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Volume 27, No. 1

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Alaska Airlines | Horizon Edition (ISSN 1050-2440), the monthly inflight magazine of Horizon Air, is published by Paradigm Communications Group, at 2701 First Avenue, Suite 250, Seattle, WA 98121. Copyright ©2016 by Paradigm Communications Group, all rights reserved. No part of this magazine may be reproduced without permission of the publisher. Subscriptions: \$45 in the U.S.; \$50 elsewhere. Single-copy price: \$5. Photocopy of individual articles: \$3.50. Publisher assumes no responsibility for return of unsolicited manuscripts or art. Printed in the U.S.A. Postmaster: Send address changes to Alaska Airlines | Horizon Edition, 2701 First Avenue, Suite 250, Seattle, WA 98121-1123.



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Brad Tilden, Chief Executive Officer

Champions

It's possible that this editorial will make things a little difficult for some of Alaska's Seattle-based people, myself included. But it has to be said—the Portland Timbers are champions! On December 6, they defeated the Columbus Crew by a score of 2–1 to become the 2015 MLS Cup Champions.

Timbers fans everywhere are rejoicing. (Please go to alaskaairlinesmagazine.com to read more about

the Timbers in the January Alaska Airlines Edition of *Alaska Beyond Magazine*, the sister publication of the magazine you're reading on this flight.)

The Timbers had a season for the ages, despite a bumpy start with some injured players. But they went into high gear for the playoffs. They beat the Vancouver Whitecaps in the Western Conference Semifinals, FC Dallas in the Western Conference Championship (taking a commanding 3–1 lead in the first leg), and went on to defeat Columbus in the MLS finals.

But for me, the most exciting match of the playoffs was the first, against Sporting Kansas City in the Knockout Round. In case you missed it, let me set the scene for you. It's a home game in Portland, and the Timbers are up by a goal late in the game. Timbers fans are going nuts. And then, with just 3 minutes to go, KC punches in a goal to force overtime. To say the tension in Providence Park is thick would be a serious understatement.

They begin 30 minutes of overtime, and KC scores first, appearing to have clinched the win. But with only 2 minutes left, we score again. Extra time ends with the score 2–2. I know: You've got to be kidding, right? Now we start penalty kicks.

Five players on each team get a free shot on goal. One by one, five balls are kicked by each side, and each scores three. We're still tied. At this point, Timbers fans are breathing into paper bags, literally willing their guys to win. Now the teams go through their

remaining players, each taking a penalty kick. At this stage, if one team scores and the other doesn't, it's over. They go through all of their position players, 10 in total, and the score remains tied—each team has made six penalty kicks. Unbelievable.

Now it's down to the goalkeepers. First our keeper, Adam Kwarasey, shoots against Sporting KC's keeper, Jon Kempin. It's a low hard shot to the left, and he scores! Sporting KC's turn, and Timbers fans can barely watch. Kwarasey steps into goal. Kempin fires the ball left, and Kwarasey deflects it. And just like that, it's over, and Portland has won. Most of the crowd is screaming; some are crying. Some collapse from exhaustion. The game is the longest PK shootout in MLS history.

At Alaska Airlines, we have been extraordinarily proud to be the official airline and jersey sponsor of the Timbers since their entry into the MLS in 2011. We have come to know Owner/CEO Merritt Paulson and President of Business Operations Mike Golub well, along with many of the coaches, staff and players.

These are good folks who are doing things the right way, and

it is fantastic to see them achieving this level of excellence.

Most of you will know and appreciate that one of the greatest rivalries in soccer is between the Portland Timbers and the Seattle Sounders. And so, my writing this from Seattle is what my kids would call—awkward. I am hoping that our customers—and maybe even a few Sounders fans—can take pride in the Timbers' amazing accomplishments. After all, in sports, it's all good. Sports bring us together. They make us proud of who we are and where we're from, and they celebrate the best of the best.

The Portland Timbers are champions. To the entire Timbers organization, to the community of Portland and to the Timbers Army (a veritable force of nature itself), we salute you.



Timbers players bring the MLS Cup home to Portland.

CRAIG MITCHELLDYER / PORTLAND TIMBERS

Brad

Brad Tilden, Chief Executive Officer



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After I entered my 40s, I became increasingly dissatisfied with how I looked and felt. Although I stayed moderately active, my weight had crept up. But I couldn't seem to find a clear plan for correcting this change and looking and feeling the way I wanted to.

I'd read about the My Best 10 program and although the stories were compelling, I wasn't quite ready to explore that option. However, I found myself returning to the website and wondering if it could truly help me attain my goals. When we sold our house, it seemed like the perfect opportunity.

My goal was to lose about 25 lbs, as well as get off my high blood pressure medication. And I'm happy to say that I achieved those goals – and so much more!

Once I had made the commitment, I was fully on board. I loved having weekly nutritional meetings, which kept me motivated and answered my questions or concerns. I loved the way my trainer was educated enough to help me not only with the exercise, but also answered other dietary questions or concerns I had on a moment-to-moment basis. I felt extremely supported by the entire staff. I also loved the fact that the program doesn't just focus on diet and exercise, but allowed me to explore my skin, hair and the way I looked.

Having the facials and massages during times when I was feeling overwhelmed with everything helped considerably.

Focusing on all aspects of my body and physical health opened the door, giving me the freedom to explore my emotional health as well. I started looking through a different lens at myself, my life and my future.

I had so many "A-ha" moments! Oh, I shouldn't "save" my calories so I can eat a full dinner. They should be spread out throughout the day to keep everything balanced. Oh, the cardio is not only extremely important, but it feels good too. Oh, my skin looks amazing! Oh, I can wear more form-fitting clothes now because I'm proud of how I look. And, best of all, my blood pressure is normal to low for the first time in about 20 years.

These days, I refuse to give up my daily exercise routine. So I continue to feel great. I know how to get back on track if I have a couple of days of overeating, so getting back to my target weight doesn't feel like a struggle or burden. I rediscovered how much I enjoy eating vegetables and have reduced the amount of carbs I eat. Even several months after ending the program, I'm just a couple of pounds off my target weight – but I'll be back in just a few days!

I truly found this program life changing. I've recommended it to everyone I know. I loved, loved, loved the program and who I am as a result.

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SEATTLE, WA

Doing the math



Compare sound frequencies in rhythmic percussion; create shadow stories with a grid; and hop onto a platform that translates your rate of motion to a graph, all in the exhibit “**Math Moves!**” at Pacific Science Center near the Seattle Center campus. Alaska Airlines is a sponsor of Seattle Center.

Running Jan. 23–May 1, the entertaining hands-on exhibit also seeks to answer the question: When will I ever use this math?

Shortly after “Math Moves!” finishes its run, the science center will



Pacific Science Center also hosts special-event weekends, such as Model Railroad Weekend, Jan. 16–18 this year; Polar Science Weekend, March 4–6; and Paws-on Science: Husky Weekend, May 6–8.

display the traveling exhibit “**The Art of the Brick**,” May 28–Sept. 11. A collection of artwork made from Lego bricks, the exhibit includes reimagined versions of art mas-

terpieces such as van Gogh’s *Starry Night* and da Vinci’s *Mona Lisa*.

Contact: 206-443-2001; pacificsciencecenter.org.

news & notes



NEIL MACKENZIE

▲ Seattle Opera presents Mozart’s most popular opera, *The Marriage of Figaro*, Jan. 16–30, with General Director Aidan Lang making his McCaw Hall directorial debut (seattleopera.org).

The Sun Valley Nordic Festival, Jan. 29–Feb. 7, celebrates central Idaho’s reputation as a top cross-country-skiing destination. The festival will feature races, clinics, demos and other fun activities, including family-friendly events (nordictownusa.com).

▼ A lecture on “Early Mediterranean Seafarers,” by respected anthropologist Alan Simmons, Feb. 4, and a presentation by acclaimed poet Rick Barot, Feb. 11, are among



COURTESY MARA BAROT

the upcoming public events at Whitman College in Walla Walla, WA (calendar.whitman.edu).

Venture Improv, which celebrated its 20th anniversary last year, performs regularly at the Nova Center for the Performing Arts in Billings, MT. For dates, visit novabillings.org.

YOSEMITE NATIONAL PARK, CA

Winter wonderland

Take a guided walk with a ranger to learn about topics such as wildlife, geology and trees during the “**season of snow and solitude**” at Yosemite National Park. Or enjoy

downhill skiing at the Badger Pass Ski Area; ice-skate at Curry Village in Yosemite Valley; and cross-country ski on Crane Flat or Glacier Point Road winter trails. Camera walks, leaving from The Ansel Adams Gallery in Yosemite Valley, are also popular (advance signup required). When conditions are right, typically in February, photographers also like to gather at the El Capitan picnic area to capture images of Horsetail Fall as the last rays of evening light



seem to illuminate the waterfall with reds and oranges, notes the Park Service. Cloud cover and the amount of water flow in the waterfall play a role in when the phenomenon occurs, but it is typically most stunning mid- to late February.

Tours of the historic Ahwahnee hotel are offered every season (advance signup required), and El Capitan and Half Dome (above) are spectacular year-round. Yosemite Valley and the Wawona area are accessible by car all year, weather permitting; chains may be required. In addition, the YARTS bus system provides service to the park. Fresno is an all-season air gateway to Yosemite, and Mammoth Lakes is a summer air gateway to the park. Contact: nps.gov/yose and yarts.com.

MATH MOVES! PHOTOS COURTESY THE SCIENCE MUSEUM OF MINNESOTA; YOSEMITE: SHUTTERSTOCK.COM

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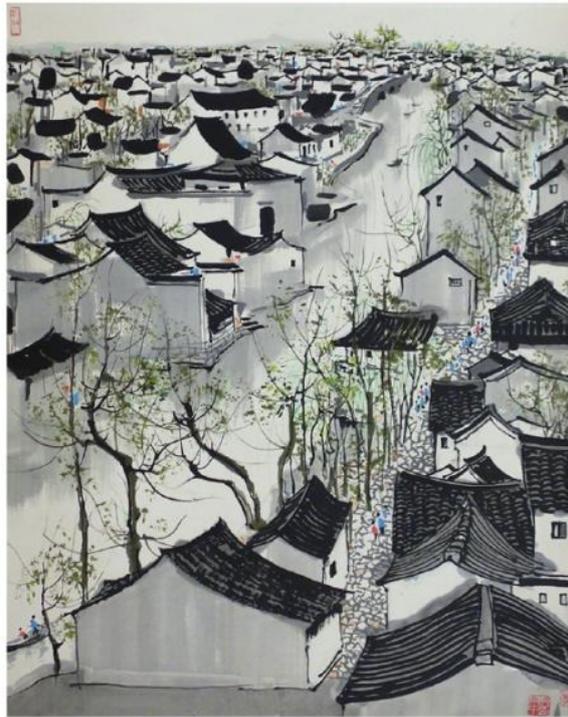
BOISE, ID

Picturing China

The peaked roofs of homes along the Grand Canal in the Yangtze River Delta city of Suzhou draw the eye in the 1980s *Suzhou Landscape* scroll (at right), painted by **Wu Guanzhong**. Wu, often called the father of modern Chinese painting, was born in the city of Yixing, which is also in the Yangtze River Delta region.

The 68-inch-long scroll is one of the five scrolls and 13 fans on display in the exhibit “Chinese Gardens,” through Feb. 14 at the **Boise Art Museum**. The pieces often reflect the theme of harmony with nature, including scrolls depicting bamboo or riverbanks, and fans depicting reeds or scholars among orchids. The items were gifted to the museum by longtime patron Thomas J. Cooney in honor of his late wife, Joan, and they celebrate the couple’s sense of connection with the Chinese landscapes and gardens they visited in the 1980s. The classical gardens of Suzhou are collectively a World Heritage Site.

Accompanying the scrolls and fans are 27 black-and-white photographs taken in the 1980s by American landscape architect David H. Engel, who



captured the **visual poetry of various gardens in the Suzhou region**. The photos are on loan from the China Institute in New York. Contact: 208-345-8330; boiseartmuseum.org. —Grace Qian

WU GUANZHONG; SUZHOU LANDSCAPE, EARLY 1980S. HANGING SCROLL, INK AND COLOR, ON PAPER. COLLECTION OF THE BOISE ART MUSEUM, GIFT OF THOMAS J. COONEY IN MEMORY OF HIS WIFE, JOAN CHAPMAN COONEY

MISSOULA, MT

Best for the fest



As one of the premier venues for non-fiction film in the American West, the **Big Sky Documentary Film Festival** screens everything from shorts to features.

