2005 年

[1]Canada's premiers (the leaders of provincial governments), if they have any breath
left after complaining about Ottawa at their late July annual meeting, might spare a
moment to do something, together, to reduce health-care costs.
[2]They're all groaning about soaring health budgets, the fastest-growing component
of which are pharmaceutical costs.[3]41.
[4]What to do? Both the Romanow commission and the Kirby committee on health care
to say nothing of reports from other experts recommended the creation of a
national drug agency.

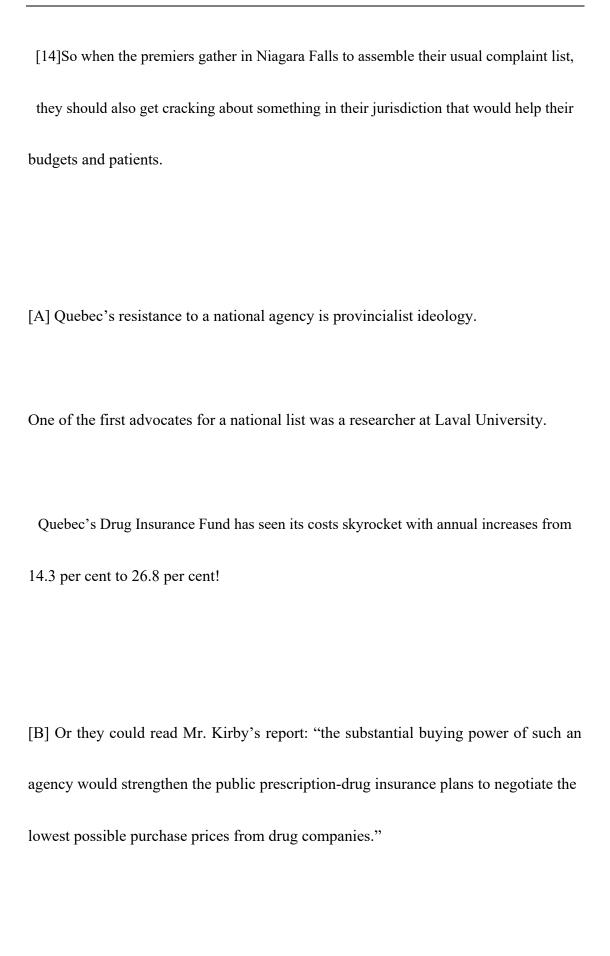
Instead of each province having its own list of approved drugs, bureaucracy, procedures
and limited bargaining power, all would pool resources, work with Ottawa, and create
a national institution.[5]42.

[6]But "national" doesn't have to mean that. "National" could mean interprovincial -provinces combining efforts to create one body.

[7]Either way, one benefit of a "national" organization would be to negotiate better prices, if possible, with drug manufacturers. Instead of having one province -- or a series of hospitals within a province -- negotiate a price for a given drug on the provincial list, the national agency would negotiate on behalf of all provinces.

[8]Rather than, say, Quebec, negotiating on behalf of seven million people, the national
agency would negotiate on behalf of 31 million people.
Basic economics suggests the greater the potential consumers, the higher the likelihood
of a better price.[9]43.
[10]A small step has been taken in the direction of a national agency with the creation
of the Canadian Co-ordinating Office for Health Technology Assessment, funded by
Ottawa and the provinces.
Under it, a Common Drug Review recommends to provincial lists which new drugs
should be included. Predictably, and regrettably, Quebec refused to join.
Under it, a Common Drug Review recommends to provincial lists which new drugs

[11]A few premiers are suspicious of any federal-provincial deal-making. They (partic-
ularly Quebec and Alberta) just want Ottawa to fork over additional billions with few,
if any, strings attached.
That's one reason why the idea of a national list hasn't gone anywhere, while drug costs
keep rising fast.[12]44.
Premiers love to quote Mr. Romanow's report selectively, especially the parts about
more federal money.
Perhaps they should read what he had to say about drugs: "A national drug agency
would provide governments more influence on pharmaceutical companies in order to
constrain the ever-increasing cost of drugs."[13]45



[C] What does "national" mean?
Roy Romanow and Senator Michael Kirby recommended a federal-provincial body
much like the recently created National Health Council.
[D] The problem is simple and stark: health-care costs have been, are, and will
continue to increase faster than government revenues.
[E] According to the Canadian Institute for Health Information, prescription drug
costs have risen since 1997 at twice the rate of overall health-care spending.
Part of the increase comes from drugs being used to replace other kinds of treatments.
Part of it arises from new drugs costing more than older kinds. Part of it is higher prices.

