

Alaska BEYOND»

HORIZON EDITION MAGAZINE JANUARY 2018

SPEAK TO BE HEARD
Ideas for making a lasting
impression **PAGE 36**

VALLEY VIEW
An unusual learning
experience in
Yosemite **PAGE 60**



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TRAVEL & REAL ESTATE



Meet Vacasa,
the
Modern
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Vacation Rental Game

Pacific Northwest-based Vacasa is redefining the \$138 billion global vacation rental industry one property at a time

The first thing you should know is the scale at which Vacasa operates. Vacasa's family of companies provides full-service property management for over 7,000 vacation rental properties around the world.

Vacasa guests enjoy the same hotel-like cleanliness and world-class service in unique homes from the Oregon Coast to South Africa.

Homeowners who work with Vacasa can relax knowing they have a trusted partner whose local teams take care of everything for them.

“For the first time since we bought our condo, we feel comfortable that it’s being taken care of.”

The second thing you should know is that, as a vacation homeowner, Vacasa guarantees you'll make more money with them. They utilize sophisticated marketing techniques to help every guest find the perfect place to stay and their machine-learning-driven pricing algorithm adjusts rates in real time so that homeowners never leave money on the table.

“Our transition was absolutely seamless,” says Renae Leadley, a Portland-based executive who transferred management of her Maui condo to Vacasa Hawaii in 2017. “In comparison to our previous managers, we noticed a marked difference. Our condo was impeccably cleaned and all the special touches are so professionally done and very welcoming.”

Built on trust

Founded in Portland, Oregon in 2009, Vacasa built a foundation of trust with its customers and quickly began growing its portfolio of vacation homes. Today, the company employs a staff of over 1,700 people ranging from housekeepers and tour bus drivers to software engineers.

Driven by technological advancements, the short-term accommodations sector is growing at twice the rate of the entire U.S. travel industry. For vacation rental homeowners, the process for securing consistent bookings and managing rates has become more complex, increasing demand for a simple, all-in-one property management solution. This is what Vacasa does best.

Full-service solution

Homeowners who don't want their vacation homes to be their full-time jobs are increasingly turning to full-service property managers such as Vacasa, which employs local teams and manages everything from bookings and cleaning to navigating local permits and regulations.

“For the first time since we bought our condo, we feel comfortable that it’s being taken care of professionally,” says Leadley. “It’s been such an amazing experience for us!”



Love your vacation home
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Volume 29, No. 1

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alaskabeyondmagazine.com/horizoneedition

Alaska Beyond | 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 ©2018 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 Beyond | Horizon Edition*, 2701 First Avenue, Suite 250, Seattle, WA 98121-1123.



INSIDE»



FEATURES

- 18 Olympic Spirit**
Northwest athletes go for the gold.
- 26 Business + Leisure**
Fun things to do at meeting destinations.
- 36 Speak to Be Heard**
Ideas for making a lasting impression.
- 40 Good to Know**
Alumni share strategies for making the most of college.



DEPARTMENTS

- 5 Welcome**
A message from CEO Brad Tilden.
- 7 In the Know: What's New**
More California connections.
- 8 In the Know: Airline 101**
New-age migrations.
- 11 The Region**
 - An Eye for Adventure.
 - What a Fungi.
 - A Frosty Festival.
 - Folk and Fiddles.
 - Women's Film Worldwide.
 - News & Notes.
 - Wintry Scenes.
- 46 Crossword**
- 49 Flyer Guide**
- 60 Airtime**
Valley View: Yosemite school days provided an unusual learning experience.

ON THE COVER: Hilary Knight is expected to be a key player on the 2018 U.S. Olympic Women's Ice Hockey Team.
Photo by Harry How / Getty Images

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WELCOME»

THE PEOPLE PART OF TECHNOLOGY

» *Alaska is extremely lucky to be situated on the West Coast and to have a fantastic team of IT folks who give us industry-leading technology that you—our guests—use every day. This month, I've asked our CIO, Charu Jain, who joined us last year, to introduce you to the technology side of our business. —Brad Tilden*

I got excited about technology at an early age. An internship as a software developer further ignited my passion, and soon after, I landed my first job as a programmer trainee—at an airline. Today these two areas continue to motivate me, and I love sharing this passion with others, especially students.

Many students I talk with are surprised to learn that Alaska Airlines, in addition to being an airline, is also a thriving technology company. Our team of passionate, creative and results-driven technology professionals contribute every single day to “Creating an Airline People Love” by providing innovative technology solutions to our employees, as well as to you, our 40 million guests worldwide—and growing.

We strive to make your travel experience hassle free through such innovations as our highly rated mobile app. We also help you save time by allowing you to print bag tags at home, speeding your trip through the airport. These are just two examples of how technology is making your journey easier. It's helping our employees, too. Our flight attendants use their



mobile devices to manage their work schedules, accelerate the boarding process and provide you with that fruit-and-cheese platter you preordered.

Alaska also has a strong commitment to supporting our communities—especially enabling opportunity for young people. I am fortunate to serve on the Foster School of Business Technology Advisory Board, where we work closely with University of Washington students to connect them with career choices and pathways. We also engage future techies and aviation professionals—such as pilots and engineers—from diverse backgrounds by volunteering and recruiting with STEM organizations, schools, universities and community colleges to showcase the remarkable careers awaiting them at Alaska, and beyond.

At a recent event, I was energized watching students ask Alaska Airlines employees how we work to revolutionize the airline experience with innovative solutions. Our culture, custom-

er commitment and strong community bonds are key differentiating factors that candidates consider when choosing a career at Alaska. We want more kids growing up in our communities to have that career choice—and others like it.

In a recent survey by the recruitment website Hired, Alaska Airlines ranked No. 6 on a list of companies that technology professionals most wanted to work for in the region. The study found that candidates care more about a company's values than perks.

I'm so proud to work for a company where people play a key role in driving our success. As chief information officer, it is truly an honor to lead Alaska's team of technology professionals, who bring you features to love about our airline. We know we have a lot more work to do since technology changes so fast. This exciting challenge, our amazing team, and you, our guests, have made my first year with Alaska Airlines so remarkable. Thank you for flying with us. #flytechalaska. —Charu Jain



Brad Tilden,
Chief Executive
Officer



Charu Jain,
Chief Information
Officer



“I learned how to make my health a priority again.”

Photos: Arlene Chambers



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10 WEEKS TO YOUR BEST YOU!

Working full time, in addition to being a wife and mother of two children, I spend most of my time juggling work and family life. My health and fitness have always been important to me, although I struggled to make them a consistent priority. My Best 10 helped me take everything I knew and put it all together into practice. My goal was to get fit, increase my strength, and change my body composition.

The program was truly excellent. My trainer, Sol, was (and still is) incredible. He took my workouts seriously and customized a program specifically for me. We set goals together and celebrated each milestone. Sol also encouraged me to push myself with strength training. I've lifted weights in the past and felt that unless I spent long hours in the gym, I wouldn't see results. I stand corrected.

My registered dietitian, Shelly, was also amazing. She built upon my passion for cooking and helped me create a nutrition plan that took advantage of that strength. Together we were able to customize the program to fit my needs and lifestyle, and minimize the need to create different meals for my family.

There was also the beauty and pampering part of the program, which turned out to be a fun experience!

Would I recommend the program to other women? Absolutely! Although I was curious about it, I wouldn't have signed up for My Best 10 if it hadn't been for my husband. He encouraged me to focus on myself and knew that I'd be committed once I made the investment. The support of my family, my trainer, my dietitian and my overall commitment to the program contributed to my success by reducing my stress and creating a better balanced life.

I enjoy running, and biking with my family, as well as focusing on my career. I have a huge passion for cooking, especially tasty, healthy food. My Best 10 helped make my health a priority again, a result that I and my family benefit from. Turns out that you can juggle it all!

IN THE KNOW»

WHAT'S NEW: MORE CALIFORNIA CONNECTIONS

» **Alaska Airlines now offers** California flyers more service to the Midwest, Mexico and Hawai'i, with recent route additions that include San Diego–Kansas City, San Diego–St. Louis, San Diego–Mexico City and San Francisco–Kona.

With these additions, Alaska Air Group now provides 38 daily nonstop flights to 30 destinations from San Diego, and more than 130 flights to 42 destinations from the San Francisco Bay Area (daily averages for 2018). The new flights are part of Alaska's overall effort to give guests more options from the West Coast.

"Alaska continues the most significant network expansion in the company's 85-year history," says John Kirby, Alaska's vice president of capacity planning. Of the new international route to Mexico City, he says, "We're



pleased to offer our guests another convenient, cost-effective option to get there from Southern California."

With more than 100 flights a week to Mexico from California, Alaska Airlines offers California flyers more flight options to Mexico than any other U.S. carrier.

To book tickets on Alaska Airlines, visit alaskaair.com.

SKI FOR FREE

Winter is the perfect time to check out top ski destinations in the West. Show your Alaska Airlines boarding pass at the following destinations for incredible ski deals, including free skiing at select resorts during the 2017–2018 season. Plus, we're making it easier than ever to fly with your skis and snowboards—it's now just \$25 per bag to check them on a flight. For more information, visit alaskaair.com/ski.

RESORTS WITH SKI DEALS

Alyeska Resort (fly to Anchorage, AK)

• **Big White Ski Resort** (fly to Kelowna, BC) • **Mammoth Mountain Ski Area** (fly to Mammoth Lakes, CA)

• **Marmot Basin** (fly to Edmonton, AB)

• **Mt. Bachelor Ski Resort** (fly to Redmond/Bend, OR) • **Red Mountain Resort** (in Rossland, BC; fly to Spokane, WA) • **Schweitzer Mountain Resort** (in Idaho; fly to Spokane, WA)

• **Snowbasin Resort** (fly to Salt Lake City, UT) • **Squaw Valley/Alpine Meadows** (fly to Reno/Tahoe) • **Steamboat Ski Resort** (fly to Steamboat Springs/Hayden, CO)

• **Sun Valley Resort** (fly to Sun Valley/Hailey, ID) • **Whitefish Mountain Resort** (fly to Kalispell, MT).

Promotions are offered by the resorts—check with your resort before you go. ■



AWARDS FOR BOARD DIVERSITY



» **Alaska Air Group** wrapped up 2017 with multiple honors for the diversity of its board of directors. Among these was recognition at the November 14 Women's Forum of New York Breakfast of Corporate Champions, which salutes companies leading the way to corporate-board gender balance. The event honored Alaska as a Corporate Champion because 40 percent of its board seats are held by women.

"Having a number of women directors contributes greatly to the quality of our board discussions," says Brad Tilden,

In November, Alaska was honored at the Women's Forum of New York Breakfast of Corporate Champions.

Alaska CEO and chairman of the board. "The diversity of perspectives leads to better discussions, better decisions and all-around better results for all of the people who depend upon our company."

Other 2017 awards included:

• **2017 Board Diversity Champion**, presented at the *Puget Sound Business Journal* Director of the Year award ceremony in October.

• **2017 Visionary Award for Leadership and Governance of a Public Company**, presented in May by the Women Corporate Directors Global Institute.

• **2017 Executive Excellence Governance Award** for diversity, presented in February by *Seattle Business* magazine.

Learn more at alaskaair.com/investors.

NEW-AGE MIGRATIONS

Alaska Air Cargo ships a surprising array of animals, great and small

» **Penguins journeying** to join a colony in another zoo. Bees buzzing up to Alaska to pollinate crops. Injured eagles needing to get to a raptor rehab center to mend before returning to the wild. These are but some of the animals that have traveled with Alaska Air Cargo. Just in the last year, Alaska has transported a veritable menagerie: 59 woodchucks, 37 falcons, 21 eagles, 8 owls, 7 hedgehogs, a wolverine, a python and many other animals.

Most of the time, it's pet dogs and cats. But canine or bovine, furred or feathered, every animal is precious cargo for Alaska.

When the owners of a zoo and a farm in Washington state both needed reindeer shipped from Anchorage, Alaska Air Cargo put together an easy ride to Seattle for seven full-grown ungulates. Special wooden crates were designed to give the 200-pound reindeer room to stand or lie down on the three-hour flight, but not enough to turn around or kick. The crates were lined with hay for the animals' comfort, and they each had a block of ice to lick to stay hydrated.

Sometimes, Alaska steps in to help move rescued animals in need of help.

Last summer, when a wayward masked booby seabird was discovered weak and emaciated on an Oregon Coast beach, far away from its normal South American range, Alaska arranged to fly the bird from Portland to the International Bird Rescue center in San Pedro, California. The airline donated the shipping cost and took special care of the bird along its journey. The booby gained weight quickly at the rescue center and was later released in Southern California.

In 2013, Alaska transported an orphaned polar bear cub from Barrow to Anchorage for a temporary stay at The Alaska Zoo. Kali is now a 1,150-pound bear at the Saint Louis Zoo.



After Hurricane Harvey ripped through the Houston area earlier this year, Alaska worked with the Oregon Humane Society to help relocate 11 dogs to Portland so they could be adopted into new homes.