More than 200 films—including world premieres and experimental works—are expected to be shown at this year’s festival, Feb. 19–28 in Missoula. Reviewers selected the films from among 1,500 submissions.

The festival also features retrospectives of prominent filmmakers. This year, the filmwork of U.K. native and award-winning director **Lucy Walker** will be showcased.

In addition, in the “**Doc Shop**,” filmmakers can pitch their documentary ideas to a panel of industry representatives who may provide financial backing.

Contact: 406-541-3456; bigskyfilmfest.org.

—Jeffrey Giuliani

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SEATTLE, WA & KODIAK ISLAND, AK

A model boat in the **Burke Museum** collection at the University of Washington is being used to help Southern Alaska Sugpiat (Alutiit) on Kodiak Island build, for the first time since the mid-1800s, a **traditional full-size angyaaq** open boat (burkemuseum.org).

SANTA ROSA, CA

“It’s a Foul, It’s a Field Goal, It’s Football, **Charlie Brown!**”—a selection of *Peanuts* comic strips highlighting the characters’ gridiron efforts—will be on view



Jan. 13–July 25 at the **Charles M. Schulz Museum** in honor of Super Bowl 50 being played in Northern California (schulzmuseum.org).

SAN FRANCISCO, CA

The **2016 Pacific Orchid Exposition**, Feb. 26–28 in San Francisco, will showcase one of the world’s oldest flowering plant species, with thousands of plants from around the globe on display (orchidsanfrancisco.org).



SEATTLE, WA

Karen Sharp, former education director of **Seattle Children’s Theatre**, has been named the new managing director. Sharp, who has been SCT’s interim managing director since January 2014, has more than 20 years of theater experience. SCT’s current season includes **Where the Wild Things Are**, Jan. 7–Feb. 28 (sct.org).



ANGYAAQ: COURTESY BURKE MUSEUM; KAREN SHARP: EVA BLANCHARD PHOTO



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Riverside recreation



On Feb. 12, 1908, six teams—from the United States, Germany, Italy and France (which had three teams) set out on a 22,000-mile auto race west from New York to Paris, via a route whose key sites included Chicago; Seattle; Valdez, Alaska; Siberian tundra; Moscow; St. Petersburg; and Berlin (the route, which was adjusted along the way, also included some crossings by ship).

The U.S. team, driving a 1907 Thomas Flyer, came in first, reaching Paris in 169 days, according to the website thegreatautorace.com. You can see the winning auto, and maps of the race route, at the National Automobile Museum in Reno's Riverwalk District along the Truckee River.

The museum, with a collection of more than 200 fascinating vehicles, is one of the many attractions in

and around the district. Visitors can also enjoy:

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 - ◆ Instruction and/or guided **fishing** provided by the **Reno Fly Shop**.
 - ◆ Entertainment and nightlife at nearby **casinos**.
- Contact: renoriver.org.

The third Saturday of each month, enjoy the **Riverwalk District Wine Walk**, featuring more than 20 locations where you can sample wine (renoriver.org/features/wine-walk).

Day Cheese



Artisan cheesemakers cultivate palate-pleasing products

By Jim Gullo

I'm standing on the corner of Pine Street and Pike Place in Seattle, thinking about cheese, even though it's 7 o'clock in the morning. Some of the people beside me—adults and kids alike—are pressing their noses against the glass window that provides a view of cheesemaking in full swing at **Beecher's Handmade Cheese** in historic Pike Place Market.

Over the years since Kurt Beecher Dammeier, a local businessman with a lifelong love of cheese, opened the facility in November 2003, it has become known as one of the United States' premier producers. It has won numerous awards from the American Cheese Society, including the 2015 first-place award in the Smoked Cheddar category and the 2015 first-place award in the category for Best Mature Cheddar—Aged Over 24 Months and Up To 48 Months.

That kind of quality draws crowds to this Pike Place Market slice of cheese heaven each day to watch production, which starts early in the morning, and to shop for flavorful wedges amid a choice of 13 varieties. When the store/cafe opens at 9, I join my fellow enthusiasts in sampling and purchasing the novel Flag-sheep, which is a blend of cow and sheep milk; the Flagship cheddar, which is aged from 20 to 22 months; and, of course, the award-winning **4-Year Aged Flag-**

ship, which is vacuum sealed and carefully brought to the peak of perfection at refrigeration temperatures in Beecher's South Seattle aging facility. A separate line of reserve cheeses, such as the Flagship Reserve, are cloth-wrapped and open-air aged, with daily attention, in temperature- and humidity-controlled rooms.

Dammeier tells me his goal has been to change American cheese-eating habits by cultivating apprecia-

tion for artisan cheese that is preservative- and additive-free, and made with milk fresh from animals that were never given hormones.

"I wanted to convince people that they should use good cheese in everyday life—not just on the Friday-night cheese board," says Dammeier, who named his cheese

empire after his great-grandfather. A portrait of the late Beecher McKenzie, who bought his Stilton cheese by the wheel, is displayed in a back corner of the store. "My stated mission for the company is to change the way America eats," Dammeier says.

He estimates that up to a million people a year visit the store and/or linger outside on the sidewalk to

watch head cheesemaker Sharif Ball and his crew transform milk—from dairies in the Seattle suburbs of Monroe and Duvall—into blocks of firm cheese.

The business has grown from production of 28,000 pounds of cheese in 2004 to annual poundage "in the low seven figures," and has been so successful, Dammeier opened a new Beecher's store and processing plant in New York City in 2011.

During my visit to the Pike Place Market location, Ball stands in front of two stainless-steel, horizontal vats. He explains that as the first vat fills with warm milk, cultures are added. When that vat is full, after about an hour, rennet is added, causing the milk to become gel that is cut into curds, with a byproduct of watery whey. The curds and whey are heated, then pumped into the second vat, which has a grate that drains out the whey.

The curds may then be stirred to keep them apart until they are scooped into molds, or, for traditional cheddar cheeses, the curds are allowed to naturally mat (knit) together in the vat. Workers with weightlifter biceps cut the curd mass into 15- to 20-pound loaves, stacking them to compress the cheese and squeeze out additional moisture. The loaves are then manually fed through a milling machine to create more-uniform curds, which are salted and ladled into different-size forms (also called molds or hoops) that are placed in pneumatic presses for at least six hours to ensure the



COURTESY BEECHER'S HANDMADE CHEESE



RINA JORDAN PHOTOGRAPHY

Above: Beecher's Handmade Cheese in the Seattle area has become one of the country's top cheesemakers.

Right: Melvyn and Sue Brown own Amaltheia Organic Dairy near Bozeman, Montana. They make several varieties of gourmet goat cheese.



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Karen Evans.

GUY HAND

curds are tightly joined, and to further remove moisture before the cheese goes to the aging facility. About 5,000 gallons of milk will be processed in about 20 hours, to be transformed, after months of aging, into 4,000 pounds of firm, delicious white cheddar.

“Artisanal cheesemaking is very difficult to teach,” Ball says. “It’s a feeling. You have to develop a sense for it.” He places some fresh curds from the vat into a carton and hands it to me. The curds squeak against my teeth and taste of warm, fresh milk, with a slight grassy flavor that evokes memories of bucolic pastures.

Long a staple of small dairies in Wisconsin and Vermont, artisanal cheesemaking is now booming in the western United States, thanks to pioneers such as Dammeier, who show that simple, elegant cheese can be both palatable and profitable. “There was a resurgence of high-quality cheese production in this country in the ’70s and early ’80s,” Dammeier says. “Then there was a big wave in the early 2000s, which we were a part of. I think that time will get us to the level of French cheese.”

Sue Brown, owner of Amaltheia Organic Dairy near Bozeman, Montana, is another Western cheesemaker who is educating the public about the

delights of great artisan cheese. Amaltheia is named for the goat that nursed the infant Zeus, according to some versions of Greek mythology. Sue and her husband, Melvyn, opened their business on Thanksgiving Day of 2000 on their 20-acre family farm (with another 150 acres of leased pastures), milking their goats to make gourmet chèvre, ricotta and feta.

“We believe in organic protocols and being sustainable,” says Sue Brown, noting that the farm has been certified as organic by the state of Montana. She adds that her cheeses are made with vegetable rennet derived from mushrooms and are suitable for vegetarian diets. The goat herd—which now numbers 280 animals and produces about 150 gallons of milk per day—does pose some management challenges, she says. “Oh my gosh—goats are very naughty. They can get through every fence you’ve ever built for them.”

Karen Evans of Rollingstone Chèvre in Parma, Idaho, about 40 miles northwest of Boise, is also devoted to making fine goat cheese in small batches. *Bon Appétit* once called her chèvre one of the best available outside of France, thanks to the quality of milk her goats produce and Evans’ skill in producing the flavorful creamy cheese. Her herd of 70 goats keeps her busy making not only an assortment of chèvres, but also a creamy fromage blanc that is coveted by customers. “People didn’t have the palates for goat cheese when I first started [27 years ago] and was one of the first creameries in Idaho,” she says, “but now we sell a lot of our cheese in Portland and Seattle markets. I’m thrilled by the growth.”

Entrepreneur Greg Drobot opened Face Rock Creamery in Bandon, Oregon, in May 2013, naming it for a sea stack formation off the Bandon coast. Drobot had developed an appreciation for good food as he grew up cooking with his mom. When his career in real estate brought him to Bandon and he learned of an opportunity to start a cheese company there,

Continued on page 55.



No Whey! There Are Cheese Festivals?

Here are some of the many upcoming events:

Oregon Cheese Festival (roguecreamery.com/store/content/154/Oregon-Cheese-Festival/), March 18–19, Central Point (Jackson County).

California’s Artisan Cheese Festival (artisancheesefestival.com), celebrating its 10th anniversary, March 18–20, Petaluma (Sonoma County).

Washington Artisan Cheesemakers Festival (washing-tonartisancheese.com), Sept. 24, Seattle.

The Wedge farmers market–style festival (thewedgeportland.com), Oct. 1, Portland, Oregon.

A Few More Notable Cheesemakers

Briar Rose Creamery, Dundee, OR

(delicate small-batch cheeses in the heart of Oregon wine country); briarrosecreamery.com.



Quillisascut Farmstead

Cheese, Rice, WA, in the northeastern part of the state (Rick and Lora Lea Mysterly also host cooking classes on their rustic farm); quillisascut.com.

Rogue Creamery, Central Point, OR, in the Medford area (the creamery is particularly known for its gorgeous blue cheeses); roguecreamery.com.

Tillamook County Creamery Association, Tillamook, OR, on the northern coast (widely acclaimed cheeses; factory tours available); tillamook.com.

Washington State University Creamery, Pullman, WA (especially famous for its Cou-

gar Gold sharp, aged, white cheddar, from milk produced by the university’s own dairy herd); creamery.wsu.edu.



Willamette Valley Cheese Company, Salem, OR (Gouda- and Havarti-style cheeses available to sample and purchase at the farm’s onsite tasting room); wvcheese.com.





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Convention and visitors bureaus across the Alaska Airlines system.