[F] So, if the provinces want to run the health-care show, they should prove they can
run it, starting with an interprovincial health list that would end duplication, save ad-
ministrative costs, prevent one province from being played off against another, and
bar-gain for better drug prices.
[G] Of course, the pharmaceutical companies will scream.
They like divided buyers; they can lobby better that way.
They can use the threat of removing jobs from one province to another.
They can hope that, if one province includes a drug on its list, the pressure will cause
others to include it on theirs.
They wouldn't like a national agency, but self-interest would lead them to deal with it.

2006 年

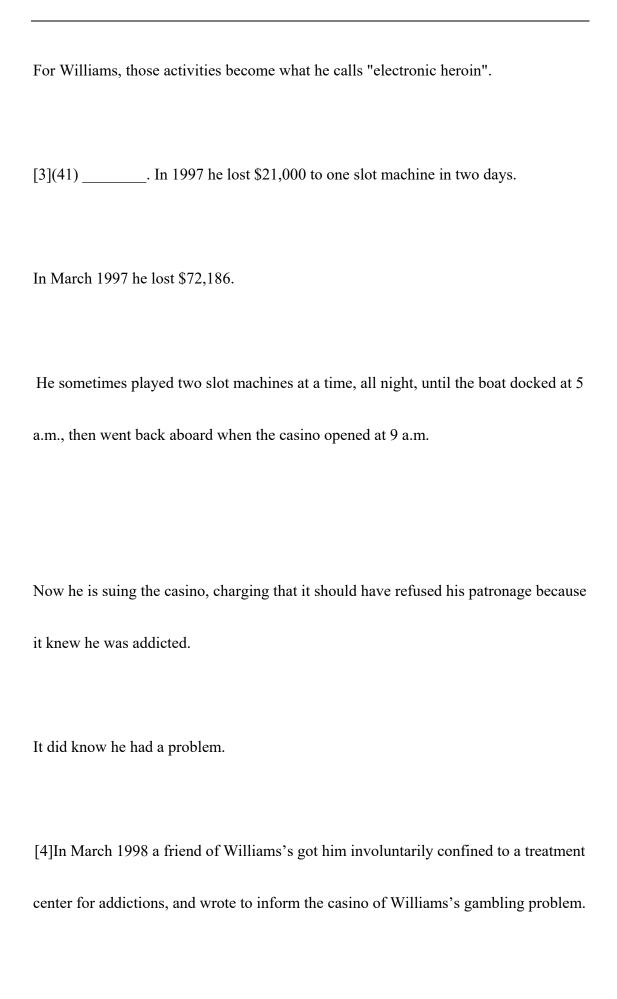
[1]On the north	bank of the	Ohio river	sits Evans	ville, Ind.,	home of	David	Williams,
52, and of a rive	rboat casino	(a place w	here gamb	ling games	s are play	red).	

During several years of gambling in that casino, Williams, a state auditor earning \$35,000 a year, lost approximately \$175,000.

He had never gambled before the casino sent him a coupon for \$20 worth of gambling.

[2]He visited the casino, lost the \$20 and left. On his second visit he lost \$800.