The list of unusual creatures that Alaska has shipped over the years also includes a baby musk ox. In 2016, Alaska shipped Hudson, a 3-month-old musk ox, from Fairbanks to Seattle. He was born at the University of Alaska Fairbanks in its Large Animal Research Station, but his mother had rejected him. Hudson has now joined the Arctic Tundra exhibit at Point Defiance Zoo & Aquarium, in Tacoma, which already hosted a fully grown musk ox cow, Mya.

The cargo team spent a lot of time and energy planning a safe and comfortable journey for Hudson, working with staff biologists at Point Defiance to ensure that the crate met all International Air Transport Association requirements and that it would not be too heavy to fly—Hudson had gained 100 pounds in the few months it took to organize the journey.

At the end of the journey, Karen Goodrowe

» **Clockwise: A penguin from Seattle travels in a pet carrier; Kali, a polar bear cub, was rescued near Barrow, Alaska; crates with reindeer are loaded as cargo; and Hudson, the musk ox calf, enjoys his new home in Tacoma.**

Beck, Point Defiance Zoo & Aquarium general curator, expressed her thanks, as many organizations have. "We are extremely appreciative of the caring and compassionate Alaska Airlines staff and crew who helped get Hudson to his new home," she said. "It was clear Alaska went above and beyond every step of the way because they knew that ensuring Hudson's health and safety was their primary duty."

Hudson and Mya were joined later that year by another young musk ox: a 2-year-old female named Charlotte—who flew Alaska.

Whether it's a family pet, livestock or wildlife, Alaska Air Cargo welcomes the chance to transport a variety of animals, but the journey must always be properly planned. For information on how to transport animals, go to alaskaair.com/content/cargo/petconnect. ■

A man with a beard and dark hair is walking across a cobblestone square in front of a grand, classical building with columns and arched windows. He is wearing a brown, button-up coat over a red and black plaid shirt, and dark blue jeans with brown shoes. The scene is brightly lit, suggesting a sunny day.

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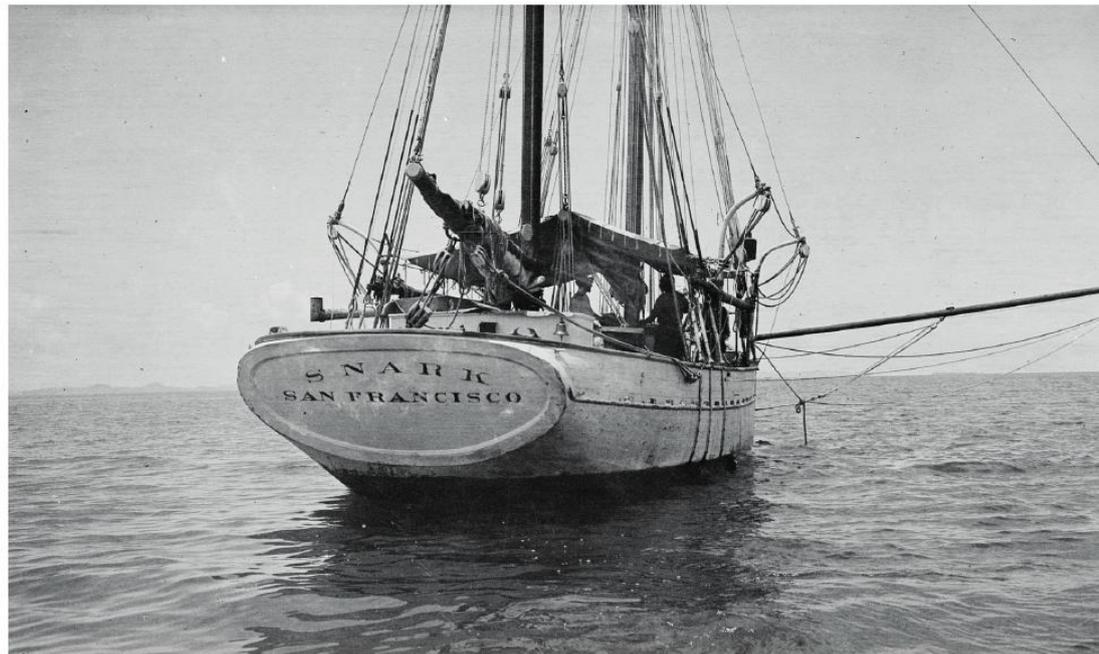
» **Jack London** made a name for himself as a writer with novels such as *White Fang* and *The Call of the Wild*, but it's less well-known that he was also a talented photographer. Visitors can see 45 of his photographs in the exhibition "An Eye for Adventure: Photographs by Jack London," at the Sonoma Valley Museum of Art, Jan. 20–April 15.

The exhibition highlights photos that have a connection to London's homes in the San Francisco Bay Area, as well as photos that exemplify his keen eye and sense of adventure, says Helaine Glick, an independent curator who organized the exhibition in conjunction with Carol Dodge, a curator at the California Department of Parks and Recreation.

The photos on view were taken by London from 1902 to 1914, and subjects range from the 1906 San Francisco earthquake to scenes of the Russo-Japanese War, and the islands he visited while traveling on his boat, the *Snark*—including O'ahu, Hawai'i.

Glick sees London's photographs as an extension of the writer's masterful storytelling. For instance, some of the photos on view are from a trip London took in 1902. He was hired as a photojournalist to cover the Boer War in South Africa, but by the time he reached the city of London, the war had ended. He disembarked and disguised himself to roam the East End of the city, documenting the lives of the people living in poverty in the district. The next year, he published a text chronicling his experiences in the East End, titled *The People of the Abyss*. It was the first of London's books to be illustrated by his own photos.

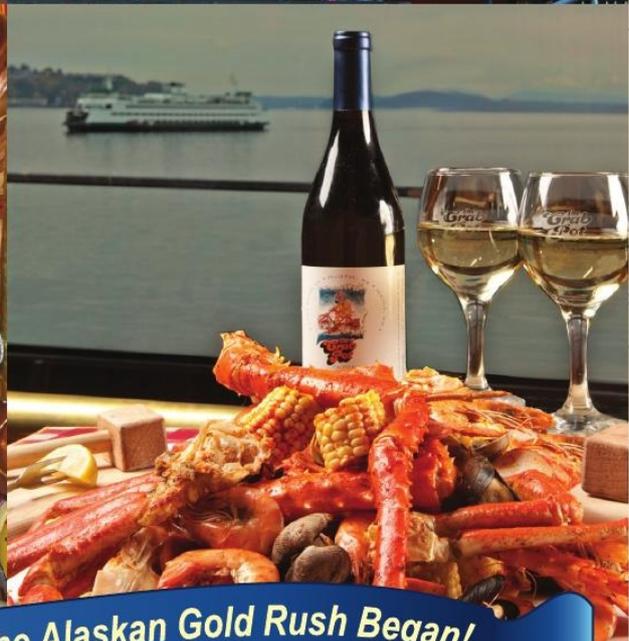
The museum provides visitors with background information about Jack London and, on Jan. 21, hosts a conversation with Glick and Sara S. Hodson, who is the co-author of *Jack London, Photographer*. For more information, visit svma.org. —Avalon Ashley



» **Photography by Jack London, with subjects including the writer's ship, the *Snark*, top; Sonoma Creek, in California, above; and a Portuguese fieldworker with her children on O'ahu, Hawai'i, are on view in a new exhibit in Sonoma Valley.**

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WILLAMETTE VALLEY, OR WHAT A FUNGI

» **Watch trained canine** companions sniffing for various Oregon truffles; taste an array of truffle dishes; and learn more about the highly valued fungi during the **Oregon Truffle Festival**, held during two weekends—this year, Jan. 25–28 in Eugene and Feb. 16–18 in Yamhill Valley, south of Portland. Truffles, which are part of the mushroom family, are typically found near the roots of trees and have an intense, unique aroma. Native Oregon truffles include black, brown, winter white and spring white varieties.

The festival celebrates Oregon truffles with a full lineup of chefs, speakers, professional foragers and special activities. The Eugene weekend opens with the **Joriad North American Truffle Dog Championship** on Jan. 25. During the competition, spectators cheer on teams of truffle dogs and trainers as they race to search for truffle-scented targets. Festival attendees



are encouraged to register their truffle-hunting dogs for the event. The Lagotto Romagnolo breed traditionally hunts the fungi, but any four-legged friend can be trained to hunt for truffles.

The weekend continues with insight from a panel of industry experts; an **Oregon Truffle MacDown**, with macaroni-and-cheese dishes; and a **Grand Truffle Dinner**, which features chefs from around the United States.

The Yamhill Valley weekend highlights

native Oregonian truffle advocate James Beard through foods, and a film and a conversation about his life. A screening of **James Beard: America's First Foodie** will take place, followed by a panel with director Beth Federici and producer Kathleen Squires. Another event, hosted by the Joel Palmer House Restaurant, includes a delectable four-course meal with truffle dishes, paired with wines from the Willamette Valley. The weekend also includes a guided truffle hunt in wine country, a Pinot Noir-and-chocolate tasting, and the **Newberg Fresh Truffle Marketplace**, where visitors can enjoy truffle treats, including a limited-edition truffle-infused beer. For more information, visit oregontrufflefestival.org. —Madeline Sargent

SEELEY LAKE, MT A FROSTY FESTIVAL

» **Visitors can enjoy** a dozen or more winter-themed events—from the artful to the active—during the **Montana Winterfest in Seeley Lake**, Jan. 5–Feb. 25, about 50 miles northeast of Missoula.

For instance, one of the most treasured traditions during the festival is the creation of elaborate snow sculptures throughout the community of Seeley Lake and along Highway 83—Glacier Parkway. Previous sculptures—created by locals, visitors and professional artists—have included a cabin complete with a huckleberry pie in the window, *Minions* film characters in a sled (shown above) and a life-size horse. Each year the sculptures also typically include Snoopy playing in the winter wonderland.



Another highly anticipated event is the **Over Seeley's Creeks and Ridges** competition on Jan. 27, which includes Nordic ski races over distances of 5 km, 10 km, 20 km and 50 km. The 50 km, inaugurated in 1983, has turned into somewhat of a local legend, due to the physical challenge and the varied terrain. The course has changed multiple times over the last 30-plus years, and this year it is expected to include an ascent up Rice Ridge and a descent to Morrell Creek. There will also be a **Seeley Lake Pond Hockey Tournament**, which is a USA Hockey-sanctioned event, Jan. 5–7; a festive **Lions Club Skate Party**, Jan. 28; and an annual **Race to the Sky**, Feb. 9–13, during which participants compete in 100-mile and 300-mile sled dog races. For more information, visit seeleylakechamber.com. —Avalon Ashley

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BELLINGHAM, WA FOLK AND FIDDLES

» The folk-music tradition has been around for more than a century, and many cultures have their own variations. Visitors to the **Bellingham Folk Festival**, Jan. 19–21, can celebrate this unique genre and learn more about various styles of folk.

Some of the styles represented at the festival are French-Canadian, Norwegian and Swedish, as well as bluegrass and old-time (a term coined in the early 1920s that describes Appalachian-style folk). Within these different styles, the fiddle is typically accompanied by a euphonious medley of accordions, guitars, pianos, violas and drums.

The festival features daily workshops and nightly concerts that showcase professional folk musicians from around the world.

Attendees can borrow an ukulele and learn a couple of songs in beginner workshops, or more experienced fiddlers can bring their own instruments to attend workshops that will



help them hone their skills. The festival also offers several singing and dancing workshops.

This year's nightly concert lineup features Sver, a Swedish-Norwegian folk group touring the United States for the first time; Eli West, a Seattle-based old-time and bluegrass musician who is also leading a workshop about flat-picking; and La Famille Léger, a family band based in Seattle that plays French-Canadian folk. In addition, attendees can enjoy the popular Saturday-night contra dance (shown above), during which partners line up in rows and perform dance steps called out by an announcer.

For more information, visit thebellingham-folkfestival.com. —Kristen Gustafson

SUN VALLEY, ID WOMEN'S FILM WORLDWIDE

» Internationally renowned filmmakers and speakers will be spotlighted during the **Family of Woman Film Festival**, Feb. 27–March 4 in Sun Valley. The festival highlights four documentaries and three dramas that explore the status of women around the world.

For instance, one of the featured documentaries this year is **Tocando la Luz**, which follows three blind women overcoming limitations and struggling for personal independence in various facets of life—from longing for motherhood to mourning a loved one's death—in the rapidly changing environment of modern Cuba. The film will be followed by a panel with the



film's New York-based director and producer, Jennifer Redfearn (shown below). She will also present her 2010 Academy Award-nominated documentary, **Sun Come Up**, about a Papua New Guinea community that was displaced due to rising sea levels.

In addition, festivalgoers can watch distinguished speakers such as Ugochi Daniels, head of the United Nations Population Fund Humanitarian Response Unit, and Maria Cavalcanti, executive director of Pro Mujer, a leading women's development organization in Latin America. For more information, visit familyofwomanfilmfestival.org.

—Lara Douglass Hallock



■ Featuring art by Skagit Valley, WA, artists such as the late Morris Graves and the late Richard Gilkey (whose untitled oil painting is shown



here), the exhibit **"In the Valley of Mystic Light,"** through Feb. 4 at the Skagit County Historical Museum, explores the history of the North-western Washington art community. The exhibit is based on the book *In the Valley of Mystic Light* by local writers Claire Swedberg and Rita Hupy (skagitcounty.net/museum).