Paradigm Communications Group
2701 First Avenue, Suite 250
Seattle, Washington 98121
206-441-5871; paradigmcg.com

Publisher Mimi K. Kirsch

Advertising Director
Kenneth J. Krass

Editor-in-Chief Paul Frichtl

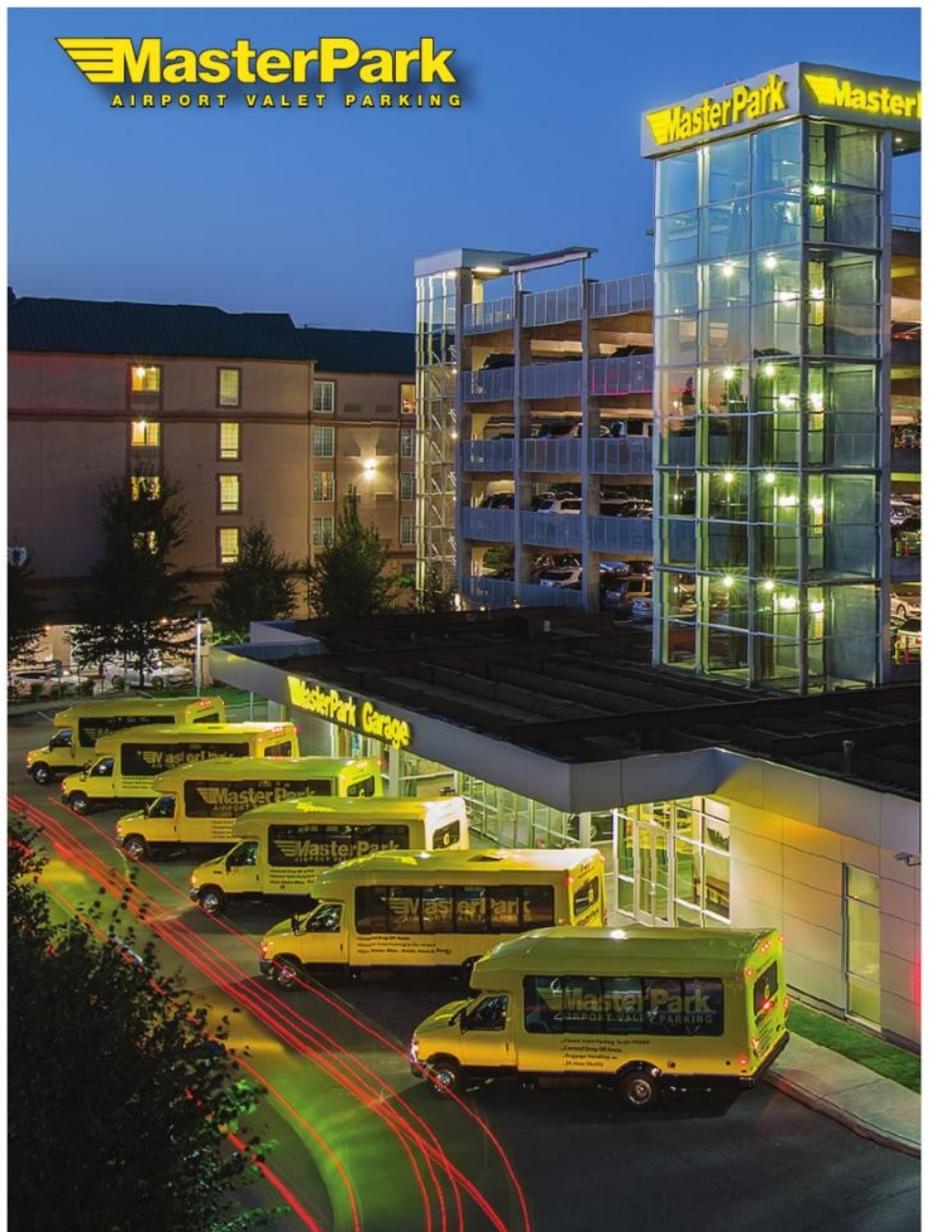
Section Editor Eric Lucas

Art Director Nancy O'Connell

Advertising Production Manager
Theresa Santucci

Advertising Sales Debbie Anderson,
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Duane Epton, Yael Kallin, Clay M. Schurman.

Meetings 2016, an annual supplement to *Alaska Airlines Magazine* (ISSN 0199-0586), the inflight magazine of Alaska Airlines, and *Horizon Edition Magazine* (ISSN 1050-2440), the inflight magazine of Horizon Air, is published by Paradigm Communications Group. Copyright © 2016 by Paradigm Communications Group: All rights reserved. No part of this publication may be reproduced without the written permission of the publisher. Printed in the United States of America. This publication is a supplement to the January 2016 issues, and its pages are numbered independently.



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Meetings Matter

In-person contact
is still the key to
successful business

By
Marlene
Goldman

Even for technology experts, there's no substitute for being there. Despite the rise of virtual meetings platforms, ranging from webinars to mobile video-conference streaming, face-to-face meetings continue to prove their worth.

"There is no such thing as a virtual beer," says Corbin Ball, owner of Corbin Ball Associates in Bellingham, Washington. Ball is an authority on technology when it comes to the meetings industry, and is an international speaker, consultant and writer. "There are two reasons historically for in-person meetings—education and networking," he continues. "The last few years, with webinars and easier access to information taking over the education component, the emphasis increasingly has been on



the networking aspect of events.”

While Ball frequently conducts webinars himself, he notes that he observes a rule of engagement, not to exceed 45 minutes to an hour, in order to keep audience attention. “That is the maximum attention span for virtual meetings. With face-to-face events, you can feed, entertain and inform and offer a focused environment for days. There is a huge difference between in-person and virtual.”

One of the benefits of personal contact, according to Ball, is a richer experience for the participants who are getting to know associates and colleagues in person, as well as for the speakers who can observe how attentive the audience is during a presentation.

“In real-time meetings the speaker can see how the audience is reacting, whether leaning forward, paying attention, or leaning back when they don’t like your message,” Ball says.

Elizabeth Umphress, an associate professor at the University of Washington who has been teaching negotiation for more than 12 years, concurs about the benefits of in-person meetings.

“If it’s a new customer or a new relation-

ship, face-to-face is very beneficial,” Umphress says. “We convey a lot more information with nonverbal communication cues such as pitch, tone of voice, facial expressions and body language. There are a lot of potential barriers with virtual contact—other things in your environment or theirs—blocking communication. In person is much more effective. You don’t have other distractions.”

In-person meetings benefit the company or organization as a whole, according to Umphress. “It’s a good way to set goals for the next year. When everyone is in one room, they build identification and add commitment—all the things that organizations often want.”

Peter Andersen, author of four books, including *Nonverbal Communication: Forms and Functions*, and a professor of communication at San Diego State

“Developers come and talk thought-process, interact with the people who play the games. They have promotional items they give away. You can do that in person, but not so well with technology.”

University, proposes that business relationships are in part personal relationships.

“It would be foolhardy to have a business relationship solely in cyberspace,” Andersen says. “There are so many different channels of communication—handshake, touch, interpersonal space, nuance with tone of voice, facial expression, hand ges-

tures, use of space.”

He also suggests that reading body language over dinner or drinks helps develop interpersonal relationships in a business context.

In-person meetings foster networking and brainstorming opportunities not easily replicated with virtual meetings, according to Ball. He notes that much of the learning at a meeting often occurs at social functions or outside the room during breaks.

Planners also praise the benefits of face-to-face over virtual.

“Virtual meetings can be good, easy, and convenient—but I find there are so many distractions nowadays that you can easily lose the engagement of the person on the other end,” says Sunshine Escolarchua, marketing & events coordinator for BDO Accounting’s Vancouver office and chair of finance for the Meeting Professionals International British Columbia Chapter. “You also cannot replace the handshake or body language in a virtual meeting, and that’s very important, especially when you’re meeting the person the first time.”

After formal meetings, Escolarchua will often organize a stand-up reception with food, lasting a few hours. “It’s always a nice touch in the end. Participants can talk about what happened.”

Mariles Krok, CMP, destination sales director at the Los Angeles Tourism & Convention Board, and president of the MPI Southern California Chapter, emphasizes that there is more retention of information, and bigger deals are made, at in-person meet-

BY THE NUMBERS

- **1.83M** U.S. meetings per year
- **1.3M** are corporate
- **225M** attendees
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- **27M** ‘other’
- **\$280B** direct spending
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Source: 2012 Economic Significance Study, Convention Industry Council.



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ings than with email, a call or video conferencing.

She also adds, “For a product launch you have to have the experience.” For example, E3—Electronic Entertainment Expo—held annually in Los Angeles, brings together companies launching video games. “Developers come and talk thought process, interact with the people who play the games. They have promotional items they give away. You can do that in

person, but not so well with technology.”

“Industries that had invested the most in travel during the recession outperformed those that had cut back.”

—Adam Sacks,
Tourism Economics

Surveys and studies confirm the perceived benefits of face-to-face meetings. *Travel Effect: The Role of Business Travel in the U.S. Economic Recovery*, published by the U.S. Travel Association, cites an Oxford Economics survey of frequent business travelers with the con-

clusion that virtual meetings lack the effectiveness of in-person meetings.

According to the report, some 60 percent of survey respondents stated that virtual meetings are less effective for meetings with business prospects, while 29 percent said they are equally effective and only 10 percent suggested they are more effective.

The study also finds that internal meetings are considered to have a high impact among business travelers as a means of sharing ideas (76 percent), staff communication (74 percent) and job performance (70 percent). Along those lines, conferences and conventions scored highest, at 78 percent, among business travelers for providing industry insights, and 76 percent of those surveyed say such events help develop industry partnerships.

“The ROI [return on investment] of face-to-face meetings includes improved employee productivity, industry partnerships, stronger client relationships and new business development,” says Adam Sacks, president of Tourism Economics, an Oxford Economics company.

There is also a monetary benefit to companies that invest in business travel, according to an Oxford Economics report, which found that every dollar invested in business travel realizes \$9.50 in new revenue and produces \$2.90 in profits.

In an Oxford Economics USA report, *The Return on Investment of U.S. Business Travel*, corporate executives estimated that 28 percent of their business



MILLENNIAL METRICS

Meetings Mean Business, a national coalition, last year hired travel research firm Skift to survey millennial attitudes. Key findings:

- Millennials now outnumber baby boomers in the U.S. workforce.
- 75 percent would attend more meetings if they could.
- LinkedIn is their favorite platform for communicating.
- Job networking is the top agenda item.

Despite the prevalence of social media and virtual communication, millennial preferences are strong drivers in continuing face-to-face contact as a priority.

would be lost without in-person meetings. They also linked travel to employee performance and morale, with internal meetings receiving the highest marks—73 percent of

executives indicated a significant impact on employee performance and 66 percent confirmed the importance of travel to employee morale. Nearly 80 percent of executives indicated that incentive travel has a significant benefit for employee morale and job satisfaction.

“Industries that had invested the most in travel during the recession outperformed those that had cut back,” Adam Sacks points out.

During the recession, Meetings Mean Business, an industrywide coalition, was created in 2009 to showcase the value that business meetings, travel and events bring to the U.S. economy, focusing on three premises: Face-to-face meetings provide personal interactions that lead to deeper relationships; meetings and events can help win new accounts, deliver profits and foster innovation and results by bringing together colleagues and partners; and aside from business relationships, the meetings industry helps create jobs and generates billions in revenue and economic activity in communities nationwide.

“Technology was meant to replace the conference call, not to replace in-person meetings,” says Michael Dominguez, co-chair of the national Meetings Mean Business coalition. “Today, the goal of a meeting is not to provide content but to provide context around content. You can’t do that without a face-to-face meeting.”

Despite the prevalence of social media and virtual communication, millennials constitute a strong driver in continuing to place high value on face-to-face meetings.

In February 2015, the Professional Convention Management Association (PCMA), International Association of Exhibitions & Events (IAEE), and The Experience Institute delivered phase one of “The Decision to Attend” research with an eye toward identifying the motivational factors that drive people to attend events.

The study pulled survey data from 7,171 respondents and found nine in 10 likely to attend conventions and exhibitions, with the younger Gen X and Gen Y groups ranking the likelihood at 94 percent.

“People think millennials are unsocial, but they are more social and connected,” says Dominguez.



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“They stay connected in between face-to-face interactions.”

Education is still a strong attendance factor, as is networking and keeping up with their profession and industry. The nature of meetings is morphing as millennials drive the agenda.

“Meetings are changing dramatically,” says Dominguez. “There is need for some white space, not every minute filled with something. Areas and spaces are needed for peers to conduct impromptu discussions.”

According to Krok, the shift is from a conference with someone onstage talking to greater engagement, Ted Talk-style, with a general session featuring three to five speakers, each talking for seven to 10 minutes.

Ball concurs that millennials do have a different set of expectations for what they are presented at meetings.

“The age of talking heads, with one way communication, is decreasing,” Ball says. “Now speakers are engaging with the audience and getting feedback.”

Millennials are also looking for experiences, which means location is important, a potential boon to the economy for the destination involved.

Krok says that Los Angeles, as a destination, promotes experiential activities for groups at meetings—team-building activities such as Amazing Race-style scavenger hunts through local museums; cooking classes; stand-up paddleboarding; as well as corporate social responsibility, such as working at a local food bank or Habitat for Humanity.

“Those things make a difference in creating community,” Krok says, “and you can only do that if you are physically there.” **m**

Marlene Goldman is based in San Francisco.