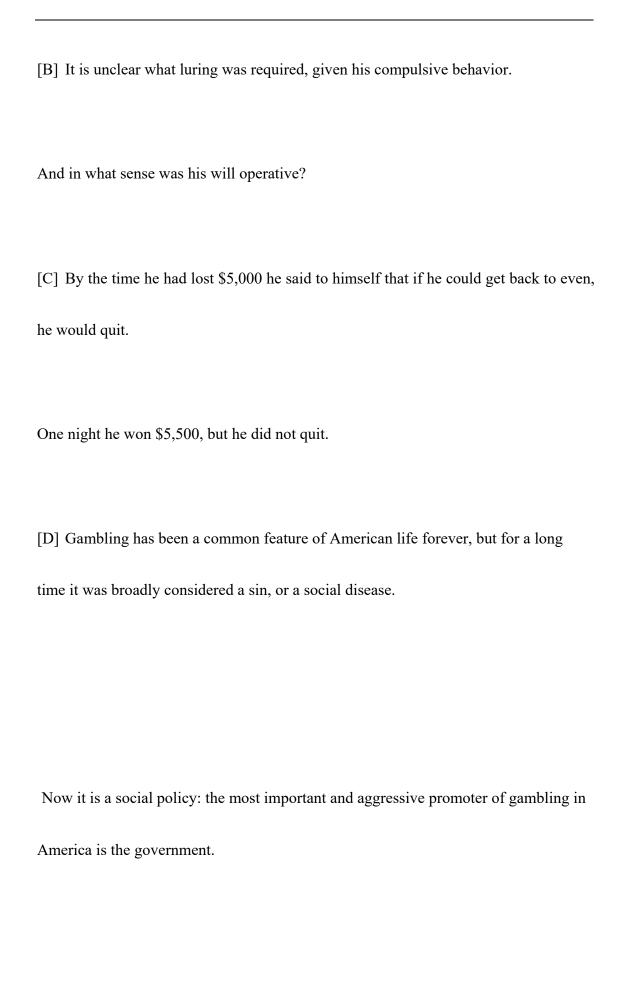
The casino issued to him, as a good customer, a "Fun Card", which when used in the casino earns points for meals and drinks, and enables the casino to track the user's gambling activities.



The casino included a photo of Williams among those of banned gamblers, and wrote
to him a "cease admissions" letter.
Noting the medical/psychological nature of problem gambling behavior, the letter said
that before being readmitted to the casino he would have to present medical/psycholog-
ical information demonstrating that patronizing the casino would pose no threat to his
safety or well-being.(42)
[5]The Wall Street Journal reports that the casino has 24 signs warning: "Enjoy the fun
and always bet with your head, not over it."
Every entrance ticket lists a toll-free number for counseling from the Indiana Depart-
ment of Mental Health.

Nevertheless, Williams's suit charges that the casino, knowing he was "helplessly ad-
dicted to gambling," intentionally worked to "lure" him to "engage in conduct against
his will." Well.(43)
[6]The fourth edition of the Diagnostic and Statistical Manual of Mental Disorders says
"pathological gambling" involves persistent, recurring and uncontrollable pursuit less
of money than of thrill of taking risks in quest of a windfall.
[7](44) Pushed by science, or what claims to be science, society is reclassi-
[7](44) Pushed by science, or what claims to be science, society is reclassifying what once were considered character flaws or moral failings as personality disor-

[8]Forty-four states have lotteries, 29 have casinos, and most of these states are to var-
ying degrees dependent on you might say addicted to revenues from wagering.
And since the first Internet gambling site was created in 1995, competition for gam-
blers' dollars has become intense.
The Oct. 28 issue of Newsweek reported that 2 million gamblers patronize 1,800 virtual
casinos every week.
With \$3.5 billion being lost on Internet wagers this year, gambling has passed pornog
raphy as the Web's most profitable business.
[A] Although no such evidence was presented, the casino's marketing department con-
tinued to pepper him with mailings.
And he entered the casino and used his Fun Card without being detected.



[E] David Williams's suit should trouble this gambling nation. But don't bet on it.
[F] It is worrisome that society is medicalizing more and more behavioral problems,
[1] It is wormsome that society is medicanzing more and more behavioral problems,
often defining as addictions what earlier, sterner generations explained as weakness of
will.
[G] The anonymous, lonely, undistracted nature of online gambling is especially con-
ducive to compulsive behavior.
But even if the government knew how to move against Internet gambling, what would
be its grounds for doing so?