■ Enjoy world-class chamber concerts that range from an evening of Mozart concertos to the West Coast premiere of composer David Ludwig's *Pangaea*, during **Chamber Music Northwest**, Jan. 26–29 in Portland, OR (cmnw.org).

■ Visitors can view documentaries by filmmakers from around the globe during the **Big Sky Documentary Film Festival**, Feb. 16–25 in Missoula, MT. The films highlight subjects ranging from nature to science to human-interest stories (bigskyfilmfest.org).

■ **Duckhorn Vineyards 2014 Three Palms Vineyard Merlot** from Napa Valley, CA, has been listed as No. 1 on *Wine Spectator's* prestigious Top 100 list for 2017. No. 2 on the list is **Charles Smith's K Vintners 2014 Powerline Estate Syrah** from Walla Walla Valley, WA (winespectator.com).

TACOMA, WA

WINTRY SCENES



» **Works by artists** fascinated by winter and its impact on scenery and people are on display in the exhibition **“Winter in the West”** at the Tacoma Art Museum, Feb. 17, 2018–Feb. 10, 2019.

The exhibition includes oil, watercolor and gouache paintings dating from the 1830s to the present, which were gifted from the Haub Family Collection. They depict breathtaking western United States winter landscapes as well as scenes of people persevering in the climate. Noteworthy artists whose pieces are on view in the exhibition include **Oscar Edmund Berninghaus** (1874–1952), **Henry François Farny** (1847–1916), **Ken Carlson** (b. 1937) and **Clyde Aspevig** (b. 1951).

Berninghaus was a Taos, New Mexico–based painter focused on creating realistic representations of Native Americans and other uniquely American subjects. Berninghaus’ *Horses at Hitching Post* (1948), shown above, is an oil-on-canvas scene that emphasizes colors of blue, white and gray. It shows horses huddled with heads cast down as though to fend off a

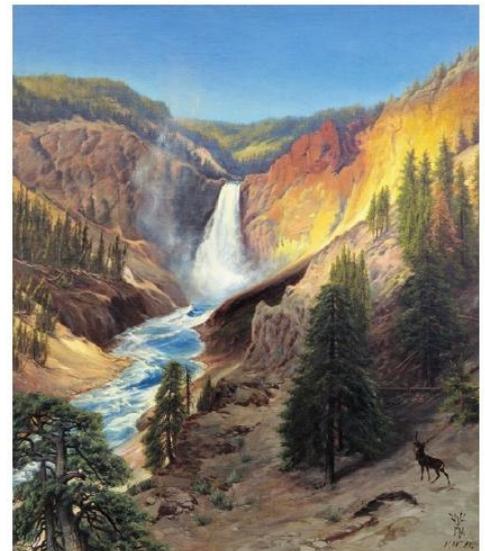
wintry wind in front of the warmly lit windows of a building where their riders are seeking temporary shelter.

Farny was a French-American painter fascinated with portraying Native American culture. His oil painting *Winter Encampment of the Crow Indians* is a historical depiction of a Native American village.

Carlson, a Minnesota-born artist who now resides in Texas, explores wildlife subjects in his paintings, such as his oil-on-board painting *Bison of the CL Bar Ranch*. The piece shows a herd of bison amid a snowy mountain range.

Aspevig is a Montana-born landscape artist interested in depicting places in nature as he experiences them. One of his works in this exhibition is *Virgin River*, which is an oil painting of a contemporary Western landscape featuring luminescent snow.

The works of the painters featured in “Winter in the West” showcase the progress and persistence of humanity in seemingly harsh seasons. For more information, visit tacomaartmuseum.org. —Kristen Gustafson



MORE TO SEE AT TACOMA ART MUSEUM

■ **“Animals: Wild and Captured in Bronze,”** an ongoing exhibition that opens Jan. 27, showcases sculptures of wild and domesticated animals that symbolize the spirit of the American West.

■ **“Immigrant Artists and the American West,”** Feb. 3, 2018–June 14, 2020, will highlight art of the American West by 18th through 21st century immigrants from countries such as China, Germany and England. Art on view includes *Falls of the Grand Canyon of the Yellowstone River* (shown above), by Frederick Billings, Peter Moran and Thomas Moran.

■ **“Native Portraiture: Power and Perception,”** Feb. 10, 2018–Feb. 10, 2019, will showcase artwork by contemporary Native American artists, as well as non-Native Western artists.

■ **“Places to Call Home: Settlements in the West,”** Feb. 17, 2018–Feb. 10, 2019, will track the urbanization of society in the American West.

—K.G.

LEFT: OSCAR E. BERNINGHAUS, HORSES AT HITCHING POST, 1948, OIL ON CANVAS, 20 × 24 1/8 INCHES, TACOMA ART MUSEUM, HAUB FAMILY COLLECTION, GIFT OF FERRIS AND HELGA HAUB, 2014.6.6.; RICHARD NICOL, LEFT: FREDERICK BILLINGS, FALLS OF THE GRAND CANYON OF THE YELLOWSTONE RIVER, 1894, OIL ON CANVAS, 28 × 24 INCHES, TACOMA ART MUSEUM, HAUB FAMILY COLLECTION, GIFT OF FERRIS AND HELGA HAUB, 2017.14.6.

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Ben Ferguson.



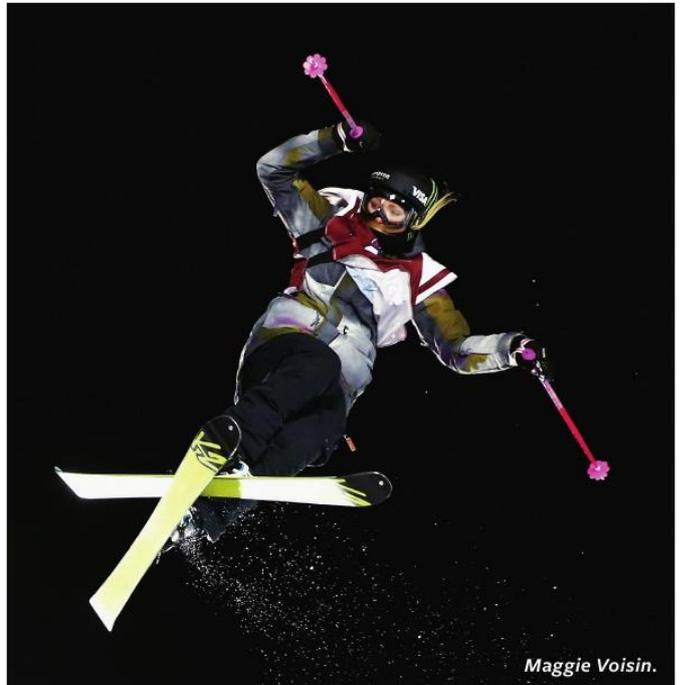
Hilary Knight (right).

Olympic Spirit

NORTHWEST ATHLETES
GO FOR THE GOLD By Craig Hill



Aaron Tran.



Maggie Voisin.

Aaron Tran's Olympic aspirations were on his mind when he approached figure-skating legend Kristi Yamaguchi during the 2014 Winter Olympics.

Tran, a short track speedskater from Federal Way, Washington, south of Seattle, was 17 and visiting the Sochi Games as part of a program designed to give future Team USA athletes a taste of the Olympics. He couldn't pass up the opportunity to ask the 1992 gold medalist for a little advice. "Everybody was asking her for advice, and she told us all the same thing," Tran says. "She said, 'Have fun with it. If you are not enjoying the journey, then it is not going to be worth it in the end.'"

As Tran, now 21, prepares for his first Olympics, Feb. 9–25, in PyeongChang, South Korea, that is precisely what he's trying to do. "It's an experience not many people get," Tran says. "I want to enjoy every second of it."

Hilary Knight, a 28-year-old from Sun Valley, Idaho, who is a two-time Olympic silver medalist on the U.S. Women's Ice Hockey Team, has a similar recommendation for athletes going to their first Olympics. "You need to enjoy the moment, and you are always at your best when you are relaxed and focused," she says.

Ben Ferguson, a snowboarder from Bend, Oregon, who turns 23 this month and hopes to make his Olympic debut, agrees that approach makes sense. "When you're having fun, it shows, and the judges notice," he says. "It helps you stand out from the pack."

Maggie Voisin, 19, is the youngest female member of the U.S. Freeski Team, but the slopestyle skier from Whitefish, Montana, knows all too well the importance of enjoying the Olympic experience, because it can end in a split second. She made the 2014 Olympic team, but injured

her right ankle during a practice run and couldn't compete in Sochi.

In South Korea, she says, she'll have the same mindset she did in 2014: "Just stay present and remember that I do what I do because I love it."

Below is a look at how Team USA aspirants Ferguson, Knight, Tran and Voisin hope to show their medal mettle in South Korea next month (for many sports, final Olympic-team rosters are scheduled to be determined in January).

Ben Ferguson Snowboarding, Bend, Oregon



Ben Ferguson has a reputation for infusing his snowboarding tricks with his personality. "It's tough to describe your own style," he says. "I just try to do every

trick a little bit different than everybody else. I don't want to have a cookie-cutter style. I try to ride real aggressive, and grab my board and tweak it a different way than everyone else."

In the high-flying sport of halfpipe snowboarding, where the difference between winning and losing is determined by judges, Ferguson says it's important to stand out. "I've been watching snowboarding forever," he says. "You can tell when somebody really loves it, and loves what they are doing—adding that extra touch, that extra flavor, some of their personality. They are trying to make it look good instead of just trying to get the trick done."

Ferguson fell in love with the halfpipe at Mt. Bachelor near his hometown of Bend, Oregon. When he was a kid, his dad introduced him to the sport, and Ferguson started competing when he was 8. "It just clicked for me," he says. "And it was a lot of fun. Like a giant swing set."

His younger brother, Gabe, proved to

be a natural, too. He's also a strong candidate to be part of the 2018 Olympic team.

In order to train on 22-foot-deep competition-quality halfpipes, the Fergusons have spent their winters at California's Mammoth Mountain and at ski resorts in Colorado. The brothers have spent their summers training high on the slopes of Oregon's Mount Hood, which has a 22-foot halfpipe for competitive athletes' use, and where skiing/boarding usually take place year-round.

Ben Ferguson has been a rising star in the sport for some time and nearly made the Olympic team in 2014. "I was a kid, and nobody expected me to make the team, so there was no pressure," Ferguson says. "I ended up doing really good."

This time around, says the 2016 Winter X Games silver medalist, "I'm definitely one of the guys favored for the Olympics, but I'm just trying to land the best run I can every time."

The best runs, Ferguson says, are the ones where he feels like he's going as fast and as high as he possibly can. Whether or not that translates into a medal is for the judges to decide, so he doesn't think about it too much. "Just have fun," he says of his plan for PyeongChang. "Whatever happens, happens."

Hilary Knight Ice Hockey, Sun Valley, Idaho



Sometimes the difference between gold and silver is only about an inch. Hilary Knight and the U.S. Olympic Women's Ice Hockey Team know this better than

anybody. With less than 4 minutes to go in the gold medal match against Canada in 2014, the U.S. led 2-0. Then, what looked like an errant shot by the Canadians

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May Lose Value

ricocheted off a U.S. player's knee and into the net.

In the final minutes, Canada pulled its goalie, replacing her with another player in a desperate attempt to tie the game. With 1:25 to play, a U.S. player sent the puck sliding across the ice toward the open net. If it went in, the gold medal celebration would likely begin. The puck clanked off the post.

With 54.6 seconds to play, Canada tied the game on a goal by Marie-Philip Poulin. In overtime, Poulin scored again to give Canada its fourth consecutive gold medal.

It's not the first time Team USA thought they were the best team but failed to win at the Olympics. They were the reigning world champs entering the 2006, 2010 and 2014 Olympics. They won bronze in 2006 and silver the other years. They last won gold in 1998, the first year for women's hockey in the Olympics.

"Coming so close hurts, but it's also what motivates us to finally win that gold medal," says Knight, a forward.

She notes that Team USA has a different style of play this time around—a style they've spent four years perfecting. "It's a little more creative and free-flowing," she says. "Before, we were very precise and methodical with how we attacked and pressured. We were a great team before, and we are still a great team now."

So far, the results seem to back that up. The team has won the past four World Championships, beating Canada in the title game each time. Knight was the tournament MVP and leading scorer in 2015 and 2016.

She says she's dreamed about winning an Olympic gold medal since she was 5. She also remembers watching on TV as the '98 team celebrated its victory. She knows that experiencing that feeling firsthand will likely require going through Canada. Team USA is up for the challenge, she says.

"We have some young players with a lot of talent and some experienced players

who've been there before, and I think that's a lethal combination. We can't wait to show the world what we've been working on for the past four years."

Aaron Tran

Short Track Speedskating, Federal Way, Washington



Aaron Tran isn't shy about setting big goals.

It's what got him from his hometown roller-skating rink to the Olympics. "My goal is to be recognized as

one of the top skaters and to earn multiple medals," Tran says. "The Olympics are the biggest stage I've ever been on, for sure. I think I can make a name for myself."