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SHARE A PHOTO of something that you discovered while exploring an Alaska Airlines destination. Whether you are an amateur or professional photographer, you may submit up to three images to *Alaska Beyond* and *Horizon Edition* magazines for our 2016 Photo Contest. Entries may include natural scenics, urban landscapes, wildlife shots or human-interest photos. In addition to awarding prizes for the top three photographs, the magazines will publish the top 10 photos in our May 2016 issues. **Entries must be postmarked by February 16, 2016.**



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RULES: Submissions—limited to three images—should be printed on paper media no larger than 8 x 10 inches · 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 · 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, 2015 · Print the photographer's name, address, phone number, and location of the photo on the back of each print · Finalists may be asked to submit original materials for publication; these originals will be returned · Photographers retain all rights to their photographs · *Alaska Beyond/Horizon Edition* magazines reserve one-time rights to publication of winning photos, 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 editorial and promotional purposes · Entrants agree that Paradigm Communications Group has the right to publish photo entries without compensation · All prize-award travel must be booked and completed within one year of award notification, with no extensions allowed. Restrictions and holiday blackout dates apply to prize-award travel. Winner(s) will be responsible for submitting an Affidavit of Eligibility and will be subject to all applicable federal, state and local income taxes resulting from the acceptance of the prize · Employees of Paradigm Communications Group, Alaska Air Group and their agencies or immediate families are not eligible to participate.

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E-mail _____

Subject, location, date:

1) _____

2) _____

3) _____

Signature _____

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.alaskaairlinesmagazine.com

Entries must be postmarked by February 16, 2016



LOGISTICS LLC / NOVA

Unconventional Inspiration

Spicing up meetings with outdoor activities and indoor apps

By
Renee Brincks

Last March, 5,000 attendees arrived in Portland for an Association of College & Research Libraries (ACRL) conference. Among the event's 300 networking and professional development sessions, participants unwound with free yoga classes, sampled local food truck fare, joined conference-wide book club discussions and made smoothies with bicycle-generated power. Some brought garments for a Portland charity that distributes prom dresses to students in need. Others lunched with like-minded individuals at tables organized around personal interests such as running, knitting, *Downton Abbey* and *Doctor Who*.

The most popular ancillary activity at the conference was a free headshot lounge. After a brief makeup consultation, attendees sat down for profes-

BRITTANY BAILEY



BARTHAHS LOUNGE: HAPPY PHOTO



COURTESY ACRL



sional photos. They walked away with print and digital images ready to plug into social media profiles, websites, CVs and other work-related publications.

"The headshot lounge was huge," says ACRL Conference Supervisor Tory Ondrta. "We offered something of great value, and something unique that people might not have the money or time for."

Welcome to the modern convention, where food truck roundups replace sit-down dinners and networking takes place during personal photography sessions. Today's conference attendees expect more than just slide presentations and standard receptions. Still, Ondrta emphasizes, it's about both style and substance. She positioned that Portland headshot lounge next to another popular conference attraction: a career center offering complimentary resume reviews, job search advice and mock interviews. Some participants completed real interviews with visiting hiring managers, too.

In this new convention environment, organizers strive to provide professional development opportunities as well as meaningful social interactions.

"Everybody likes free parties and free items, but we're not just blowing our budget on something fun," Ondrta says. "There has to be intrinsic value



MATT HAGE

Event planners are incorporating many strategies to enliven meetings, ranging from outdoor activities such as river rafting and glacier touring, to indoor enhancements such as portrait booths and high-tech apps that allow participants to find and rate presentations digitally.

for the attendee."

For the next ACRL gathering, Ondrta's team is exploring enhancements that range from therapy animals to foot massages to a quiet room where introverts can rest in hammocks and recover from communication overload.

"We're so busy and inundated with information these days. A conference is a chance to escape from your routine and try something new. It's a time to calm down for a bit. It's a chance to assess where you are in your professional life, and maybe even in your personal life," says Ondrta.

"Across all industries, people are taking on much more responsibility in their roles. Attendees want to maximize their time out of the office, and planners are focusing on how they can best engage those

Quick Guide To Meeting Facilities

	FACILITY	GUEST ROOMS	RATES	MEETING ROOMS	CONTACT
Alaska	Juneau Convention & Visitors Bureau 800 Glacier Avenue #201 Juneau, AK 99901	1,100	\$100-250	30	907-586-1749/Jessie Knudsen www.traveljuneau.com
	Visit Anchorage 524 West Fourth Avenue Anchorage, AK 99501	8,704	\$89-280	50	907-276-4118/Julie Dodds www.anchorage.net
	Westmark Fairbanks Hotel & Conference Center 813 Noble Street Fairbanks, AK 99701	400	\$79-550	13	907-456-7222/Patricia Silva www.westmarkhotels.com
Idaho	Boise Centre 850 West Front Street Boise, ID 83702			20	208-336-8900/Sales Manager www.boisecentre.com
Montana	Visit Billings 815 South 27th Street Billings, MT 59101	5,000	\$79-249	360,000 square feet of meeting space	406-245-4111/Stefan Cattarin www.visitbillings.com/meet
Washington	The Chrysalis Inn & Spa 804 10th Street Bellingham, WA 98225	43	\$169-349	3	888-808-0005/Chris Simpson www.thechrysalisinn.com
	Marcus Whitman Hotel & Conference Center 6 West Rose Street Walla Walla, WA 99362	127	\$129-199	9	509-524-5107/Chris Coates www.marcuswhitmanhotel.com
	Muckleshoot Casino 2402 Auburn Way South Auburn, WA 98002			4	800-804-4944/Richard King www.muckleshootcasino.com
	Northern Quest Resort & Casino 100 North Hayford Road Airway Heights, WA 99001	250	Varies	11	509-481-6010 www.northernquest.com
	Oxarc Training & Multimedia Conference Center 4003 East Broadway Spokane, WA 99202			2	509-535-7794/Ron Van Dyke www.oxarc.com
	Sleeping Lady Mountain Resort 7375 Icicle Road Leavenworth, WA 98826	58	\$275-305	8	800-574-2123/Michael Molohon www.sleepinglady.com
	Tourism Walla Walla 26 East Main Street Walla Walla, WA 99362	300	\$89-199	11	509-525-8799 www.wallawalla.org
Multi-Location	Coast Hotels*	More than 40 locations with more than 100,000 square feet of meeting space. Located in five Western states: Alaska, California, Hawaii, Oregon and Washington and in Canada throughout Alberta, British Columbia, the Northwest Territories and the Yukon.			503-228-2000/Cheryl Foster Hayes www.coasthotels.com
	Red Lion Hotels	For meetings, conventions and conferences, Red Lion Hotels offers the perfect combination of style, service and affordability. At each of our 50+ locations throughout the United States, Red Lion meeting venues include elegant ballrooms, spacious conference rooms and contemporary private dining venues accommodating groups of all sizes. See all of our properties at redlion.com.			877-737-9275/rfp@redlion.com www.redlion.com

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COURTESY: SPECIALTY COFFEE ASSOCIATION OF AMERICA

attendees,” agrees Matthew Marcial, senior director of events for Meeting Professionals International (MPI), the meeting planners’ trade group.

He lists an interest in health and wellness activities as one trend reshaping traditional event agendas. Many planners and venues now incorporate sunrise fitness sessions, yoga breaks and nutritious snacks into their daily offerings. At Ventana Big Sur, on the central California coast, teams take part in meditation, visualization and hiking activities

The desire to make a positive impact also flavors conference planning. Many companies and organizations give back to their host cities through clothing drives, donations and volunteer work.

designed to spur creativity and strengthen connections. San Diego’s Paradise Point Resort & Spa offers paddleboard yoga and beachfront nature walks; similarly, the Hyatt Regency Huntington Beach Resort & Spa gets groups outdoors with beach cruiser scavenger hunts. Meeting attendees at Alaska’s Alyeska Resort can take part in heli-ski outings

in the winter, or schedule summer sea kayaking trips in nearby Prince William Sound.

The desire to make a positive impact also flavors conference planning. Many companies and organizations give back to their host cities through clothing drives, donations and volunteer work. In fact, an MPI industry report released last summer notes that 36 percent of respondents are engaging their meeting attendees in volunteer projects at the site of their events.

Meeting logistics are becoming increasingly digital, too, a technological migration that opens up a

An app for your room



Like meeting and event planners, venues are using technology to share information and streamline the guest experience. The Four Seasons hotel group introduced a mobile app last summer that lets guests make reservations, check in and out of a room, book airport transfers and coordinate luggage assistance. Users can order room service and book spa and dining appointments, or customize their experience by scheduling turndown services and requesting extra pillows, toiletries and other amenities. The app folds in concierge recommendations as well, with local shopping, dining, cultural and recreational suggestions that link to maps and itinerary-building tools.

Barista competitions are popular (and germane) elements of the annual Specialty Coffee Association of America convention in Seattle.

host of new facets for organizers. Attendees now often view conference schedules, appointments, maps, contact details and general destination information on smartphones and tablets.

They’re also using apps to check into hotels, connect via social media and complete surveys about individual events.

“Planners are using mobile technologies not only for the meeting itself, but also to analyze attendee behavior and create better programming for conferences and meetings,” says Marcial.

When the Specialty Coffee Association of America (SCAA) met in Seattle last April, attendees accessed educational content, social event updates and maps showing how to find member cafes through the organization’s app. SCAA Senior Director of Events Cindy Cohn says the app’s adoption rate has been growing steadily since it was introduced, from 22 percent of attendees in 2012, to 35 percent logging in at the 2015 conference.

“It’s been said that only millennials and members of younger generations are really into technology, but we see adoption across all ages. The goal is to find the best ways to interact with your particular audience,” adds MPI’s Matthew Marcial.

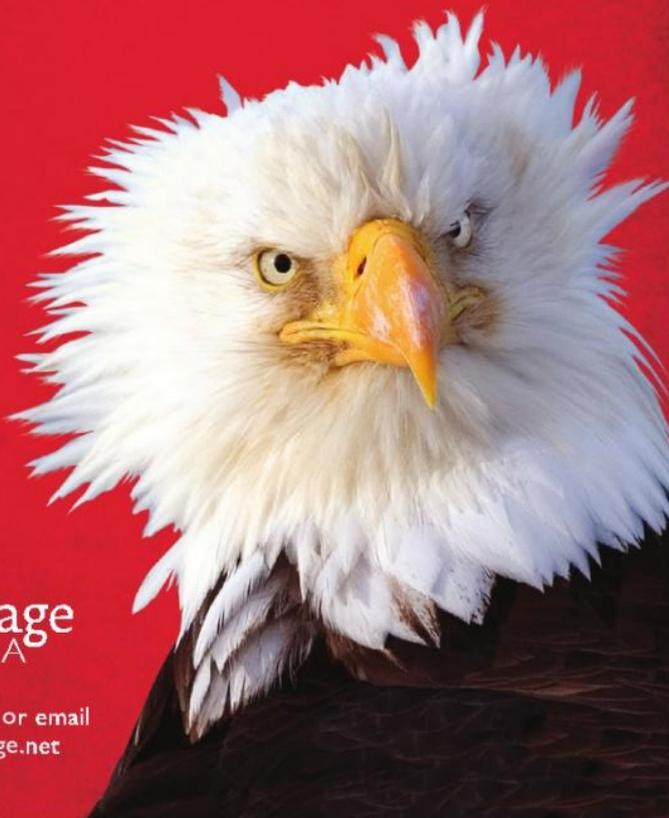
When it comes to engaging audiences and restructuring classic convention agendas, some of the best opportunities come when organizers capitalize on a destination’s unique character. The Specialty Coffee Association of America signed a multi-year contract with its Seattle venue in part because there are so many activities within a walkable area.

“Our exhibitors, sponsors and attendees come because they enjoy our show, but they’re also enjoying the city,” says Cohn. “There’s an amazing food and beverage scene. There are tons of great clubs and bars. There’s the Space Needle, Chihuly Garden and Glass, Pike Place Market and other venues that we don’t necessarily take people to, but that they visit on their own.”

Of course, Seattle’s coffee culture also makes the city a good fit for SCAA meetings. In addition to participating in trade show events and educational sessions, attendees of the most recent conference toured coffee shops in the Capitol Hill, Fremont, Ballard and Georgetown neighborhoods. They visited roasting facilities, equipment manufacturers and local craft breweries. About 400 baristas and coffee connoisseurs attended a two-day pre-confer-

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ence gathering at Benaroya Hall; another 2,000 walked from the Washington State Convention Center to Capitol Hill for an opening night block party. Event exhibitors hosted competitions and parties at conference hotels and off-site venues, and 5- and 10-kilometer charitable runs associated with the SCAA gathering raised \$23,000 for nonprofits.

