureau 111 W. Fourth St., Ste. 200, Fort Worth, Texas 76102; 800-433-5747 or 817-336-8791; www.fortworth.com; hotels with meeting facilities: 84; hotel rooms: 13,000.

Greater Houston Convention and Visitors Bureau 901 Bagby St., Ste. 100, Houston, Texas 77002; 800-4-HOUSTON or 713-437-5200; www.visithoustontexas.com; hotels with meeting facilities: 100; hotel rooms: 60,000.

WASHINGTON

Visit Bellevue Washington 11100 N.E. Sixth St., Bellevue, Washington 98004; 425-450-3777; www.visitbellevuewashington.com; hotels with meeting facilities: 15; hotel rooms: 4,400.

Bellingham Whatcom County Tourism 904 Potter St., Bellingham, Washington 98229; 800-487-2032 or 360-671-3990; www.bellingham.org; hotels with meeting facilities: 15; hotel rooms: 2,200.

Seattle's Convention and Visitors Bureau One Convention Place, 701 Pike St., Ste. 800, Seattle, Washington 98101; 206-461-5800; www.visitseattle.org; hotels with meeting facilities: 109; hotel rooms: 34,223.

Spokane Regional Convention & Visitors Bureau 801 W. Riverside, Ste. 301, Spokane, Washington 99201; 800-662-0084 or 509-624-1341; www.visitspokane.com; hotels with meeting facilities: 33; hotel rooms: 7,140.

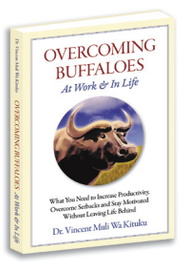
Tacoma Regional Convention & Visitor Bureau 1119 Pacific Ave., Ste. 1400, Tacoma, Washington 98402; 800-272-2662 or 253-627-2836; www.traveltacoma.com; hotels with meeting facilities: 33; hotel rooms: 2,896.

Tri-Cities Visitor & Convention Bureau P.O. Box 2241, Tri-Cities, Washington 99302; 509-735-8486 or 800-254-5824; www.visittri-cities.com; hotels with meeting facilities: 14; hotel rooms: 3,400.

Vancouver USA Regional Tourism Office 101 E. Eighth St., Ste. 240, Vancouver, Washington 98660; 877-600-0800 or 360-750-1553; www.visitvancouverusa.com; hotels with meeting facilities: 20; hotel rooms: 2,650.

Tourism Walla Walla 8 S. Second Ave., Ste. 603, Walla Walla, Washington 99362; 877-WWVISIT; www.wallawalla.org; hotels with meeting facilities: 8; hotel rooms: 1,000.

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Dr. Vincent Muli Wa Kituku, author and international speaker, established Kituku & Associates in 1995 to provide new approaches for overcoming workplace challenges. He likens the unpredictability of change/challenges to life with African buffaloes that invade African villages without warning, devastating social structures, uprooting the harmonious livelihood of villagers and leaving them feeling insecure and stressed out.

During chaotic times, people fear real and perceived challenges, ask why they have to change from what they are doing and think they are not responsible for making change work. Vincent says, "When a buffalo invades your village, you can not waste time blaming others, whining, or wishing it had not happened."

His presentations are captivating, informative and entertaining. He challenges, inspires and provides audiences the tools needed to set themselves apart at work and in life, rediscover talents and resources they need for growth, thrive by repeatedly providing exceptional services, be involved with something bigger than a career, and move forward without leaving life behind.

Vincent has trained professionals, executives, sports coaches, public leaders, business owners and preachers on how to speak, change the world and get paid (greatly) both in America and Africa.

Dr. Kituku, one of the less than 7% of speakers to earn the coveted Certified Speaking Professional (CSP) recognition presented by the National Speakers Association, has been the motivational speaker for the successful Boise State University football team since 1998. He is a graduate of the University of Nairobi (B.Sc.) and University of Wyoming (MS and Ph.D.).



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Chris Petersen,
Head Football Coach,
Boise State University

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Wenatchee Valley Visitors Bureau 5 S. Wenatchee Ave., Ste. 100, Wenatchee, Washington 98801; 800-572-7753; www.wenatcheevalley.org; hotels with meeting facilities: 7; hotel rooms: 1,327.

Yakima Valley Visitors & Convention Bureau 10 N. Eighth St., Yakima, Washington 98901; 800-221-0751 or 509-575-3010; www.visityakimavalley.org; hotels with meeting facilities: 9; hotel rooms: 2,300.