Tran is the latest in a line of successful skaters who got their starts inline skating on the wood floor at Pattison's West Family Skate Center in Federal Way. Apolo Ohno led the way, with a U.S. record of eight Winter Olympic medals. J.R. Celski was next, winning three Olympic medals so far.

Now, Tran hopes it is his turn. "I remember watching Apolo Ohno on TV during the 2006 Olympics, and I thought, 'That's such an amazing sport,'" he says.

Tran started inline skating with the goal of switching to ice by 2009. Like Celski, Tran attended Todd Beamer High, but because Tran was six years younger, all he knew of Celski was the stories. "I knew he was really good, but I didn't really know him until I moved to Salt Lake City to train in 2013," Tran says.

These days, Tran considers Celski a friend and mentor. Most of the advice

GOLD RUSH

Here are more Northwest athletes hoping to represent the United States at the Feb. 9–25 Winter Olympics in PyeongChang, South Korea.

ATHLETE	SPORT	HOMETOWN
KC Boutiette	Long track speedskating	Tacoma, WA
Sadie Bjornsen	Cross-country skiing	Winthrop, WA
Erik Bjornsen	Cross-country skiing	Winthrop, WA
Gabe Ferguson	Snowboarding	Bend, OR
Tommy Ford	Alpine skiing	Bend, OR
Nate Holland	Snowboarding	Sandpoint, ID
Jessika Jenson	Snowboarding	Rigby, ID
Breezy Johnson	Alpine skiing	Victor, ID
Chase Josey	Snowboarding	Hailey, ID
Sam Michener	Bobsled	Gresham, OR
Laurenne Ross	Alpine skiing	Bend, OR
Jacqueline Wiles	Alpine skiing	Aurora, OR
Bradley Wilson	Freestyle skiing	Butte, MT

Tran receives from Celski is technical in nature. “The other day he was telling me to use my glutes more instead of my quads when I’m racing—that kind of advice,” Tran says. “But, also, if we have a down day and guys are getting lazy, he’ll talk to us and whip us back into shape.”

Tran has improved steadily and says he feels he can hold his own against the best in the world. He helped the U.S. 5,000-meter relay team place seventh in the 2016 and 2017 World Championships, and also helped them win a bronze medal at a December 2016 World Cup race in Germany.

He says his greatest strength is his ability to remain calm under pressure. “I don’t let previous falls or other bad breaks get to me,” he says. “I just focus on the race I’m in.”

Tran hopes his ability to handle pressure will translate into a strong showing in PyeongChang. “I’m training really, really hard to make a good showing for the U.S.”

Maggie Voisin
Slopestyle Skiing, Whitefish, Montana



As Team USA walked into the Opening Ceremony at the 2014 Winter Olympics, its youngest athlete was wearing a protective boot on her right foot.

Maggie Voisin, who was 15 years old, had injured her ankle a few hours earlier. But she smiled, waved to the crowd and basked in the moment, even though she

knew she wouldn’t get to compete.

“There was no way I was missing the Opening Ceremony,” she says. “And I’m so happy I didn’t. I can’t even describe to you what that moment was like. It was just amazing.”

Voisin, who started skiing when she was 2, was a natural on the slopes, skiing fast and finding herself drawn to the challenge of the terrain park. She was a rising star in 2014 when slopestyle made its Olympic debut. She’d won a silver medal at the Winter X Games a few weeks earlier and was considered a potential medalist at the Olympics.

In slopestyle, skiers slide across boxes and rails, perform twisting tricks while jumping high in the air, and are as likely to ski backward as they are forward. It’s a sport loaded with risk and reward, and Voisin has found plenty of both.

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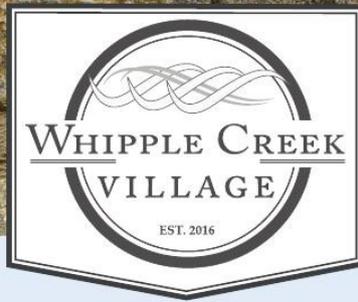


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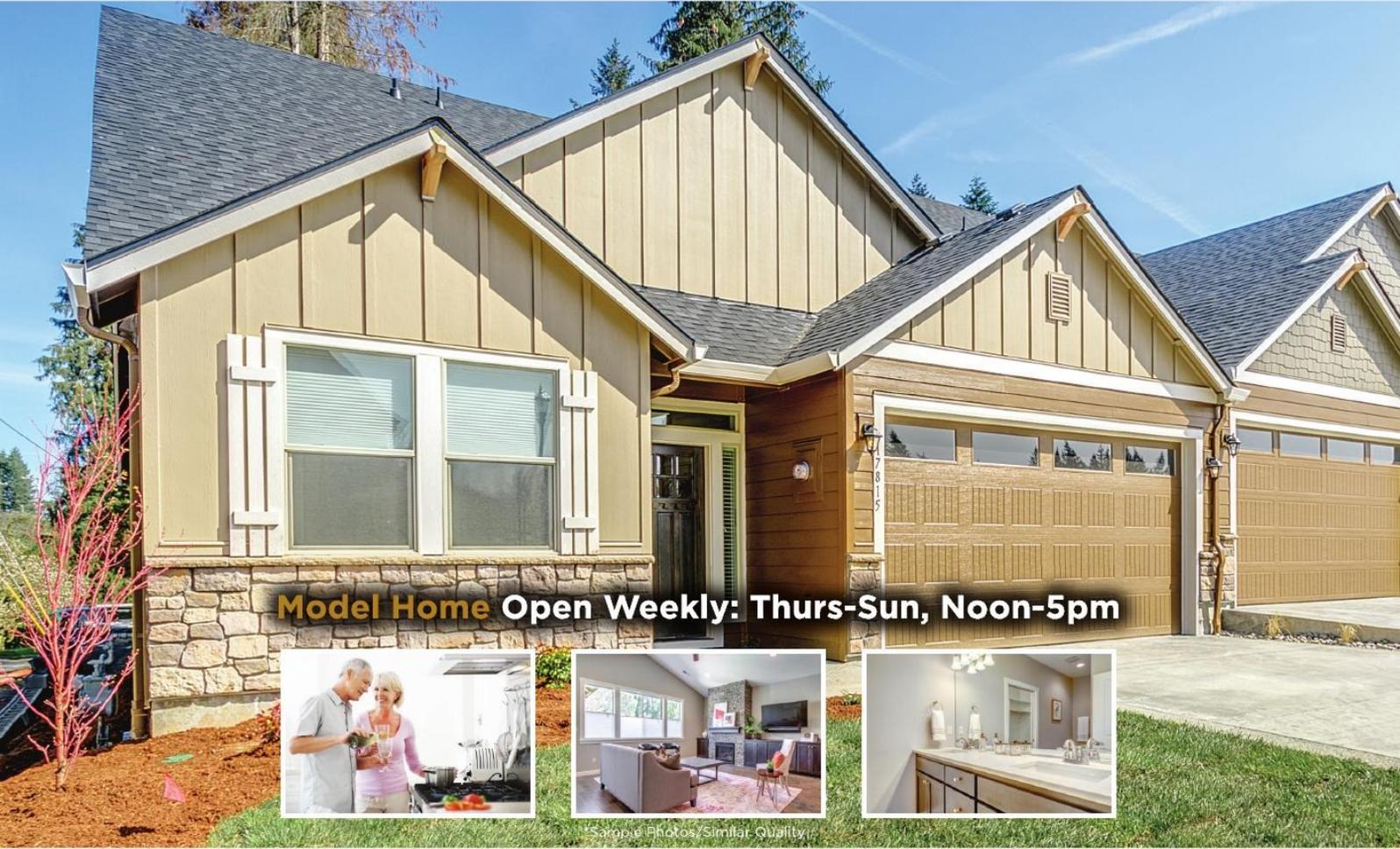
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She fell while practicing on the rails the morning of the Opening Ceremony, and then she tore her ACL shortly after recovering from the ankle injury.

“I reminded myself that I had made it to the Olympics and that I still had a long career in front of me,” she says. “I wanted something positive to come out of it, and it did. It’s crazy how much I’ve grown mentally and physically.”

Because Baby Mags, as her teammates call her, is the youngest female member of the U.S. Freeski Team, she is hesitant to describe herself as a veteran. “I just have more experience the second time around,” she says. “I try to stay present and mentally strong.”

Since recovering from her injuries, Voisin has achieved numerous top-five finishes at X Games and World Cup events. And last May, she got her first

slopestyle World Cup win, at Mammoth Mountain in California.

Now, her eyes have turned back to the Olympics. “I do want a little redemption,” she says. “But it’s not all about that. I just want to ski and have fun out there.”

She also looks forward to participating in the Opening Ceremony without wearing a walking boot. “I’m sure it will be even more amazing when I know I actually get to compete,” she says. “I’m just going to take it all in.” ■

“I TRY TO STAY PRESENT AND MENTALLY STRONG.”

—Maggie Voisin

Craig Hill writes for The News Tribune in Tacoma, Washington. In his newspaper and freelance career, he has profiled numerous Olympic athletes over the years. For more information on the 2018 Games, go to olympic.org/pyeongchang-2018.



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Business + Leisure

Fun things to do at meeting destinations

By Julie Arnan

As the speaker wrapped up the final presentation of a three-day conference, I was buzzing with newfound knowledge and inspiration, and also ready to unwind a bit. Unlike the big questions we had pondered during the week, tonight's big question boiled down to: Beer or wine?

Beer won out, so our group of four headed to Ghostfish Brewing Company in Seattle's SoDo—south of downtown—district.



Seattle (visitseattle.org) is known as an outstanding destination for artisanal wines and craft beverages, and SoDo is a great place to sample some of the city's offerings. Home to Starbucks' headquarters and to the world's first Costco warehouse, SoDo is also now home to more than 20 beverage-related companies, including breweries, wineries, tasting rooms and distilleries.

Located on First Ave (dubbed "Thirst Ave" by those in the know), Ghostfish is a gluten-free brewery and gastropub, which was important to a colleague with gluten intolerance.

We enjoyed the punchy citrus flavor in the Grapefruit IPA, which received a gold medal in the gluten-free-beer category of the 2016 U.S. Open Beer Championship. It paired perfectly with the Ghostfish (cod with an ale-and-rice-flour batter) & Chips. We also enjoyed Shrouded Summit, a Belgian-style white ale brewed from millet, buckwheat and rice.

Wine aficionados can find many options in one place at SODO Urbanworks (SUW), a business park whose tenants include nine wineries, and one brewery (Schooner Exact Brewing Co.). You can sip Rhone varietals at Kerloo Cellars, Latta Wines and Rotie Cellars, for instance, then finish with a magical glass of The Conjuror—a weighty Bordeaux-style red blend featuring ripe fruit and savory herbs—at Sleight of Hand Cellars, with Pearl Jam vinyl spinning in the background.

Distilled spirits in SoDo range from the American Single Malt Whiskey at Westland Distillery and the Straight Bourbon Whiskey at 2bar Spirits to Limoncello at Letterpress Distilling.

It was fun exploring SoDo's beverage scene with my colleagues, and it illustrated how meeting-related travel to destinations such as Seattle can offer the fringe benefit of experiencing local attractions and activities. Business travelers may want to build in some extra hours, or even days, to enjoy recreation such as the suggestions below when visiting popular destinations around the West.

BOISE, ID

The 25-mile stretch of the Boise River Greenbelt managed by the City of Boise is a tranquil urban path that takes pedestrians and cyclists past lush riverbanks, numerous parks, statuesque trees, and points of interest such as the Idaho Anne Frank Human Rights Memorial. The memorial has a sandstone wall adorned with quotes, a bronze statue of Anne Frank, a reflective pond and a waterfall.

Boise Parks and Recreation has put

Left: Ghostfish Brewing Company in Seattle makes gluten-free beers. Above right: This mural at the Emerald Art Center in Springfield, Oregon, is part of "The Unofficial Simpsons Tour." Right: The Idaho Anne Frank Human Rights Memorial is one of the sites along the Boise River Greenbelt.

FROM LEFT: GHOSTFISH BREWING COMPANY; JONATHAN CONTI; IDAHO STOCK IMAGES; GREG VAUGHN / ALAMY STOCK IMAGES

together a “Bicycle Scavenger Hunt” for discovering interesting sites along a 10-mile section of the trail, to give locals and visitors a fun framework for exploring (parks.cityofboise.org/parks-and-facilities/parks/greenbelt).

Points of interest range from a site where Charles Lindbergh landed in 1927, as part of a nationwide tour of state capitals, to the J.A. and Kathryn Albertson Family Foundation Boise Whitewater Park, which has mechanically created waves for kayakers and surfers. Also spotlighted is the 4.6-acre Idaho Department of Fish and Game MK (Morrison Knudsen) Nature Center, whose Stream-walk interpretive trail includes riverside viewing stations that let you see below the surface of the water. Bike-rental companies located within riding distance of the greenbelt trail include George’s Cycles and Idaho Mountain Touring.

You can also try guided fly-fishing on the river, or take a full-day float trip—both excursions are offered by the Idaho Angler fly shop.