"With a city like Seattle, there's so much to do. We don't have to work too hard to imagine a program that takes people outside, and people do want to get outside," Cohn says.

That's also the case with events in

"If a meeting doesn't have that 'wow' factor, or some way to keep people engaged and entertained, you're going to lose them very quickly to their smartphones and socializing."

Alaska, where many venues and activities showcase the state's natural splendor. Pike's Waterfront Lodge in Fairbanks has banquet rooms overlooking the Chena River. The Dena'ina Civic and Convention Center in Anchorage features floor-to-ceiling windows and Chugach Mountain views.

A successful gathering, however, requires more than great views. The Last Frontier is a perfect locale for outdoor activities to spice up a gathering.

"If a meeting doesn't have that 'wow' factor, or some way to keep people engaged and entertained, you're going to lose them very quickly to their smartphones and socializing," says Toni Walker, president of Logistics, LLC.

When Walker organizes meetings and events in Alaska, she may kick things off



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A sightseeing cruise to visit glaciers, and watch wildlife such as whales, is a popular activity for convention-goers who come to Alaska.

with demonstrations by world-famous woodworkers or ice

carvers. Other times, she arranges appearances by dog mushers and their canine teams, or invites raptor experts to bring birds into a venue. She's also set up outdoor team-building activities centered around recreation such as river rafting.

Last summer, Walker coordinated a dinner event that took 800 meeting attendees from Anchorage to Whittier along the shores of Prince William Sound. As they drove the scenic stretch of shore along Turnagain Arm, group members watched for moose, eagles and whales. Once they arrived in Whittier, they boarded four boats that departed for a three-hour glacier cruise.

"Groups want to do something that's fun and unique and outside the ballroom or meeting space," Walker says. "That dinner cruise was a sold-out event."

Association of College & Research Libraries Conference Supervisor Tory Ondrta believes these rich experiences are the new normal, and she calls it good news for attendees and organizations.

"Expectations are higher, but it's rewarding to give people a more meaningful experience," she says. "That brings more people to your conference, and it gets people engaged in your group and what you're trying to accomplish." **m**

Renee Brincks is based in San Francisco.

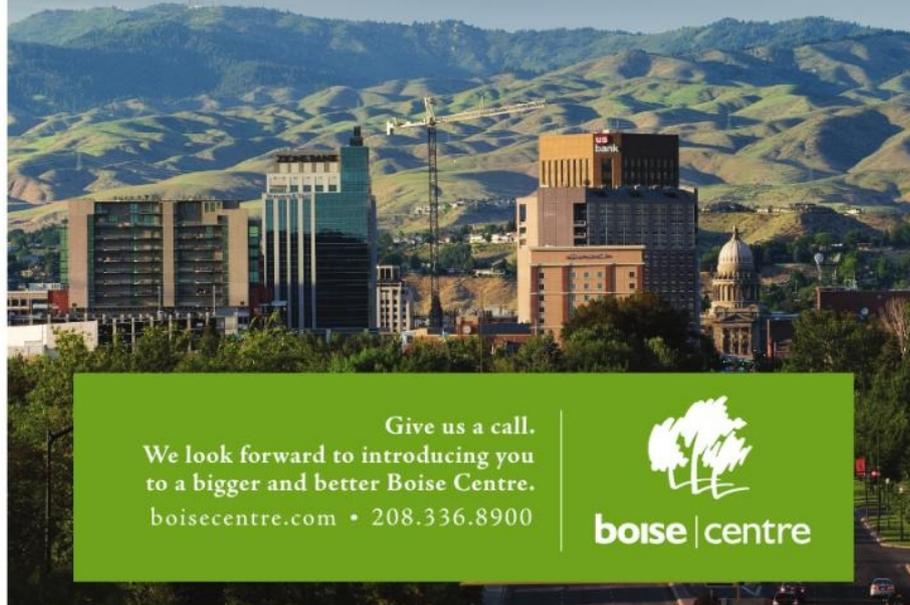


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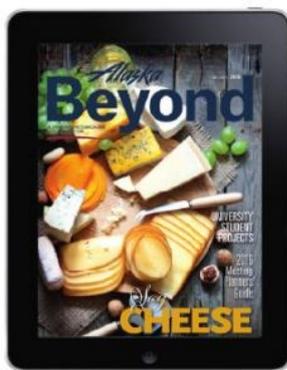
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Laugh and Learn

Incorporating humor helps presenters reach their audiences

By
Jean Hamilton

Everyone likes to laugh. As humorist and author Gina Barreca wrote, "Laughter is the sound you make when you are free." But many people feel humor-challenged when it comes to speaking in public. As a professional speech coach, I often have clients come to me wanting to add more humor to their presentations. Like most people, they breathe a sigh of relief and feel more confident once they have shared a laugh with their audience.

There are lots of funny people you can watch on TV, YouTube and at comedy clubs. You can learn from them—they make humor look easy. But what if you don't have the quick wit of Stephen Colbert, or the self-effacing charm of Ellen DeGeneres? The good news, unless you are a comedian: No one is expecting you to provide laughs throughout your whole presentation. At the same time, being able to



bring in some humor will not only make your presentation more enjoyable, your audience will pay closer attention, giving your talks greater impact.

A few weeks ago I coached Beth, a successful attorney, on her presentation skills. When she came into the room the first thing she said was, “I hate public speaking. It’s always dry and boring. I don’t know how to be funny or interesting.” Then she proceeded to tell me some very funny stories that had me laughing quite hard. She was dynamic, spunky and irreverent. I told her, “How about we bring this ‘you’ to

your presentations?”

Therein lies the key to bringing humor to your presentations. Tap into your sense of authenticity, playfulness and truth. That’s where you will find your most natural and funniest self.

Stories are the best way to bring in humor. They work better than jokes, because unless you’re a skilled comedian, jokes often fall flat. You might get a polite chuckle—but who wants that?

Stories, as long as they are relevant to your point, work beautifully on many levels. If the audience doesn’t laugh at a line you intended to be funny, don’t worry, just turn it into a serious point. As long as you don’t laugh, they will never know. Just don’t preface it with, “Here’s a funny story ...” Develop the habit of never being the first person to laugh while delivering a punch line. Once they laugh, you can laugh along with them, but let’s face reality: Ner-

viously laughing alone at your own joke can be a little depressing.

Many clients ask me how to find stories. My advice: Open your eyes and notice. Stories and funny events happen all the time. Look at life with newfound curiosity. Observe details. Notice interactions. Listen to conversations. Jot them down in a notebook so you remember them. The funniest things come from daily life. You can stretch the truth to make it funnier, but struggles, fears and insecurities are always the best material.

To find your stories, remember the saying that “Humor is tragedy plus time.” This does not mean all tragedies become funny, or that true tragedy is an appropriate springboard for humor; but past events when you were embarrassed, humiliated or exasper-

ated, can often turn into very funny stories. If your story is based on a common human fear, the audience relates to your discomfort. You are mining universal truths, and that can be highly effective.

—Gina Barreca,
humorist

Don’t be afraid to poke fun at yourself and your frailties. I’ve become a big fan of Drew Barrymore, actor and movie producer, after seeing her on a recent book tour for *Wildflower*, a collection of stories from her life. Unlike most authors on tour who simply read passages from their books, she retold and performed several of them, including her hilarious fish-out-of-water tale of going to an Outward Bound survival camp. Though the book is very well written, listening to her tell the stories live made the material even richer and funnier. Her warmth, animation and self-deprecating humor had the audience in stitches.

What Barrymore did magnificently was bring her material to life through her delivery. This is vital. Both your voice and body contribute a great deal to making a story funny. Using vocal variety in a way that reveals your emotions will bring the episode to

life. A pause, right before a funny line and right after, helps the joke “pop.”

Watch stand-up comics and notice how they use their voice for effect. Their voices are like instruments. Some words they stretch out, others are crisp. How they speak enables the audience to see it. Stand-up comedian John Mulaney is a master at using his voice to bring characters to life. Check out his act. Besides giving you a good laugh, he will inspire you to play with your own delivery.

I often coach people to tell a story on stage with the same level of animation they would use while telling the story to a good friend at a party. When you relax, humor is much easier to find.

Also, get physical. Your body is a great tool in comedy. Often showing rather than telling works better in humor. Just a raised eyebrow or a quick look can be very funny. It's economical. I recently participated in an “acting for the camera” class with Tony Meindl. After my initial reading, Tony coached me to get into the character physically. I spoke more quickly and forcefully, and altered my posture to reflect a person who was stressed out. Rather than being in my head and trying too hard to make it funny, getting physical allowed me to be more natural ... and funnier!

I'm not saying you should run around like a wild person during a presentation, but remember to include the expression of your body. I often coach people to tell a story on stage with the same level of animation they would use while telling the story to a good friend at a party. There is usually a sparkle in their eyes, an aliveness in their voice, and a freedom in their body. All of this will make the story more entertaining. When you relax, humor is much easier to find.

Though it's important to craft stories that have humorous lines, often the funniest times are spontaneous interactions with the audience—so make the room a friendly place for others to interact with you. Ask them questions and listen to their responses. Good comedy is about listening. Recently I worked with five people for a fundraising luncheon where doctors and patients spoke about the exciting work being done at their organization. Before their presentations, I coached them to listen to one another and to respond to what they heard. One of the speakers did that a couple times. Those moments

TIPS

Be brief. Short sentences work better, particularly with humor. Just one or two fewer words will give it more “punch.” And don't bury your funny word in the middle of a sentence, or it will get lost. Try to end your sentence with the funniest word.

Get specific. The more you enable people to see what you are talking about, the more they connect with you and your story. “We went to a restaurant” does not work as well as, “We went to an Indian restaurant on Queen Anne.” That's because we can see it when it's more specific.

Expect to have fun. Enter the room where you will be presenting with a smile on your face. Share a laugh with people in the audience before you speak. You are priming the environment for humor. When you have fun, your audience has fun.

Exercise your spontaneity muscle. Put yourself in fun situations where you need to think on your feet. If you stay loose and relaxed you might surprise yourself with some funny lines.



worked very well, and she got a couple big laughs.

An impromptu line often triggers a bigger laugh than a funny canned line. The audience can sense the immediacy of the moment, and they love it. When you deliver an off-the-cuff remark that gets a good laugh, remember it. You might be able to use that same remark in a different presentation, and it will still seem off-the-cuff.

Obviously you can't practice being spontaneous—kind of defeats the purpose—but you can develop what I call your “spontaneity muscle.” One way to do this is to take an improvisation class. These classes encourage you to relax, listen and be present. Recently I took an improvisation class where one of the students, a young engineer, was having difficulty. I soon realized why. In her desire to do things “right,” she would call out other students, telling them they were not sticking to the “rules.” A judgmental eye will squelch creativity. Curiosity and playfulness will help you discover your most authentic and funniest self.

Remember, the next time you are asked to give a presentation, tell relevant stories, bring them to life with your voice and body, be present, and relax. Most of all, see your audience as a community of people in which you get to not only explore your ideas, but also share a laugh. ■

Jean Hamilton, founder and principal of Speaking Results, is a public speaking coach based in Seattle.

Resource Listings

Meetings 2016

A GUIDE TO CONVENTION AND VISITORS BUREAUS ACROSS THE ALASKA AIRLINES ROUTE SYSTEM

ALASKA

Anchorage Visit Anchorage; 907-276-4118; anchorage.net.

Fairbanks Explore Fairbanks; 907-459-3765; explorefairbanks.com.

Juneau Juneau Convention & Visitors Bureau; 888-581-2201 or 907-586-2201; traveljuneau.com.

Ketchikan Ketchikan Visitors Bureau; 800-770-3300; visit-ketchikan.com.

Kodiak Discover Kodiak; 800-789-4782 or 907-486-4782; kodiak.org.

Nome Nome Convention & Visitors Bureau; 907-443-6555; visitnomealaska.com.

Sitka Sitka Convention & Visitors Bureau; 800-557-4852 or 907-747-5940; sitka.org.

Valdez Valdez Convention & Visitors Bureau; 907-835-2984; valdezalaska.org.

Wrangell Wrangell Convention & Visitor Bureau; 800-367-9745; wrangellalaska.org.