CANADA

Tourism Calgary 238 11th Ave. S.E., Ste. 200, Calgary, Alberta, Canada T2G 0X8; 800-661-1678 or 403-263-8510; www.tourismcalgary.com; hotels with meeting facilities: 51; hotel rooms: 11,000.

Edmonton Tourism 9990 Jasper Ave., Third Floor, World Trade Centre Edmonton, Edmonton, Alberta, Canada T5J 1P7; 877-917-7626; www.edmonton.com; hotels with meeting facilities: 49; hotel rooms: 13,000.

Tourism Kelowna 544 Harvey Ave., Kelowna, British Columbia, Canada V1Y 6C9; 800-663-4345 or 250-861-1515; www.tourismkelowna.com; hotels with meeting facilities: 22; hotel rooms: 4,500.

Tourism Vancouver–The Greater Vancouver Convention and Visitors Bureau 200 Burrard St., Plaza Level, Vancouver, British Columbia, Canada V6C 3L6; 604-683-2000; www.tourismvancouver.com; hotels with meeting facilities: 40; hotel rooms: 24,000.

Tourism Victoria (Greater Victoria Visitors and Convention Bureau) Visitor Center, 812 Wharf St., Victoria, British Columbia, Canada V8W 1T3; 800-663-3883 or 250-953-2033; www.tourismvictoria.com; hotels with meeting facilities: 35; hotel rooms: 6,158.

MEXICO

Mexico Convention Bureau +52-55-5278-4200 ext. 1500; www.visitmexico.com.

SELECTED U.S. CITIES

ATLANTA

Atlanta Convention & Visitors Bureau 800-ATLANTA; www.atlanta.net.

BOSTON

Greater Boston Convention & Visitors Bureau 888-SEE-BOSTON; www.bostonusa.com.

CHICAGO

Chicago Convention & Tourism Bureau 877-CHICAGO; www.choosechicago.com.

DENVER

Visit Denver, The Convention & Visitors Bureau 800-233-6837 or 303-892-1505; www.denver.org.

MIAMI

Greater Miami Convention & Visitors Bureau 800-933-8448 or 305-539-3000; www.miamiandbeaches.com.

NEWARK

Greater Newark Convention & Visitors Bureau 973-273-1040; www.gonewark.com.

NEW YORK CITY

NYC & Company 800-NYC-VISIT or 212-484-1200; www.nycgo.com.

ORLANDO

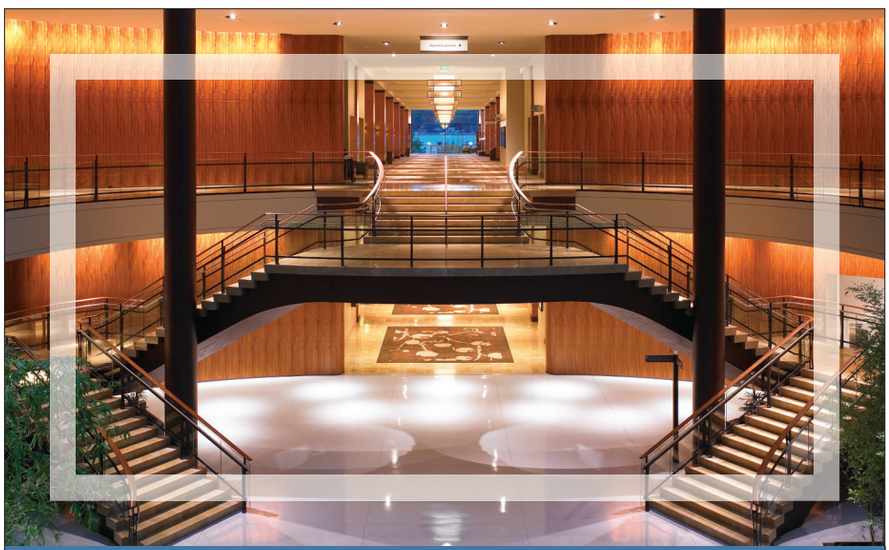
Orlando/Orange County Convention & Visitors Bureau Inc. 800-972-3304; www.orlandoinfo.com.

ST. LOUIS

St. Louis Convention & Visitors Commission 800-325-7962; www.explorestlouis.com.

WASHINGTON, D.C.

Destination D.C. 800-422-8644 or 202-789-7000; www.washington.org.



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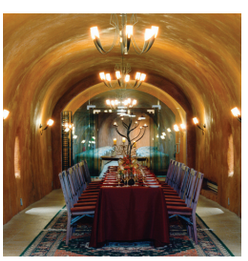
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