EUGENE/SPRINGFIELD, OR

Travel Lane County (with extensive input from the City of Springfield, Oregon), has put together “The Unofficial Simpsons Tour” (eugene Cascades Coast.org/simpsons/tour), a self-guided driving tour comprising six stops related to the long-running animated sitcom *The Simpsons*, whose creator, Matt Groening, grew up in Portland, Oregon. (Because there are many U.S. towns named Springfield, the inspiration for the sitcom town continues to be debated, and Groening has been reported as noting he deliberately does not specify any particular town, but Oregon’s Springfield believes it has good reason to think of itself as the one.)

An excellent Simpsons-tour photo op is the mural at the Emerald Art Center, where the character Lisa is depicted zooming through the woods on her bike while her dad, Homer, snoozes in a hammock in the background. Groening and many project partners were involved in the creation and installation of the 2014 mural. Yeadley Smith, the voice of Lisa Simpson, presided over the mural’s unveiling, according to Travel Lane County.

Another great photo op is at the Springfield Museum, where I once

popped down on the couch next to a plastic life-size Homer and the fam. I was inspired to hum those three ascending notes that have preceded 29 seasons of *The Simpsons!*

The Unofficial Tour website notes that directly behind the Springfield Museum, in the Springfield City Manager’s Office, hangs a 2007 plaque on which Matt Groening wrote, “Yo to Springfield, Oregon—the real Springfield! Your pal, Matt Groening[,] proud Oregonian!”

One stop on the tour is located in Springfield’s neighboring town of Eugene. Local lore holds that Max’s Tavern was the inspiration for Homer’s beer joint, Moe’s Tavern, in the sitcom. The exterior of Max’s, which opened in 1932, is similar to the sitcom’s, and the jar of pickled eggs seems to be mirrored by the one in the show. I channeled my inner Homer and ordered a pint of Duff—d’oh!—or what I assumed was Duff’s real-life equivalent: a frosty, light, mass-production brew.

PORTLAND, OR

When I’m in Portland on business, I enjoy taking time to stroll the walkable downtown to shop, try new restaurants and look for examples of the quirkiness the



A rendering of the new Tillamook Cheese Factory Visitors Center.



COURTESY TILLAMOOK

city touts (travelportland.com). I also like to take an excursion about 75 miles west to the Tillamook Cheese Factory, whose massive white-and-blue facility houses those familiar yellow-orange bricks of delicious cheddar. Millions of people have made the pilgrimage to Tillamook since the current factory, built in 1949, began

welcoming visitors in 1950, and the creamery is putting the finishing touches on a new 38,500-square-foot Visitors Center, scheduled to open this summer. Once the center opens, visitors will again be able to take self-guided tours to look down, through large windows, at the factory floor, where curd stirring, cheese slicing

and cheese packaging are performed on an impressive scale. Displays throughout the center will educate guests on dairy farming and the cheesemaking process.

The temporary current Visitors Center is detached from the main facility, so views of the factory floor are currently unavailable, but there is a milking simulation, and visitors get free samples of squeaky cheese curds and several finished cheeses, such as pepper jack. Many visitors also enjoy a stop at the onsite restaurant for a grilled-cheese sandwich. I like to finish with a double scoop of Tillamook Mudslide ice cream.

Just 40 miles north of the cheese factory, you can explore one of the country's most-photographed beaches—it even appeared in the 1985 film *The Goonies*. As the character Mikey peered through a hole



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in One-Eyed Willy’s doubloon, Cannon Beach’s Haystack Rock looked tiny, but when you’re closer to the formation, it looms large at 235 feet tall. You might see tufted puffins hanging out here between early spring and late summer, and tide pools around the rock harbor creatures such as sea stars, crabs and anemones that can be seen at low tide. (As cannonbeach.org stresses, always practice beach safety when exploring the intertidal zone; be aware of tides; and never turn your back on the ocean.)

For me, a trip to Cannon Beach isn’t complete without also getting some salt-water taffy from Bruce’s Candy Kitchen and visiting The Wine Shack wine-tasting bar and retail shop, which showcases a wide range of Pacific Northwest wines. Proprietor Steven Sinkler is known for his

entertaining approach to wine education that will have you saying “Viogn-YAY!” in no time.

SAN FRANCISCO, CA

Completed in 1791, the Mission Dolores adobe church was part of the Misión San Francisco de Asís colonial settlement,

founded in 1776, which became the city’s namesake (sftravel.com). The church’s Baroque-style wooden reredos, built in Mexico, arrived at the mission in the late 1700s. Two blocks south lies Mission Dolores Park, a gorgeous expanse of green with some of the best views of the city.

The Mission District also includes



Mission Dolores Park offers an excellent view of San Francisco.

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MORE IDEAS

Albuquerque:

The view on the Sandia Peak Tramway, at right (sandiapeak.com).

Los Angeles: Multicultural cuisine at Grand Central Market (grandcentralmarket.com).

Salt Lake City: Skiing, Utah Olympic Park adventures and mountain biking in Park City (visitparkcity.com). —J.A.



colorful murals that enliven the sides of buildings, especially in Balmy Alley and Clarion Alley, where the images range from whimsical to political. The district is also known for the colorful Carnaval San Francisco, held on Memorial Day weekend and celebrating its 40th anniversary this

year; independent films at the historic Roxie Theater; and wearable art from the neighborhood’s many vintage-clothing boutiques.

But perhaps nothing delivers Mission District culture like a Mission burrito. A foil-wrapped behemoth, it typically starts with a jumbo flour tortilla holding ingredients such as meat, cheese, beans, sour cream, salsa, guacamole, veggies and rice. Different variations are available, and Mission burritos are served at restaurants ranging from El Faro and Taqueria La Cumbre (both family-owned establishments dating to the 1960s and both claiming to be the first in San Francisco to serve Mission burritos) to La Taqueria, which opened in the early 1970s and last year was named one of “America’s Classics” by the James Beard Foundation.

The foundation noted: “The Mission-style burrito is a prized expression of Mexican-American culinary heritage in the Bay Area. Burrito connoisseurs endlessly debate which taqueria—of which there are legion—makes the definitive version. ... Through the years, La Taqueria has consistently defined itself as both an outlier and the standard-bearer. Owner Miguel Jara, who hails from Tijuana, rejects rice as a filling, doubles down on the meat, and griddles his burritos until crisp and golden brown (*dorado*). The result is deeply satisfying. ...”

The restaurant takes cash only. I recommend springing for the avocado slices.

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the beauty and recreation along the Russian River (sonomacounty.com). At Johnson's Beach in Guerneville—just 20 miles west of the Sonoma County/Mendocino County/Napa County air gateway of Santa Rosa—you can rent a kayak, pedal boat, canoe or inner tube to explore the waterway during the summer, and beach chairs can be rented for the post-adventure nap. The typically gentle river and its riparian habitat support wildlife ranging from turtles to snowy egrets to white-tailed deer.

Kayaks and SUP boards are also seasonally available for rent in Guerneville at King's Sport & Tackle, which provides shuttle service to launch downstream, and also offers guided fishing trips on the river year-round.

On land in the Guerneville area, you can view towering coast red-



GARY CRABBE / ALAMY STOCK IMAGES

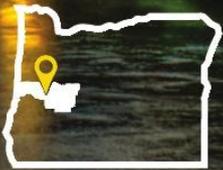
woods (*Sequoia sempervirens*)—among the tallest living things on the planet—at 805-acre Armstrong Redwoods State Natural Reserve, which is open year-round. Self-guided trails lead to impressive specimens such as the approximately 1,400-year-old, 308-foot-tall Colonel Armstrong tree and the approximately 1,300-year-old, 310-foot-tall Parson Jones tree.

SPOKANE, WA

Spokane's Riverfront Park is reopening in stages during a major redevelop-

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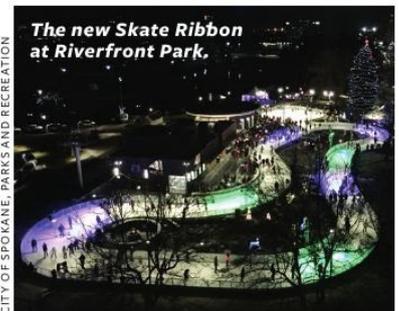




opment (my.spokanecity.org/riverfrontpark). A 3,500-square-foot ice-skating pond and a 650-foot winding Skate Ribbon opened in December. Three firepits flanking the ice ribbon make it easy to warm up—one is exclusively for skaters, and the other two are open to skaters and to nonticketed spectators.

The rink shares a ticketing facility with the Skyride. Set to reopen this spring, the gondola cars are a great way to see thundering Spokane Falls. Near the park, the Anthony's at Spokane Falls restaurant remains open and also offers excellent water views.

The Loeff Carrousel's whimsical hand-carved horses (plus a giraffe and a tiger) are scheduled to circle back into action at Riverfront Park sometime this spring, and they will be in an updated climate-controlled building designed to preserve the century-old wooden creatures.



CITY OF SPOKANE, PARKS AND RECREATION

The new Skate Ribbon at Riverfront Park.

During the park redevelopment, several bicycle and pedestrian paths remain open, providing access to attractions such as the 12-foot-tall, climb-aboard *Red Wagon* sculpture; the 1902 Clocktower; and the INB Performing Arts Center. ■

Julie Arnan lives in the Seattle area.

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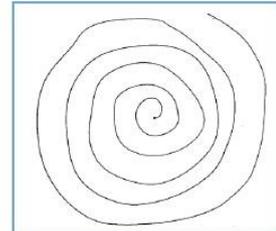
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Speak to Be Heard

Ideas for making a lasting impression

By Jean Hamilton



 **Have you ever presented an idea** at a meeting, only to have it met with blank stares? And then, five minutes later a colleague presents virtually the same idea, and everyone says, “Great idea! Thanks for your insight!”

In my work as a communications coach, many clients have relayed that scenario. Yes, it is infuriating, but rather than feeling frustrated, think of it as a great opportunity to change your communication style. Ask yourself, “What can I do differently that will get a different result?” Whether it’s during a small meeting or at a large presentation, how can you speak so your ideas are heard and acted upon? How can you become more memorable?

Here are five tips to help you become more persuasive, credible and compelling in your communications:

 **Be Confident.** Believe in yourself and the value you bring to your listeners. Your life experiences, your education and your personality offer a unique perspective. This is true of everyone. We all have something to contribute. But some people seem to dismiss the value of their ideas. Confidence sells. If you believe in yourself and the power of your ideas, it’s much more likely others will follow your lead. And if you don’t

believe in yourself, why should they?

Alice, an attorney, is a strong, confident and articulate woman ... most of the time. But a key player on her team derailed her confidence. His brusque demeanor and his constant belittling of her ideas made her crumble. Sometimes she felt like a middle schooler during those meetings.

While we were working together, she told me: “I’m just as smart as everyone else in the room. It’s time I realized it.” She created some mantras, such as: “I belong.” “I am a valuable member of the team.” And, “Our firm is stronger when I share my ideas.”

Now, anytime old insecurities arise, she tells herself those thoughts, and is able to speak with confidence.

 **Be Concise.** When you hear someone rambling, what do you do? Do you keep



focused on every word? Probably not.

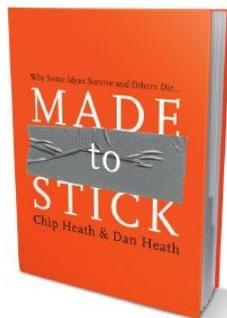
You might wonder, “When are they going to stop talking?” That’s not what you want your listeners to be thinking! Say it in less. Use periods. Avoid run-on sentences. Give them information as they ask for it. Leave them wanting more.

Many people say too much in the desire to be thorough. They want to be accurate. The problem is, if no one is listening, does it matter how thorough or accurate you are? Get to your main point quickly without too many side detours.

Most of us are aware that we shouldn’t speak for too long. Some of my clients try to achieve that goal by cramming as many words as possible into a short amount of time. Mark, a manager at an IT firm, used to get out of breath when speaking at meetings. He said, “I think I wear people out because I talk so fast.”

There’s an easy fix: Say less; don’t rush. The use of pause can be a powerful tool to get people to listen.

 **Be Concrete.** In the book *Made to Stick*, authors Chip and Dan Heath stress the importance of speaking in concrete



BOOK IMAGE: CHIP & DAN HEATH; ALL OTHER IMAGES SHUTTERSTOCK.COM

terms. People understand what you say when they can see it. You can’t visualize a system or a process, but you can visualize a person or an object. They write, “Language is often abstract, but *life* is not abstract.” When you speak in abstract terms, it’s much harder for people to understand. And as is often said, “A confused mind never buys.”

A researcher I recently worked with told me, “I’ve just realized most of what I say to nonscientists goes right over their heads.” To get a lay audience to understand her message, she began to explain her research using examples from the world her listeners know. Instead of speaking in complex scientific terms, she compared the activity of certain cells to “bad guys” breaking laws and running through red lights, and as a result, wreaking havoc in the immune system. This image made her message much easier to grasp.

 **Be Clear.** Your voice is crucial to communication. Make sure you speak loudly enough to be easily heard. Enunciate. You will come across as more confident and intelligent. Leave out fillers such as “umm” and “ah,” and watch out for “you know,” “sorta” and “kinda.”