ARIZONA

Phoenix Visit Phoenix; 602-254-6500; visitphoenix.com.

Scottsdale Scottsdale Convention & Visitors Bureau; 800-782-1117 or 480-421-1004; experiencescottsdale.com.

Tucson Visit Tucson; 800-638-8350 or 520-624-1817; visittucson.org.

CALIFORNIA (NORTHERN)

Fresno Fresno/Clovis Convention & Visitors Bureau; 800-788-0836; playfresno.org.

Mammoth Lakes Mammoth Lakes Tourism; 888-466-2666 or 760-934-2712; visitmammoth.com.

Monterey Monterey County Convention & Visitors Bureau; 831-657-6426; seemonterey.com.

Oakland Visit Oakland; 510-839-9000; visitoakland.org.

Sacramento Sacramento Convention & Visitors Bureau; 800-292-2334 or 916-808-7777; visitsacramento.com.

San Francisco San Francisco Travel Association; 415-391-2000; sanfrancisco.travel.

San Jose Team San Jose; 800-SAN-JOSE or 408-792-4511; sanjose.org.

Santa Rosa Sonoma County Tourism; 707-522-5800; sonomacounty.com.

CALIFORNIA (SOUTHERN)

Anaheim Visit Anaheim; 855-405-5020; anaheimoc.org.

Burbank Burbank Chamber of Commerce;

818-846-3111; burbankchamber.org.

Long Beach Long Beach Area Convention & Visitors Bureau; 800-4LBSTAY or 562-436-3645; visitlongbeach.com.

Los Angeles Los Angeles Tourism & Convention Board; 800-366-6116 or 213-624-7300; discoverlosangeles.com.

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Ontario The Greater Ontario Convention & Visitors Bureau; 800-455-5755 or 909-937-3000; discoverontariocalifornia.org.
Palm Springs Greater Palm Springs Convention & Visitors Bureau; 800-967-3767 or 760-770-9000; visitgreaterpalmsprings.com.
San Diego San Diego Tourism Authority; 619-236-1212; sandiego.org.
Santa Barbara Visit Santa Barbara; 805-966-9222; santabarbaraca.com.

COLORADO

Colorado Springs Colorado Springs Convention & Visitors Bureau; 800-888-4748; visitcos.com.
Denver Visit Denver; 800-233-6837 or 303-892-1112; visitdenver.com.
Steamboat Springs Steamboat Springs Chamber; 970-879-0880; steamboat-chamber.com.

FLORIDA

Fort Lauderdale Greater Fort Lauderdale Convention & Visitors Bureau; 800-227-8669 or 954-765-4466; sunny.org.
Orlando Visit Orlando; 800-972-3304 or 407-363-5872; visitorlando.com.
Tampa Visit Tampa Bay; 800-44-TAMPA or 813-223-1111; visittampabay.com.

HAWAII

Hawai'i Tourism Authority; 800-464-2924 or 808-923-1811; gohawaii.com.

IDAHO

Boise Boise Convention & Visitors Bureau; 800-635-5240 or 208-344-7777; boise.org.
Coeur d'Alene Coeur d'Alene Area Chamber; 208-664-3194; cdachamber.com.
Lewiston Hells Canyon Visitor Bureau; 877-774-7248; visitlvalley.com.
Sun Valley Visit Sun Valley; 800-634-3347 or 208-726-3423; visitsunvalley.com.

MINNESOTA

Minneapolis Meet Minneapolis; 888-676-MPLS or 612-767-8000; minneapolis.org.
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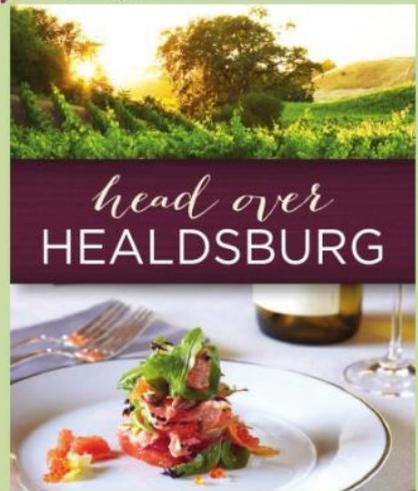
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PROJECTS WITH A PURPOSE

BY MICHELLE WALLAR MARTIN



RYAN AHEARN AND MARENE WILEY (2)

Ryan Ahearn, above, is part of a University of Washington team developing a generator that uses heat from cookfires to create electricity for needs such as powering cellphones in developing countries. A generator prototype is shown next to the pot in the photo at right.

Ryan Ahearn wants to change lives, especially for people in developing countries who do not have electricity in their homes. He hopes to do it with an approximately 4-inch-tall, 4-inch-wide, 10-ounce generator that can convert a small cookstove's waste heat—heat that would otherwise be lost in the air—into electricity to power cellphones and other items.

"It could work with a wood-burning stove, and it could work with a firepit," says Ahearn, a college senior who is majoring in mechanical engineering at the University of Washington in Seattle. "It's very versatile."

The generator is based on the principles of thermoelectrics: In simple terms, when one side of certain materials is hot and the other side is cold, electrons start moving around, and that movement generates an electrical current. In the generator created by Ahearn and several fellow students, a thin strip of aluminum alloy sits between the flame and the pot on a cookstove or in a firepit, and transfers some of the heat to a thermoelectric material to create electricity. The generator then sends the electricity through a voltage-regulator circuit to give a constant 5V output for immediately charging digital devices or powering items such as LED lights. Future versions may also incorporate a battery to allow for power storage.



People in places such as Africa have a pressing need for phone chargers, says Ahearn, who **co-founded a company, JikoPower, to develop the generator and take it to market.** *Jiko* means "stove" in Swahili. For instance, in Kenya, where JikoPower plans to conduct a pilot project in March, less than 25 percent of the population has access to electricity, according to The World Bank, while 82 percent of adults own cellphones, according to the Pew Research Center. Many people charge their phones by taking them to a charging station, but this can be expensive, Ahearn

COLLEGE STUDENTS HOPE THEIR RESEARCH WILL MAKE A DIFFERENCE



Left: Residents of many African countries rely on fires for cooking and do not have electricity at home.

says, and the nearest charging station may be far from a given village.

For example, he says, a Kenya coffee grower named Anna needs to use her phone to check the weather, check market prices for her crops and receive mobile banking services. But she has to keep her phone turned off much of the time to conserve the battery, and twice a week she must travel 6 miles each way via a motor-bike taxi to another village that has a mobile-phone charging station. Her transportation and phone-charging costs total \$27 a month—a lot of money for someone running a small farm in Africa.

At the same time, Anna—like many in Africa who lack electricity—typically has food heating on metal cookstoves at her home for four to six hours a day, Ahearn says, and the heat that comes off those cookfires

can be transformed into electricity. JikoPower is working on an enhanced generator that has the same wattage as a standard wall charger. This would allow it to charge an iPhone 5 in about an hour, Ahearn says.

The technology for transforming heat into electricity has existed for a long time, but JikoPower's thermo-electric generator is more versatile and less expensive than other versions, Ahearn says, making it practical for use in places such as African villages.

He and two fellow mechanical-engineering students started developing their product early last year in preparation for the **Alaska Airlines Environmental Innovation Challenge** in April.

The challenge, overseen by the Buerk Center for Entrepreneurship at the Michael G.

Foster School of Business at the University of Washington, encourages student teams to define an environmental problem, develop a solution, design and build a prototype, and create a business plan that proves their solution has market potential.

Competing against 21 other university teams from around Washington state who qualified for the final round, Ahearn's team won both the \$15,000 Grand Prize and the \$5,000 Clean Energy Prize. Then the next month, the students won the Best Sustainable Advantage Prize (\$2,500) in the Buerk Center's UW Business Plan Competition, which attracted more than 100 university teams from throughout Washington state.

In July, JikoPower was accepted into the Jones + Foster Accelerator at the University of Washington, receiving benefits ranging from workspace to expert mentoring.

And in October, JikoPower received the Grayling Master Storyteller Award (\$2,500) and the university-ventures-category second-place award (\$2,000) in the Fast Pitch competition run by a Seattle-based nonprofit, Social Venture Partners, to recognize and support entrepreneurs solving important social problems.

Each success further validated the students' idea and contributed funding to continue refining it. Ahearn and at least one other team member—the company has now grown to six co-owners, all UW seniors except a student who graduated in December—plan to make the trip to Kenya during spring break to give away 500 JikoPower generators to see how Kenyans use the device and what improvements the company can make. JikoPower has a GoFundMe campaign to help make this happen (gofundme.com/zw75erwg).

"I'm excited to meet people and hear stories firsthand," Ahearn says. "I want to give them this, show them how it works, and keep in touch with them. I'm hoping to hear that they don't need to turn their phones off between calls—that they can use them more. I want to hear that they can better keep up with family. I want to hear that we're making a difference."

SEEKING SOLUTIONS

A desire to address local, national and international problems prompts many college students to undertake projects that can make a differ-



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infrastructure issues: a dearth of re-fueling stations, which are extremely expensive to build.

"I've always kind of been a clean-energy-minded person," says Richardson, a Ph.D. student in Washington State's School of Mechanical and Materials Engineering, who works in the school's Hydrogen Properties for Energy Research (HYPER) Lab. "I see the effects of coal and oil, and the harm they're doing in the environment. It's not a sustainable way to keep living, and hydrogen may be a great alternative."

ence, and universities encourage and support these efforts by providing resources such as experienced advisers, state-of-the-art equipment, and competitions with expert input and funding opportunities.

Research can help students with critical-thinking skills. It allows them to put learning into practice, to test knowledge they have acquired and hypotheses they have developed—it encourages students to conceive and investigate promising ideas, says William Ettinger, a professor of biology at **Gonzaga University** in Spokane.

For example, the Gonzaga Science Research Program gives students opportunities to work on projects related to issues such as invasive species, genetic abnormalities and sleep deprivation, says biology professor Nancy Staub, who directs an undergraduate research program.

Ettinger notes: "You can learn all the theory in the world, but if you don't apply it to real situations, your education will be inadequate. It would be like calling yourself a musician if you learned all the theories of music but you never had a chance to pick up an instrument."

Hands-on learning that may solve real-world challenges is occurring at many Northwest universities, including new vehicle-fueling technology at Washington State Univer-

sity and an agile robot developed at Oregon State University.

LOOKING TO FUEL THE FUTURE

Ian Richardson is part of a group of Washington State University students who hope to improve the viability of hydrogen-fuel-cell transportation. Hydrogen-fuel-cell cars do not emit carbon dioxide and various pollutants during vehicle operation, yet have the ability to go around 300 miles between refueling stops.

The vehicles run on pressurized hydrogen that combines with oxygen from the air in a chemical reaction that produces electricity to run the car via an electric motor. The only byproduct emitted is water, released as steam or vapor.

Such cars are already available, but there are various obstacles to making them practical, from the challenge of cost-effectively producing large quantities of fuel cell-compatible hydrogen in an environmentally friendly way to the challenge of providing cost-effective and convenient infrastructure for consumers driving the cars. The WSU team has been working on one of the



In 2014, Richardson led a team of 10 graduate and undergraduate students—in disciplines ranging from mechanical, electrical and environmental engineering to economics, architecture and public policy—

who won the **international Hydrogen Student Design Contest**. Sponsored by entities such as the U.S. Department of Energy and its **National Renewable Energy Laboratory**, the competition attracted teams from as far away as China and Japan.

For the 2014 contest, teams were challenged to design a "drop-in hydrogen fueling station." The 10 WSU students and their two faculty advisers—Jacob Leachman, assistant professor of mechanical and materials engineering, and Liv Haselbach, associate professor of civil and environmental engineering—came up with a fueling station design that

Washington State University student Ian Richardson is part of a team developing refueling stations for vehicles that run on hydrogen-fuel-cell systems.

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could be implemented for about \$423,000, Richardson says, much less than some capital-cost estimates of approximately \$2 million to \$5 million (depending on station size).

The students' station was designed within a standard 40-foot shipping container, so existing fueling stations and others could conceivably set up a hydrogen fueling station within 24 hours. The compact design would also allow for easier installation of more stations in more areas, as demand grew, Richardson says.