I worked with a bright young man who had the bad habit of saying “you know” every other sentence. When he eliminated this habit, his credibility was greatly enhanced.

Also, use vocal variety by allowing your voice to be animated. Even if your idea is brilliant, if you drone on in a monotone voice, few will hear it. When there is an aliveness and an expressiveness to your voice, people listen.

Recently I attended a conference where one speaker was generating a lot of “buzz.” I tracked her down at another session and instantly saw why. Her voice was both clear and animated. When your voice communicates strength and confi-

SPEAK WITH POSITIVE EMOTION ABOUT A COMMON GOAL, AND HOPE FOR THE FUTURE.

dence, as well as warmth and passion, people remember you and your message.

Be Positive. If you want to motivate people to take action, speak using positive emotions, and lead them toward a positive result. Tali Sharot, neuroscientist and author of *The Influential Mind*, writes, “One of the strongest ways we impact each other is via emotion.”

As I often say to clients, emotions are contagious. If you feel excited, your listeners will feel excited. And our brains are hardwired to move toward pleasure and

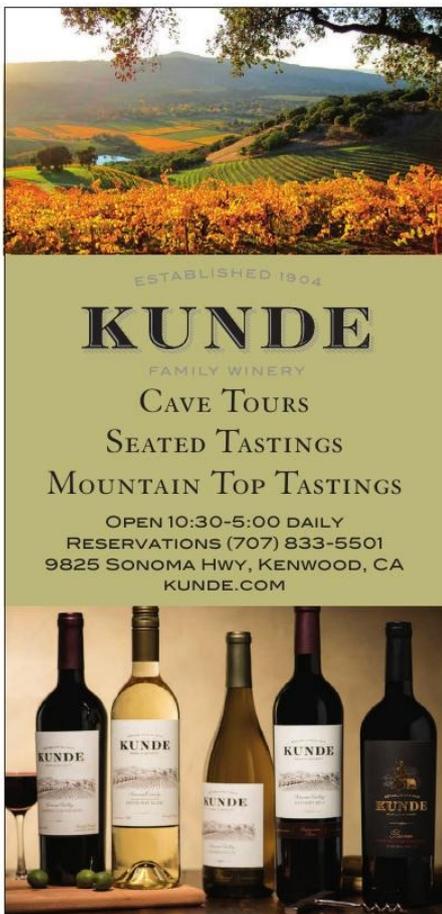
away from pain. Sharot writes, “When we are faced with the possibility of acquiring something good, our brains trigger a chain of biological events that makes us more likely to act fast.” A dire warning is less motivating than a happy future.

And if you are using data alone to make your argument, you might want to think again. Studies have shown that presenting data which conflicts with someone’s current belief will have no impact on changing their mind. Speaking with positive emotion about a common goal, and hope for the future, will do much more to change their belief and move them to action.

Think about an upcoming meeting or presentation. It could be a large strategic-planning session with people from across the country, or a smaller meeting with your own team. What’s a positive outcome you would like to see? What specific action do you want people to take? How can you keep your language concise and concrete? How can your voice and body reflect your enthusiasm? How can you go into the meeting with unshakable confidence in the value of your ideas?

When you integrate these tips, you will become the person who gets told: “Great idea! Thanks for sharing your insight!” ■

Jean Hamilton, founder and principal of Speaking Results, based in Seattle, offers coaching and seminars on communication and presentation skills.



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Good to Know



Alumni share strategies
for making the most of college

By Lora Shinn



In May 2015, prior to starting his full-time MBA program in September, Joshua Rodriguez visited the MBA Career Management office at the University of Washington's Foster School of Business. Even before beginning his graduate studies, the West Point graduate and former U.S. Army troop commander was eager to start exploring his options for a post-MBA career.

"Anyone who has accepted an offer to enroll in the Foster MBA program is eligible to meet with someone at the MBA Career Management office," Rodriguez says. The staff members provide career assistance such as one-on-one coaching, online resources, workshops, meet-and-greet lunches with representatives of prospective employers, and facilitating connections with tech companies students want to visit on the West Coast.

The MBA Career Management (MBACM) coaches reviewed Rodriguez's résumé and recommended updating it a

bit. Rodriguez shared his career goals and asked for help with business connections. "I had no idea what I was going to ultimately do," he says, "but I did know what I was looking for, and what my goals were." He wanted to help other people, and be part of a business that had a strong and dynamic culture, he says.

When he started his MBA classes that September, the MBACM staff were already familiar with him and his goals, and they were able to speedily match him with appropriate company representatives visiting campus to meet with students.

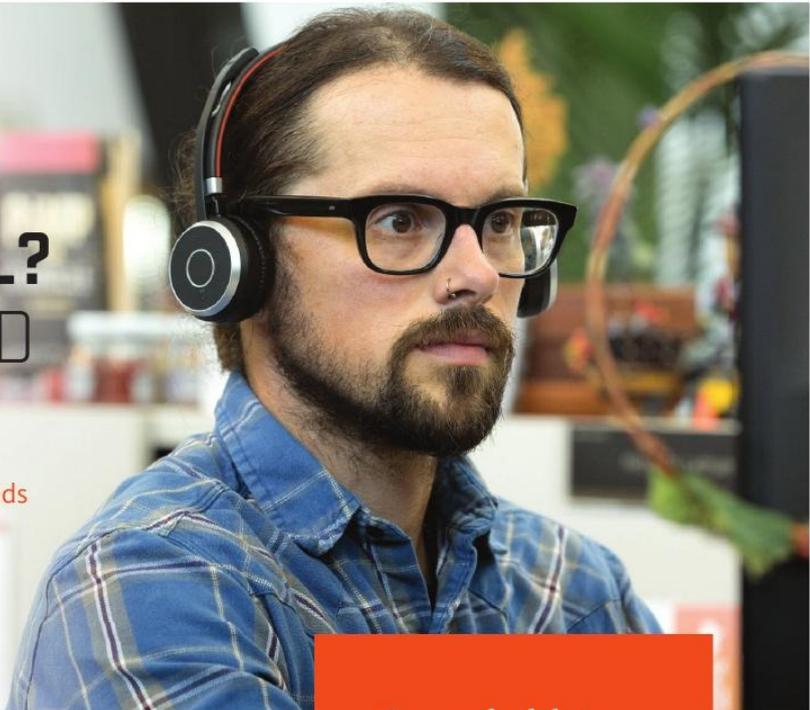
In fact, Rodriguez was one of a handful of students invited to an informational lunch in October 2015 with representatives of Goldman Sachs, who explained their company culture. Rodriguez, in turn, was able to describe what he was looking for in a job. "When Goldman Sachs came on campus, they were talking about earning a deep level of trust and maintaining it," he says. "They said this was at the

core of the firm's success. It's a firm that puts its clients first and believes that by helping good people succeed, the firm's success will follow suit."

In the summer of 2016, Rodriguez did an internship at Goldman Sachs, and in the fall of 2016 he was offered a job as a private wealth manager with the company's Investment Management Division, even though he had not yet graduated. He completed his MBA in June 2017 and then went to work for the company.

As Rodriguez's experience shows, a proactive approach to cultivating connections can be a good strategy for college students. Often, students don't realize the "power of the Foster network," whether in undergraduate or graduate-level studies, and more students should tap into that network, says Zak Sheerazi, associate director of the EY Center for Career Advancement at the Foster School. He's also a third-year student in Foster's part-time Evening MBA Program. For example,





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Earlier this year, Peet's Coffee teamed up with Oregon State to create a tuition reimbursement plan that gives thousands of the specialty coffee company's employees access to OSU's nationally ranked online education.

“Oregon State University is a national leader in online undergraduate education,” said OSU President Ed Ray. “Our Ecampus online degree programs enable working adults to engage with Oregon State's world-class faculty and receive the same excellent instruction and support that OSU's on-campus students receive.”

The Peetnik Pathway to College Program opens the door to potential life-changing career possibilities for many of the

Kenton Latham ▲
B.S. in Human Development and Family Sciences
Peet's Coffee employee

5,000 Peet's Coffee workers nationwide – known as Peetniks – who wish to earn a bachelor's degree.

Designed to support working professionals by providing enhanced work-life flexibility and a robust academic experience, the program is already affecting those it aims to help.

“I know so many people who are trying to go to school and balance working as many hours as possible,” said Kenton Latham, a retail facilities partner for Peet's in Emeryville, California, who was among the first at the company to enroll online at Oregon State through the pathway program. “This is an opportunity to have access to education without all of the stress of trying to commute to a campus.”

There is a record demand in the workforce for job candidates with advanced skills, and it's estimated that by 2020 adult learners – age 25 and up – will comprise 40 percent of all students in higher education, according to the National Center for Education Statistics.

Those facts underscore the need for working professionals to be given as many options as possible as they plan their future. And in that regard, Oregon State University and Peet's Coffee are paving a pathway to sustained career success.

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using LinkedIn, Foster School students can find and meet with fellow Foster School alumni who work at companies the students would like to research, Sheerazi says. Or students can use the school's mentor-mentee program, which matches students with Foster grads who mentor the students during the school year.

"You get some perspective about doing some of the things you're interested in; you do informational interviews; and you maybe even meet mentors not in your functional area," Sheerazi says. "At the end of the day, you've learned from someone who had more experience than you on how to move up in a company and how to navigate your own career. You learn from someone who has been there, done that."

Below, several successful graduates share additional strategies for making the most of college-related opportunities.

Focus on What You Love



Grant Varnau, who in May received a bachelor's degree in physics from San Diego State University, recommends choosing to study a field you love—



don't just think about the earning power of a field. "A lot of people get pushed into the science and engineering job market but realize, 'I hate this,' after they're too far in to get out," he says.



He adds that not only does picking the right major require careful thought, so does choosing the right school for you. He says he was accepted by several schools for his undergraduate degree, but he ended up selecting a school that offered great classes in his field, coupled with the best financial aid package. He feels that employers respect the learning associated with a degree, even if it is obtained from a state school versus an Ivy League school, and attending San Diego State allowed him to avoid going into debt.

His passion for his chosen major of physics helped him "keep the candle

burning" during all-night study sessions or when he didn't make a perfect grade, he says. People tried to talk him out of his focus area, noting that the department was small; few people majored in physics; and classes were difficult. But, he says, "I loved studying and learning with friends in a tight community."

Focusing on his passion helped Varnau with time-management decisions, as well. Instead of overloading his academic schedule, he took fewer classes so that he could achieve better grades and have time for outside-the-classroom activities, such as running the Society of Physics Students, acting as treasurer of the Weber Honors College Student Society, and volunteering to teach physics and chemistry at a local low-income high school. He was also able to participate in independent research labs with professors, which provided several college credits.

In addition, he visited professors during the office hours they posted to indicate when they were available for students to come by. "Going to office hours is one of the best things you can do," Varnau says, "because when it's time to apply for graduate school, you'll want to know departmental professors who can write personalized, enthusiastic letters of recommendation."

You can also find faculty members at department colloquiums/seminars, he says. "This is another great way to meet faculty, staff, graduate students and other undergraduates while learning about on-campus research. And food and coffee are almost always provided."

After getting his bachelor's degree, Varnau headed straight to the University of Arizona, where he plans to earn a Ph.D. in chemical physics, which combines physics and chemistry to solve multidisciplinary research problems.

"After getting my Ph.D., I hope to complete a post-doctoral fellowship and become a faculty member at a university," he says.

Explore Assistantships and Faculty Mentoring



Suzanne Flores Phillips, who graduated in June 2007 with a master's degree in college student services administration (which deals with student life outside the classroom) from Oregon State University, was a first-generation college student on a limited income. She needed to reduce her graduate-school education costs.

When she applied to the CSSA master's program, she was excited to learn about a way to pay her tuition: an assistantship. She interviewed to obtain one, and after becoming one of the 18 people the program accepted—out of more than 80 applicants—she landed an assistantship in which she worked 20 hours a week in OSU's University Housing and Dining Services department as their assessment and promotions specialist.

Phillips says she benefited from mentoring provided by Eric Hansen, her direct supervisor for her graduate assistantship, and a faculty member in the CSSA program, who was himself a program graduate. "Once I connected with him, he helped me navigate the rest of it, and understand the field itself—how to network, and the professional organizations out there," she says.

His mentoring was so helpful, she wishes that during her undergraduate studies she had reached out to a trusted faculty member who could have helped her prepare for the application and interview process to get into her master's program. "I was a first-generation student, so I winged it," Phillips says. Fortunately, everything turned out OK. With her master's degree in hand, she now works as regional network director and alumni diversity coordinator for the Oregon State University Alumni Association.

Apply Learning

Jason Patz, who in June received an MBA from the University of Oregon's executive



MBA program in Portland, recommends applying classroom learning to the real world.

Early in his program, he left his position as CEO of a data-center-technology company to start Go Trashy Inc., a digital marketplace where consumers connect with independent junk haulers. Group MBA projects allowed Patz to work closely with and learn from fellow executive students in many industries, including finance, insurance, construction, defense, health-care and more. He was able to bring workplace challenges to his fellow students and to lean on the collective experience of the group to help make more informed decisions.

“I didn’t expect to capture as much knowledge from school as I did, and I was surprised at how much there was to know, especially later in my career, at 42,” he says. “The MBA program had me thinking and acting on my business in ways that added value along the way, and productivity was improved as a result.”

For example, marketing classes offered frameworks for high-level product strategy and market entry, he says. Economic components of his MBA program helped him “understand how business decisions should be made, even when at times seeming counterintuitive. These courses and frameworks helped me to secure significant funding for the business, because we were able to deliver a more convincing investor pitch.”

Accept Opportunities

Carly MacKinnon, who graduated from Washington State University in December 2013, with a bachelor’s degree in sport management, had a full load of classes and participated in team sports at the university, but special opportunities kept popping up.

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For example, she joined the Sport Club Council, which was responsible for disciplining and resolving student issues, such as a team that didn't follow travel rules. As a result, she built problem-solving skills.

She acted as a student representative as the school prepared to hire the next tenured sport-management professor. She participated in group interviews of applicants from all over the world. As a result, she learned skills that might be useful in hiring.

In her junior year, she was invited to Houston by Atavus Rugby & Football, a Seattle-based company that assists with talent identification, camps, coach education and player development for young people and adults. Company founders include coach Waisale Serevi, "the Michael Jordan of seven-on-seven rugby," she says. In conjunction with Atavus events at the Women's Sevens World Series, she helped run an Atavus camp the day before the tournament, and during the tournament she handled Atavus social media efforts and engaged with fans for the company. She also helped organize local schoolgirls in the stands into teams that played flag rugby during a break between the Women's Sevens games. As a result, she learned about event logistics, talking to potential customers, and how to organize and communicate with a group.

MacKinnon's broad experience helped her land a dream job after graduation. She was hired by Atavus. Today, she runs the photo library, does blogging, drives social media interactions and writes marketing email communications.

"I kept raising my hand, and kept a 'Put me in, coach,' mentality," MacKinnon says. ■

Writer Lora Shinn lives in Seattle.



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TABLE OF CONTENTS

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 - Regional wines and microbrews
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 - Feedback
- A3 Your safety and comfort**
 - Discover Alaska Airlines
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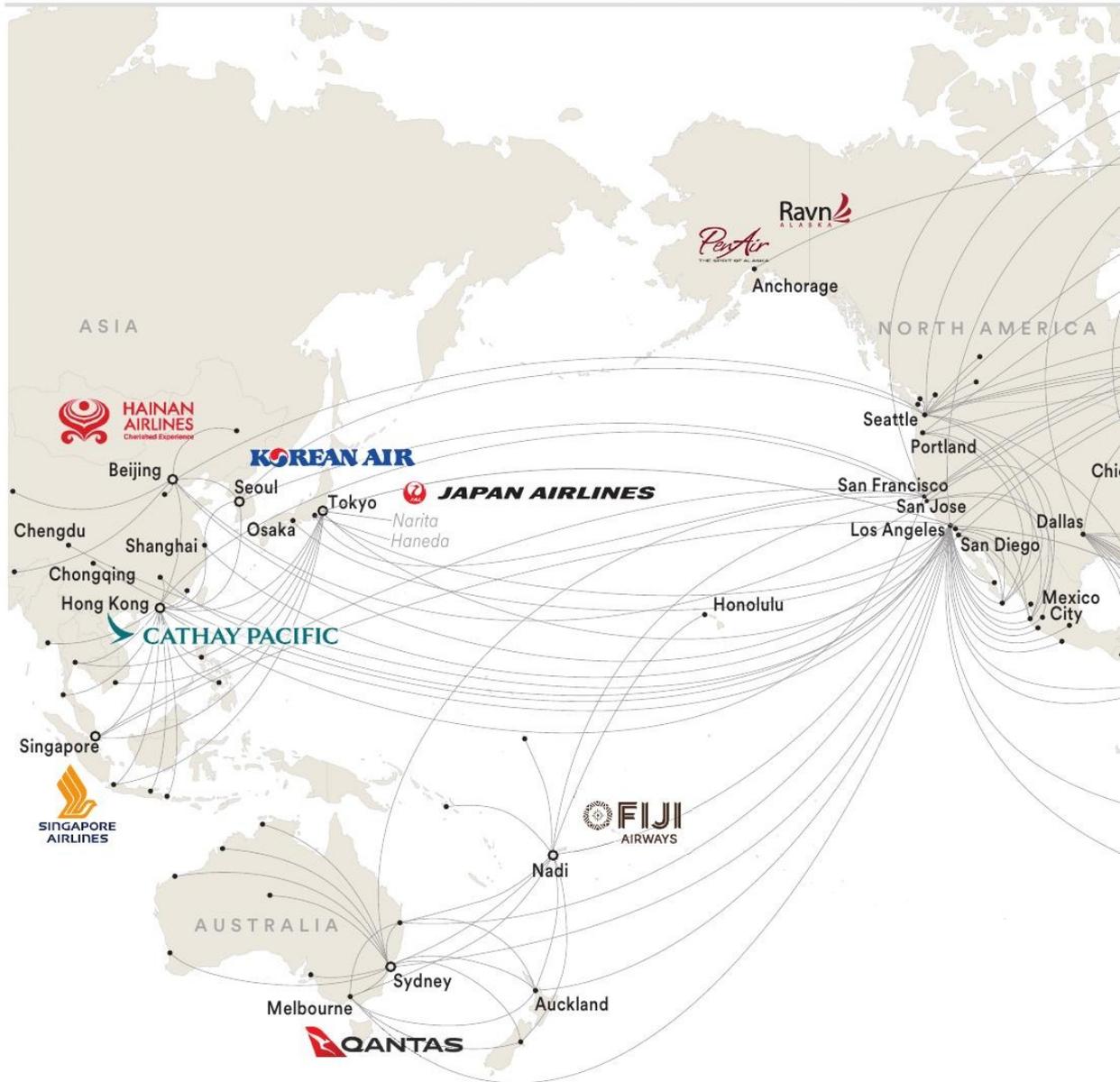
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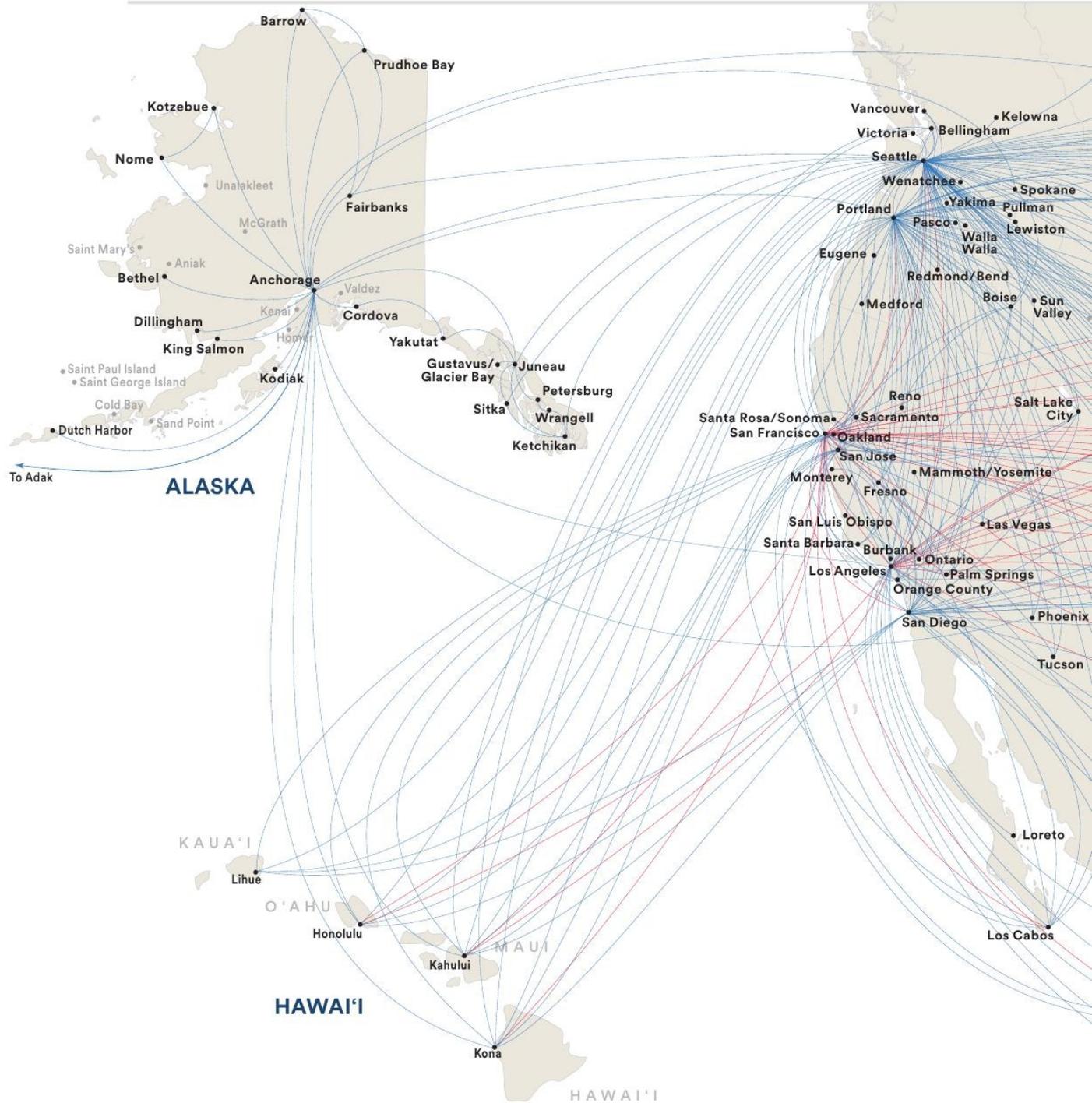
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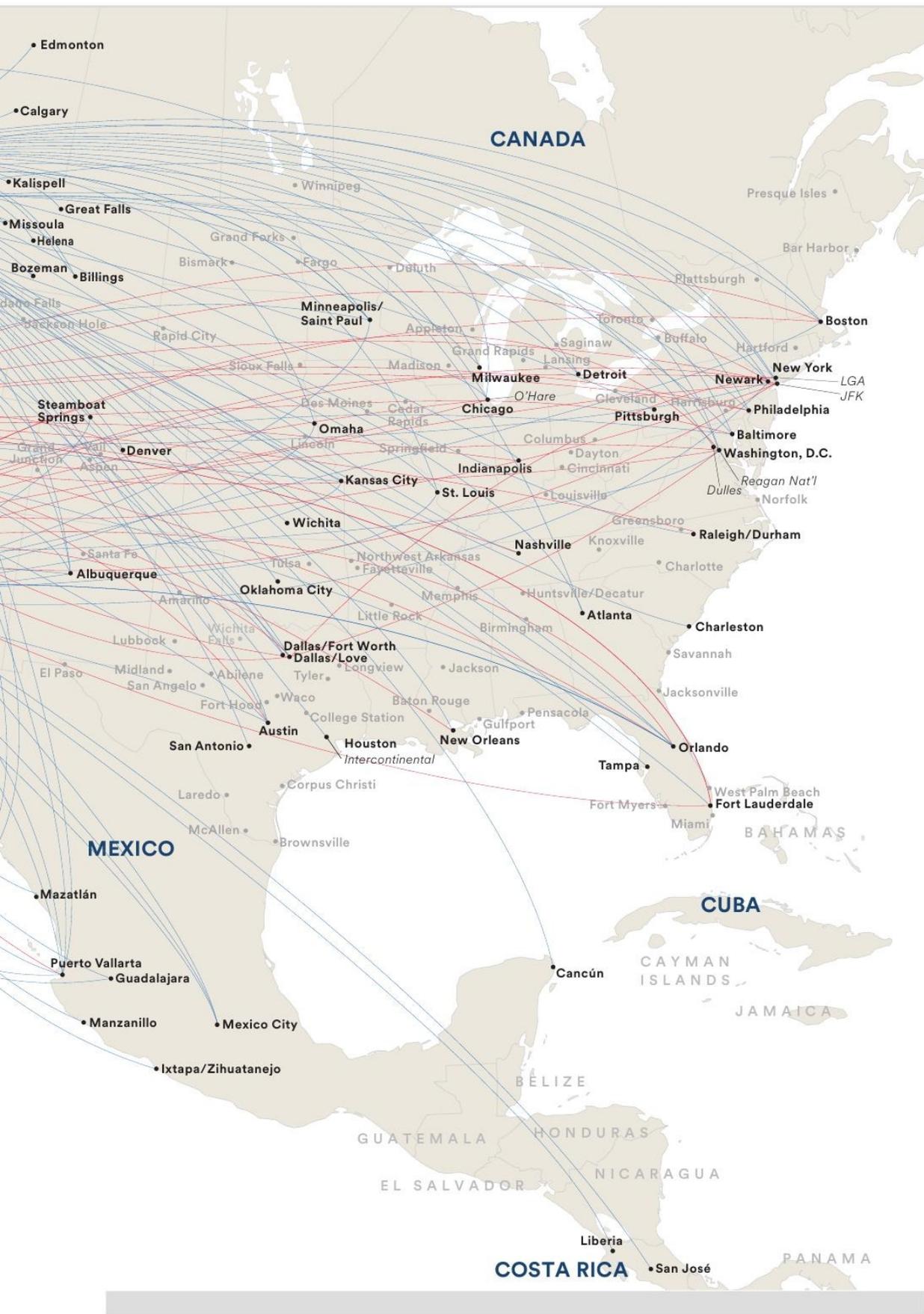