Another team strategy was to use cold liquid hydrogen, which is less expensive than hydrogen gas to transport to fueling stations, he says. In a nutshell: The liquid hydrogen is warmed in a tank at the fueling station, causing the liquid to vaporize into hydrogen gas, which becomes pressurized because it is in a sealed tank. The hydrogen gas is then dispensed to the vehicle. This approach allows use of a less expensive 6,000 psi (vs. 12,000 psi) compressor to achieve the correct hydrogen-gas pressure for fuel-cell systems.

A HYPER Lab team, including Richardson, is now developing a working prototype based on modifications to the design that won the international competition. The team hopes to have the prototype completed by this summer, and is seeking investors to help pay for materials.

Students in the lab are also working to solve issues related to obtaining pure liquid hydrogen that contains no unwanted molecules. Currently, the nearest source of purified liquid hydrogen suitable for hydrogen-fuel-cell vehicles is in California, which means the transportation cost is a major hurdle to expansion of hydrogen-fuel-cell vehicle systems, Richardson says. If purification and liquefaction can happen in Washington, local markets can be served much less expensively, he says.

"I'm big on hydrogen for my career," Richardson says. "I'm going to do everything I can to make sure this gets out there."



Oregon State University students have created a stable robot with springy legs. At left, Christian Hubicki (striped shirt) and a fellow student inspect an early prototype.

IT'S GOT THE RIGHT MOVES

Christian Hubicki helped create what is described as the world's most agile and stable two-legged robot, which uses springs to walk. "We felt like our robots needed to be a lot less stiff, a lot softer," Hubicki says. "Running around with rigid legs is like driving your car off-road with no suspension. Without your shocks, you feel every bump and pothole impacting and destroying your drivetrain. By embracing the idea of elastic legs, we are giving the robot shocks. We can have it step on obstacles and off curbs, and be confident that it can withstand the repeated stress."

Called ATRIAS, the 5.5-foot-tall robot was developed by **Oregon State University's Dynamic Robotics Laboratory**, which Hubicki joined in 2010 as he was beginning his Ph.D. program in robotics. He graduated from the Corvallis-based university in June 2015, shortly after participating in a seven-student ATRIAS team that attended the **U.S. government's DARPA**

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(Defense Advanced Research Projects Agency) Robotics Challenge

in Pomona, California, to show off ATRIAS in the Maximum Mobility and Manipulation section of the exhibitors' hall.

ATRIAS stands for "Assume the Robot Is a Sphere," which Hubicki says reflects "the design philosophy of building a robot that behaves like a far simpler machine—a body bouncing on a spring."

Amid some of the world's finest robotics researchers at the Robotics Challenge, the team—led by Associate Professor Jonathan Hurst, who is director of the lab—put ATRIAS through its paces in an open area. The robot, which has long carbon-fiber legs and double-jointed knees, walked and ran on uneven ground, and maintained its balance even while being pelted with dodgeballs and sustaining demonstration kicks from team members. The team used a wireless game controller to direct the robot's movements, but its ability to maintain its balance was the result of its mechanical design.

"Demonstrating ATRIAS at the DARPA challenge was our lab's big slide into home plate," says Hubicki, who is now a postdoctoral fellow at Georgia Tech. Team members also included Andy Abate, an OSU student who expects to receive his Ph.D. in robotics in 2018. He and fellow students are working on the next version of ATRIAS, which will be stronger, weigh less, run faster, be more stable, last longer and require less maintenance.

These kinds of robots, with their ability

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Puzzle on page 56.



to move well and maintain their balance in challenging conditions, could be used in applications such as conducting repairs in places humans would rather not go, such as unstable mines, says Abate. They might also be used to wander a wilderness area to conduct wildlife surveys, or to deliver flowers or groceries purchased online.

Development of ATRIAS could even enhance development of prosthetic limbs that are more energy-efficient, less bulky and more comfortable, because the springy flexibility more closely reflects how human limbs function, Hubicki says, adding that agile robots also might be better able to move safely among humans in everyday situations.

"There are lots of world-changing possibilities in ways we don't even know yet," Abate says. ■

Michelle Wallar Martin lives in Seattle.

MORE INTRIGUING PROJECTS

Katie McTighe, a junior majoring in microbiology at the University of Idaho in Moscow, is studying one of the major challenges facing health care: bacteria developing resistance to antibiotics. In particular, McTighe and other students in a university lab run by biological-sciences professor Eva Top are researching the role that small rings of DNA, called plasmids, play in antibiotic resistance.



Last year Ben Blue (center), then a senior biochemistry major at the University of Oregon in Eugene, won a Genetics Society of America award to attend a conference of international researchers. Interested in how diet may affect health, reproduction and longevity in humans, Blue, now a UO lab research assistant before starting graduate school, has been studying *C. elegans*, a nematode that has many biological characteristics in common with humans, such as having a nervous system, responding to environmental stress by changing the way



genes are regulated, and gradually aging after reproduction. Blue is particularly interested in how the quality of an individual's diet influences how food-related energy resources are allocated to reproduction versus health maintenance, including dealing with stress. Students such as Blue work in the Department of Biology's Phillips Laboratory under the mentorship of biology professor Patrick Phillips and postdoctoral research associate Stephen Banse.

At Montana State University in Bozeman, junior mechanical engineering major John Ryter (below) is using an apprenticeship funded by the Montana Space Grant Consortium to research ceramic coatings engineered on a nanoscale to provide objects in space with protection from corrosion related to high temperatures, in assistant professor Roberta Amendola's lab. The consortium is part of NASA's National Space Grant College and Fellowship Program working to strengthen aerospace research and education.

TOP: COURTESY DAVID PEIFFER; CENTER: KARL REASNER; BOTTOM: COURTESY MONTANA SPACE GRANT CONSORTIUM



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Brad Sinko, cheesemaker at Face Rock Creamery.



Continued from page 19.

he decided to make that his next business venture.

Brad Sinko, former head cheesemaker at Beecher's, returned to the Bandon area—where his father was once the owner of a cheesemaking enterprise, and where his parents and other family members still live—to become Face Rock's big cheese of production. One of the first things the creamery did, Sinko says, was craft the cheese that became the company's 2-Year Extra Aged Cheddar, winner of the American Cheese Society 2015 first-place award for Best Aged Cheddar—Aged Over 12 and Up To 24 Months. The win was a huge accomplishment for a new creamery.

"The biggest obstacle to good cheesemaking is consistency—making it again and again," says Sinko. "You watch closely the numbers for fat, protein, the amount of culture and salt that you add—it's definitely a fluid process."

Lisa Gottreich, owner of Bohemian Creamery in Sebastopol, California, produces exquisite cheeses in the style of many prominent European brands. For example, her Romeo cheese, with a natural rind and aged up to 12 months, is reminiscent of Italian Grana Padano. She also makes novel cheeses such as Surf and Turf, an experiment in adding Sonoma County coast seaweed to organic cow-milk cheese. "In Italy, it's a cardinal sin to mix dairy and seafood," says Gottreich, "but I'm close to the coast, and I see cows grazing on damp salty grass, so why not?"

Gottreich opened a tasting room last June and also has experimented with new products related to cheesemaking, such as frozen goat-milk yogurt

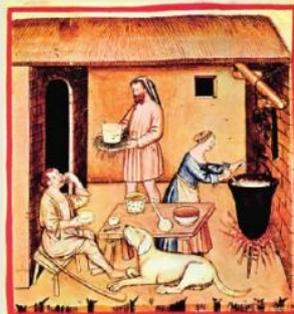


COURTESY LISA GOTTRICH

Lisa Gottreich.

The Backstory

Cheese dates back thousands of years—there are pictures depicting cheese on Egyptian tombs—and it was marching food for Roman legions. Legend has it that the discovery of cheese was likely a happy coincidence that occurred when milk being transported in an animal stomach began to sour, and was acted upon by the animal's natural rennet (enzyme in the stomach) to coagulate into curds that



could be pressed into a mold, hardened and preserved. A change in pH due to the milk's being carried in a warm pouch also could have resulted in coagulation.

The basic process for making cheese seems deceptively simple: Fresh milk, whether from cows, sheep, goats or water buffalo, may be pasteurized or heat-treated. Bacterial cultures may then be added, and will contribute to flavor and texture. Next, rennet is added. Commercial vegetable rennet, derived from certain plants, or sources such as coagulants from fungi, are now widely used.

Depending on the cheese being

crafted, the thickened mass and larger curds may be cut into smaller curds, which may be heated some more, with the cheesemaker determining how much watery whey to remove via draining and possibly pressing. Additional cultures or other ingredients

may be added, and the cheesemaker also carefully monitors aspects such as temperature and humidity to achieve the desired results.

Cheese.com provides descriptions of 1,750 specialty cheeses that hail

from 74 countries. **The United States is among the countries producing the most cheese**—at about 11.5 billion pounds (excluding cottage cheeses) in 2014, according to the USDA. Yet with per capita consumption of about 34 pounds in 2014, the U.S. lags behind many countries in the amount of cheese being eaten, according to various sources.

An explanation may be that Americans have only fairly recently been developing a taste for cheeses that venture outward in flavor, texture and aroma from basics such as mozzarella and cheddar.

—J.G.

and sodas made from whey. She has a herd of 92 goats and makes all of her cheeses by hand, using only vegetable rennet. "People are loving it," she says. But cheesemaking is not easy, she notes. There is a lot of physical activity involved in caring for the animals and maintaining her cheesemaking facility, and not every experiment results in something exquisite and delicious.

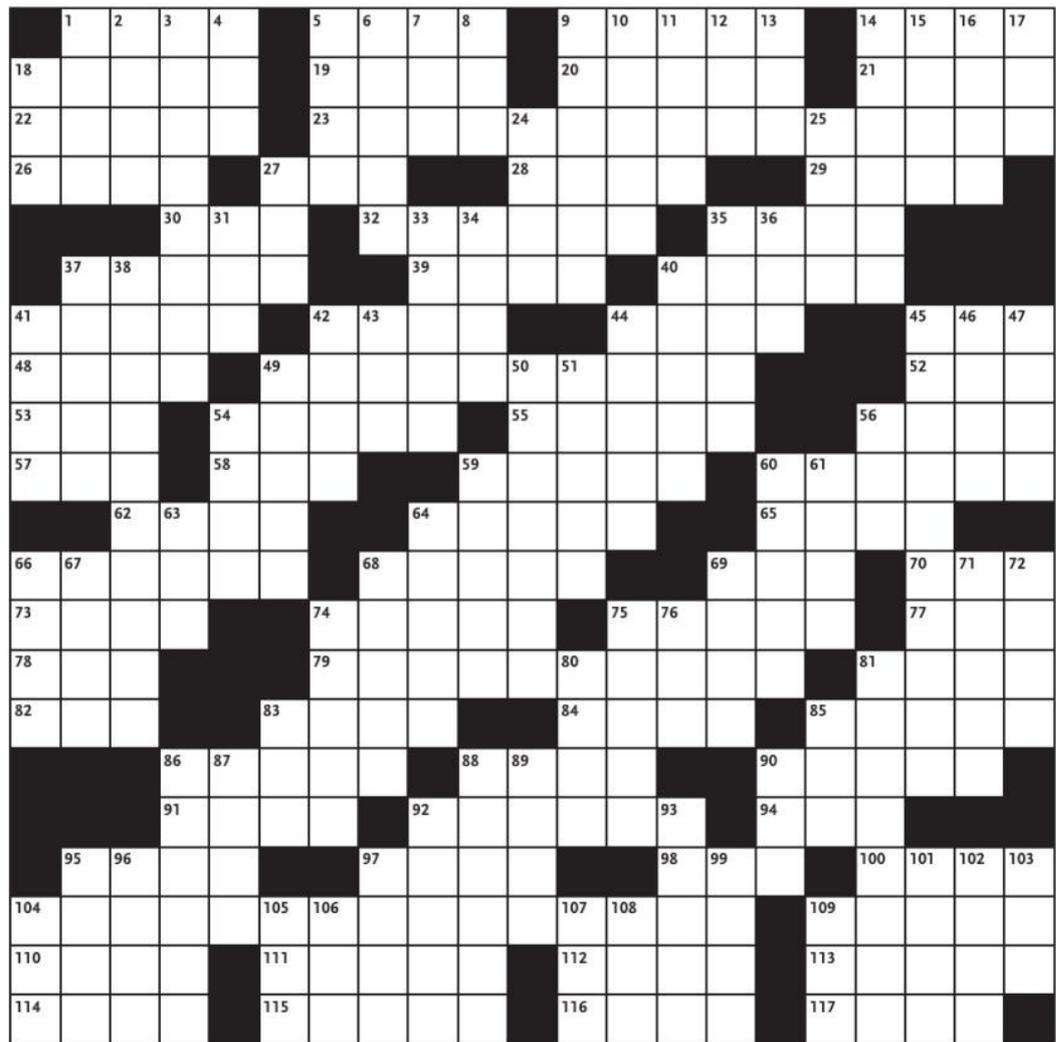
"Many variables—from the cultures you use to temperature and humidity—must be carefully controlled," Gottreich says. "A cheesemaker must be highly skilled at partnering with nature to craft the best cheese." ■

Jim Gullo lives in the Portland, Oregon, area.