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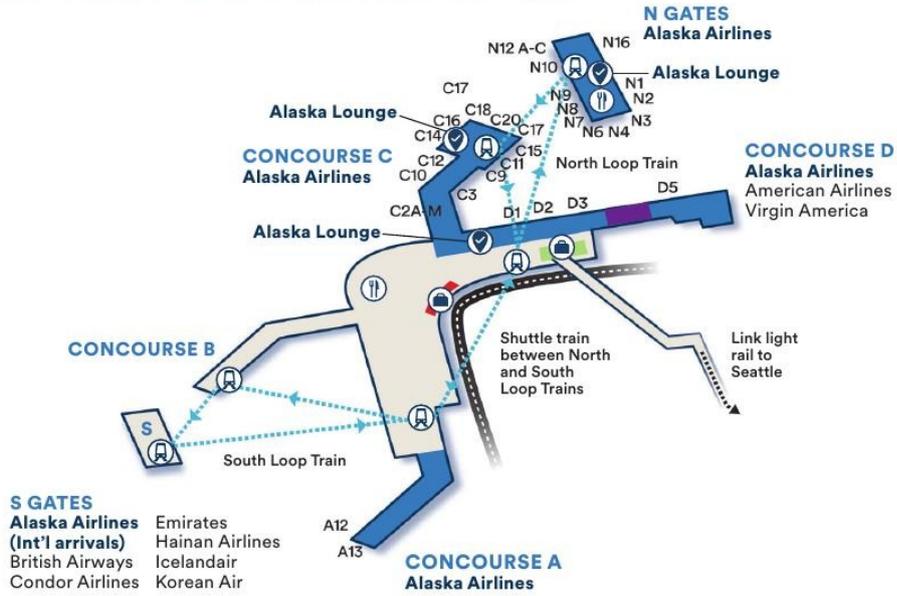
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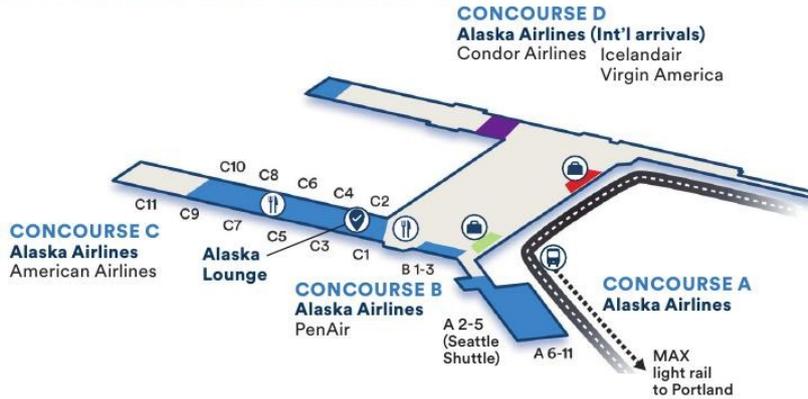
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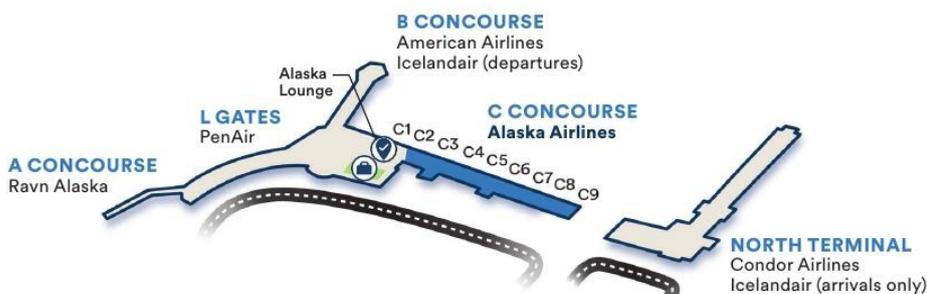
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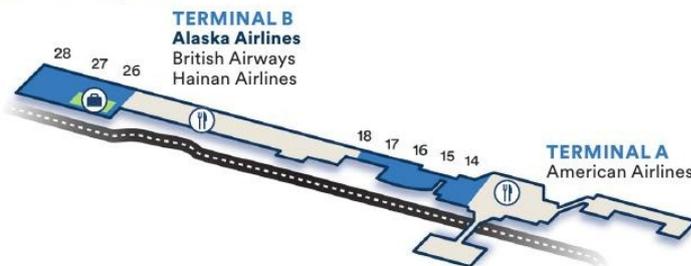


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SJC San Jose Mineta Airport



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Yosemite school days provided an unusual learning experience

By Kim Cooper Findling

» **The year I turned 12**, my father took a seasonal job with the National Park Service to serve as a ranger naturalist in Yosemite. The three-month sabbatical from his forestry-related college position would last the winter, and he invited me to come. I knew it would be an adventure. Until then, I had spent my whole life in a small town on the Southern Oregon Coast. I'd attended only one school, moving up with the same kids year after year. Most of all, I had never seen a true snowy winter. Now I would experience a new home, a new school and a deep winter all at once. We would leave just after the New Year, taking minimal provisions to a furnished cabin on the outskirts of the park.

During weekdays, my father would don his new flat-brimmed ranger hat and staff the visitor center information desk, while I would attend Yosemite National Park Valley School, a tiny schoolhouse with only 30 students—ages 5 to 13 that winter—that existed for the children of park employees. I had been told that this season I would be the school's only sixth-grader.

I packed a few favorite belongings and my warmest clothes, including the baby-blue ski bibs, puffy moon boots, knit hat and mittens that Dad had purchased just for this trip.

We arrived in the park on a sunny January day. The cold was a shock, but the valley was quiet and peaceful, and there was no denying the park's amazing scenery. The forest glowed deep green tinged with white. Yosemite Falls splashed and glinted in the sun amid the snowy landscape. Half Dome and El Capitan towered overhead, looking grand in their winter caps and cloaks.

I was nervous my first day of school, but I immediately felt at home. The school structure, coupled with seclusion in a stark and stunning natural environment, nurtured community and mentorship. Right away, the older kids took care of me; I took care of the younger kids; and everything felt easy.

There was something I was terribly worried about, however, and it was only a couple of days away. Every Wednesday, the school closed at lunchtime, and the entire student population was bused to Badger Pass, one of the few downhill ski areas located within the boundaries of a national park. For just \$5, students were provided with gear and a lift ticket. This was billed as an incredible opportunity, but I knew less

about skiing than I did about snow. Badger Pass rose less than 1,000 vertical feet and had fewer than a dozen runs, but to me, it might as well have been Mount Everest. At Badger Pass, high in rugged mountains so different from the sandy shore, I struggled to get from the ski-rental shop to the hill with two boards attached to my feet. With encouragement from the others, I inched my way toward the rope tow and was pulled up the bunnyest of the bunny slopes. At the top, my skis cut into the snow with a sharp crackle as I jammed my knees together and braced for disaster. Stiff as a board, I slid ever so slowly

down the hill, reaching the bottom and letting out a sigh of relief. Was it too early to hit the lodge to buy a cup of cocoa with the extra dollar Dad had tucked in my pocket?

I wish I could say that my school's ski excursions fanned the embers of a powerful personal passion, and that I went on to enjoy a lifelong love of skiing. That isn't what happened. But neither did I give up and retire to drink hot chocolate. I persisted—each Wednesday taking on a slightly more challenging hill. I became a competent skier, a skill that came in handy over the following years, even if I never did quite learn to love this challenging sport.

When I moved to a mountain town in my 20s and new friends asked if I wanted to join them skiing, I could say yes. When I visited Sun Valley, Idaho, with my future husband, I was able to enjoy the incredible views from the top of Bald Mountain with him, knowing I was perfectly able to ski myself back down.

At the end of my time in Yosemite Valley, when spring came and the pines and cedars dripped melting snow to the fragrant forest floor, one of the most valuable things I carried back home to Oregon was a new sense of confidence. During those days at Badger Pass, I gained the knowledge that I could push myself well out of my comfort zone ... and keep trying ... and succeed.

That realization has served me well my whole life, whether I've been on a sandy shore or in snowy mountains, in a small schoolroom or on a university campus of thousands, and just about anywhere in between.

Kim Cooper Findling, also the author of three books, writes from Bend, Oregon, where Mt. Bachelor offers excellent skiing.





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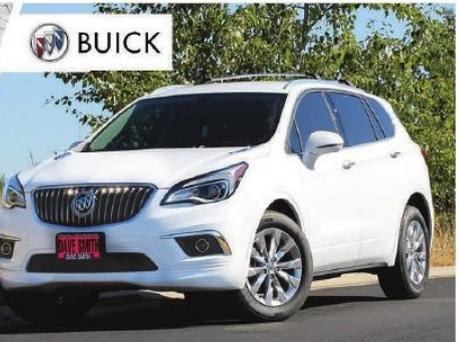
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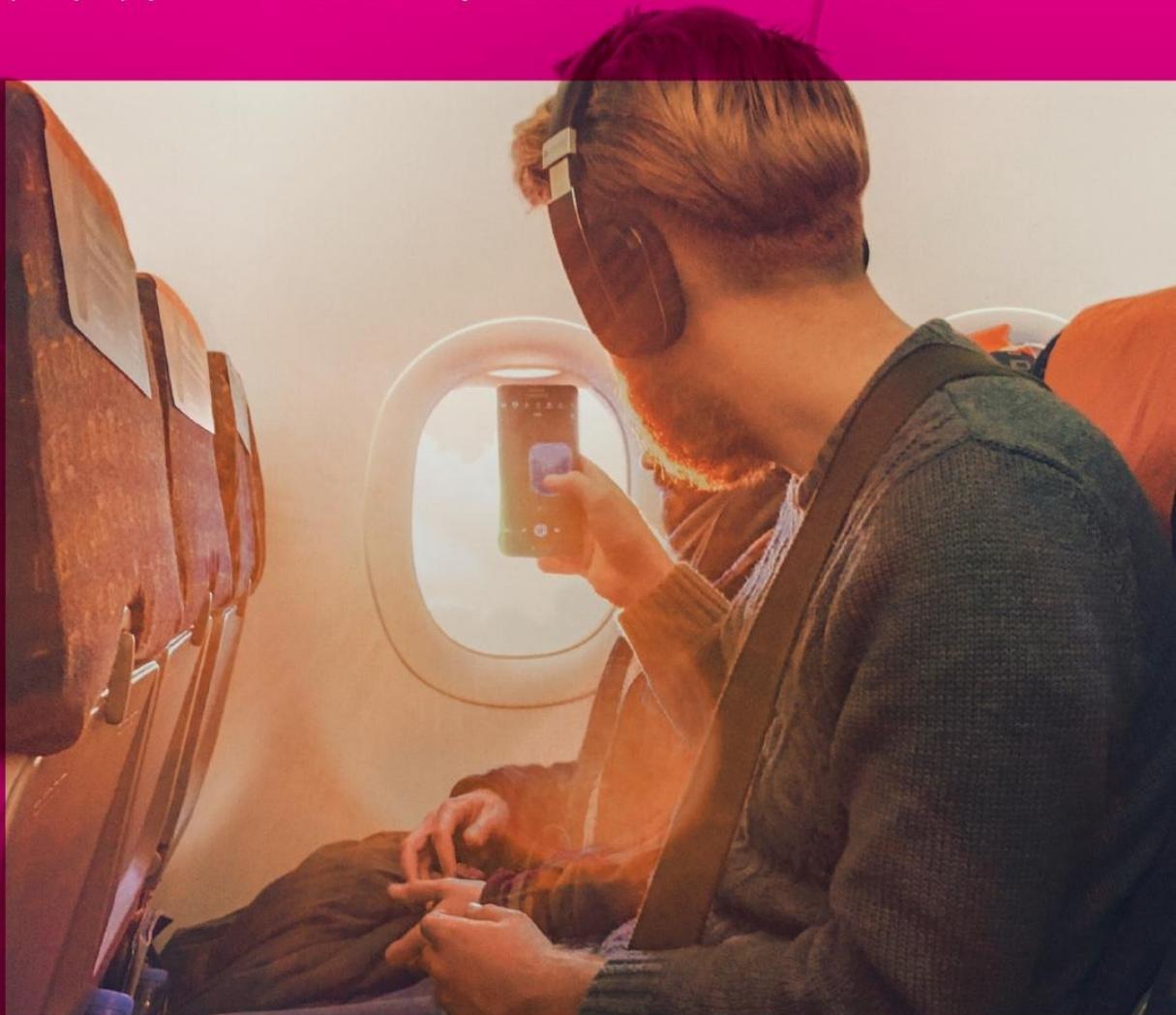
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