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- 107 Elf
- 108 Muck
- 109 Bottled-water source

Solution on page 52.

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We know why you travel. It's not just to get somewhere. It's to learn, to explore and experience new things. It's to see the world from a fresh perspective. Not just to pass time, but to live life fully. We feel the same way. That's why we put time and attention into dozens of different aspects of your flight. Throughout this section, and your flight, you'll experience things we've designed to make your trip better, richer and easier.



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 Sun Liquor Rum
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 The Glenlivet
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 Tazo® Awake® Black tea
 Tazo® Sweet Orange Hot Herbal Tea (caffeine-free)



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- Apple Juice
- Cranberry Juice

Sodas & Mixers:

- Coca-Cola Classic
- Coke Zero
- Diet Coke
- Sprite
- Sprite Zero
- Seagram's Ginger Ale, Seltzer & Tonic
- Sparkling Water
- Bloody Mary Mix
- Bottled Water



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A GUIDE FOR TRAVELERS

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

AT YOUR SEAT

Buckle Up. Please fasten your seat belt whenever the seat belt sign is illuminated. We ask that you keep your seat belt fastened throughout the flight whenever you are seated 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, including laptop computers, must be stowed under a seat or in an enclosed overhead bin upon boarding and prior to landing, as directed.

Pets must remain in their carrier for the entire flight. The carrier must be stowed under a seat for taxi, takeoff and landing.

USING YOUR DEVICES

Flight attendants will advise of any portable electronic device restrictions on the ground or in the air. Please observe our portable electronic device policies:

Allowed on the Ground and in the Air



- › Laptops (must be stowed for taxi/takeoff/landing)
- › Tablets/smartphones (Airplane Mode after door closure)
- › Wireless mouse/keyboard
- › e-readers
- › Media/CD/DVD player
- › Noise-cancelling headphones
- › Cell phones (prior to door closure only)

Not Allowed During Flight



- › Voice calls of any kind, including VoIP
- › Devices with cell service enabled
- › AM/FM radios or TVs
- › Personal air purifiers
- › Remote-control toys
- › Electronic cigarettes

WHILE IN THE AIR

Interference with crew members' (including flight attendants') duties is a violation of federal law. Under the law, no person may assault, threaten, intimidate or interfere with crew members in the performance of their duties.

Smoking is not permitted on any 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.

Horizon Air prohibits the use of items that do not meet Federal Aviation Regulations or Company regulations, including the use of seat-belt extensions not provided by Horizon Air.

Chewing tobacco and electronic cigarettes are not permitted.

Alcohol may not be consumed unless it has been provided by a Flight Attendant.

Cellphones may be used while the boarding door is open until advised by your Flight Attendant that cell service must be turned off. Upon landing, your Flight Attendant will advise when cell service can be enabled.

Headphones must be worn when using portable electronic devices that produce sound.

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Please join our effort to reduce our environmental footprint by separating recyclable paper, cardboard, plastic, glass and aluminum, and passing these items to flight attendants for recycling in participating locations. Thank you.



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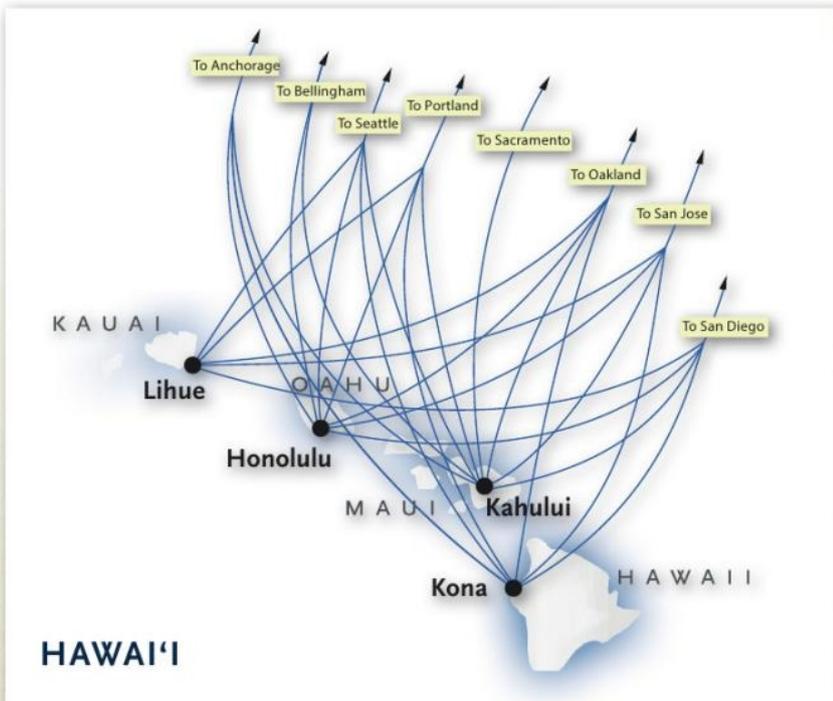
U.S. MILEAGE

Between	Mileage
Seattle &	
Boston	2,496
Denver	1,024
Fort Lauderdale	2,697
Honolulu	2,677
Los Angeles (LAX)	954
New York City/Newark	2,401
Orlando	2,553
Phoenix	1,106
San Francisco	678
Washington, D.C.	2,306
Portland &	
Los Angeles (LAX)	834
San Diego	933
San Francisco	550

LEGEND

-  Alaska
-  American Airlines
-  DELTA

Some Alaska Airlines service operated by Horizon Air or SkyWest Airlines.
Some routes shown operate seasonally.





UPCOMING NEW SERVICE

Route	Service Begins
Portland–Kansas City	Feb. 18, 2016
Portland–Minneapolis	Feb. 18, 2016
Portland–Omaha	Feb. 18, 2016
Orange County–Reno	March 16, 2016
Orange County–Santa Rosa	March 16, 2016

ALASKA



ALASKA MILEAGE

Between	Mileage
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

Between	Mileage
Fairbanks &	
Barrow	503
Seattle	1533
Chicago	2785
Juneau &	
Sitka	95
Petersburg	123
Yakutat	199
Ketchikan	235
Seattle	909
Ketchikan &	
Wrangell	83
Sitka	185
Juneau	235
Seattle	679

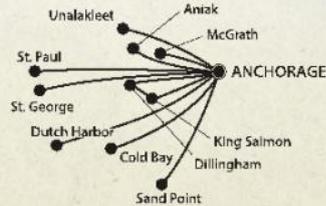
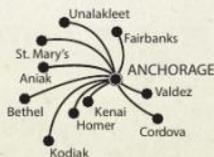
Mileage Plan members receive mileage credit (500 miles minimum) based on the nonstop mileage between the origin and destination indicated on the ticket. For more information on the Alaska Airlines Mileage Plan, see page A2.

● Alaska Airlines Cities

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

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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.

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 proporcionan a continuación.

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 (family defines those in the same household who are related by blood, marriage, domestic relationship, or adoption)
- 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"

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 citizens of Mexico

¿Quién debe completar esta forma?

Todos los viajeros, excepto los ciudadanos de México



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



FEM FOR MEXICAN NATIONALS

Who must complete this form?

Citizens of Mexico

FEM PARA MEXICANOS

¿Quién debe completar esta forma?

Ciudadanos de México (Aun siendo residentes permanentes de EE.UU.)

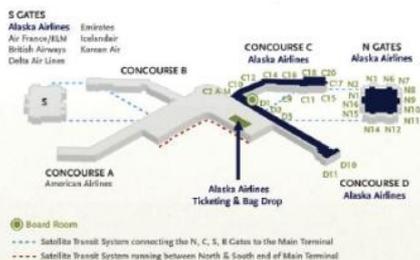
Datos de ayuda

- Complete una forma por persona. No olvide firmarla.
- Seleccione la opción "Entrada a México".
- En la línea 5 escriba el tipo y número del documento que usara como identificación.



AIRPORT GATE LOCATION MAPS

Seattle/Tacoma International Airport (SEA)



Portland International Airport (PDX)



Los Angeles International Airport (LAX)



San Francisco International Airport (SFO)



Make My Days

Why January is a month to celebrate | BY TODD POWELL

Whereas custom and market research have made it known to all, and whereas the people of this fine _____ (fill in the blank) are deserving of a month, week or day of recognition, etcetera, etcetera, I hereby proclaim January the unofficial National Month of Days.

Why January? Quite simply, it was first in line. Named after the two-faced Roman god, Janus, January is the gatekeeper between the old year and the new year, so it's clearly a time for taking stock of all we've celebrated and all we're about to celebrate. Besides, it's a month full of celebrated days—many of them having to do with food.

Take Fruitcake Toss Day (January 3), for instance. Here's a day in which you can feel sanctioned to dispose of a holiday gift that few people admit to liking. There are plenty of other food days, too: Bean Day (January 6), Popcorn Day (January 19), Buttercrunch Day (January 20), Pie Day (January 23—not to be confused with Pi Day, which occurs March 14), and Corn Chip Day (January 29), among others. In fact, according to food.com, "Every day is a food holiday."

And every month seems to be a food month, including January, which is not only Oatmeal Month but also Soup Month, Hot Tea Month and Slow Cooking Month. Many of these designations are really about marketing. If you sell a product that people associate with a certain time of year, it makes sense to promote that association. Other designations, however, are about worthy causes (National Braille Literacy Month), or hobbies (Seed Swap Day, January 30), or, well, your guess is as good as mine (Measure Your Feet Day, January 23).

Want more? Try Cuddle Up Day (January 6), Bobblehead Day (January 7), Houseplant Appreciation Day (January 10), Appreciate a Dragon Day (January 16), Winnie the Pooh Day (January 18), Squirrel Appreciation Day (January 21), Hugging Day (also January 21), and Handwriting Day (January 23, the birthday of John Hancock).

How did all this celebrating begin? You can partially blame politicians, who have never been shy about making proclamations. One of the first presidential proclamations in our country's history was George Washington's 1789 declaration of a day of thanksgiving.

The country began to observe Thanksgiving annually after President Abraham Lincoln proclaimed a national day of thanksgiving in 1863, according to a Congressional Research Service (CRS) report, although it wasn't until 1941 that a federal Thanksgiving holiday was permanently established as the fourth Thursday in November.

Congress designates and/or the president proclaims federal holidays. Three of these—New Year's Day, Martin Luther King Jr. Day and Inauguration Day (once every four years, for certain federal workers) occur in January—making it the winner in the Federal Holiday Sweepstakes, over November's two such days.

Congress and the president may also proclaim and designate certain time periods for commemorations that are not holidays.

Trouble is, politicians have become so enamored of proclaiming and designating that they often get carried away. According to a CRS report cited in *The Hill*, the 99th Congress (1985–1986) sponsored 275 commemorative resolutions, which amounted to a whopping 41 percent of the public laws for that session. Matters got so out of hand that in the mid-1990s, the House of Representatives imposed restrictions on utilizing its commemorative powers.

But who needs politicians to make such proclamations, anyway? That's why we have Twitter. Truth is, anybody can designate a day if they so wish. Some folks have even copyrighted days they've invented. Others have created websites so you can pony up the cash to get your day recognized and receive a framed certificate. Still, you'd

think we'd get a holiday from all these days. In fact, I'd love to proclaim a day in which we celebrate absolutely nothing—except somebody already did that. His name was Harold Pullman Coffin, and he proposed that **National Nothing Day be observed on January 16.**

Which is really why January is my National Month of Days, because it has plenty of days to celebrate—and nothing, to boot.

Writer Todd Powell celebrates each day (or not) from the Puget Sound area.



The International Space Station circles the earth about once every 90 minutes—16 times a day—which means astronauts can see 16 sunrises and 16 sunsets each day, according to NASA.

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