2007 年

A. Set a Good Example for Your Kids
B. Build Your Kids' Work Skills
C. Place Time Limits on Leisure Activities
D. Talk about the Future on a Regular Basis
E. Help Kids Develop Coping Strategies
F. Help Your Kids Figure Out Who They Are
G. Build Your Kids' Sense of Responsibility
How Can a Parent Help?
[1]Mothers and fathers can do a lot to ensure a safe landing in early adulthood for their
kids.

Even if a job's starting salary seems too small to satisfy an emerging adult's	need for
rapid content, the transition from school to work can be less of a setback if the	start-up
adult is ready for the move.	

Here are a few measures, drawn from my book Ready or Not, Here Life Comes, that parents can take to prevent what I call "work-life unreadiness."

(41)	

You can start this process when they are 11 or 12.

Periodically review their emerging strengths and weaknesses with them and work together on any shortcomings, like difficulty in communicating well or collaborating.

Also, identify the kinds of interests they keep coming back to, as these offer clues to the careers that will fit them best.

【42】
Kids need a range of authentic role models – as opposed to members of their clique,
pop stars and vaunted athletes.
Have regular dinner-table discussions about people the family knows and how they got
where they are.
Discuss the joys and downsides of your own career and encourage your kids to form
some ideas about their own future.
When asked what they want to do, they should be discouraged from saying "I have no
idea." They can change their minds 200 times, but having only a foggy view of the
future is of little good.

[43]
Teachers are responsible for teaching kids how to learn; parents should be responsible
for teaching them how to work.
Assign responsibilities around the house and make sure homework deadlines are met.
Encourage teenagers to take a part-time job.
Kids need plenty of practice delaying gratification and deploying effective organiza-
tional skills, such as managing time and setting priorities.
[44]
Playing video games encourages immediate content. And hours of watching TV shows
with canned laughter only teaches kids to process information in a passive way.

At the same time, listening through earphones to the same monotonous beats for long
stretches encourages kids to stay inside their bubble instead of pursuing other endeavors.

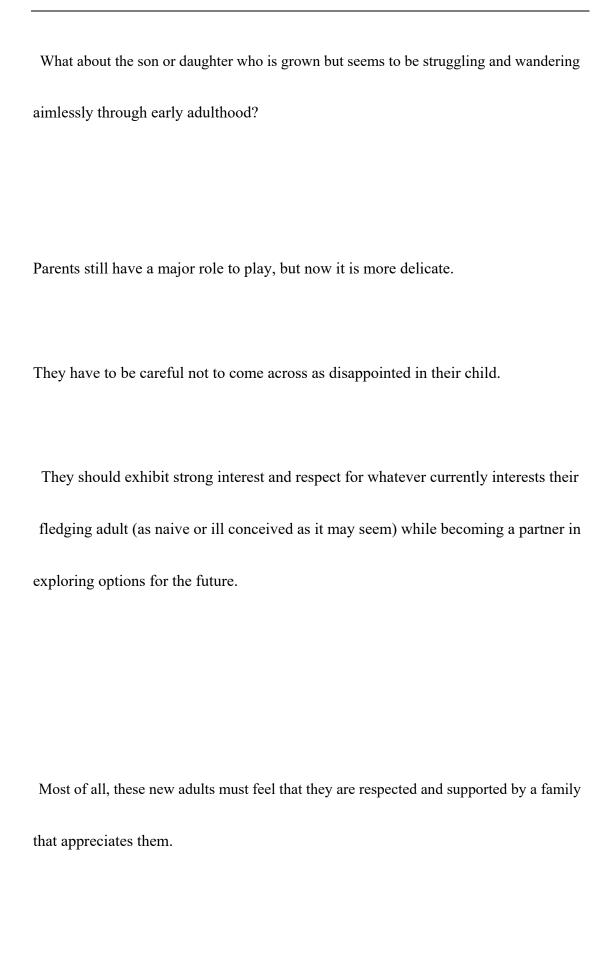
All these activities can prevent the growth of important communication and thinking skills and make it difficult for kids to develop the kind of sustained concentration they will need for most jobs.

(45)

They should know how to deal with setbacks, stresses and feelings of inadequacy.

They should also learn how to solve problems and resolve conflicts, ways to brainstorm and think critically.

Discussions at home can help kids practice doing these things and help them apply these skills to everyday life situations.

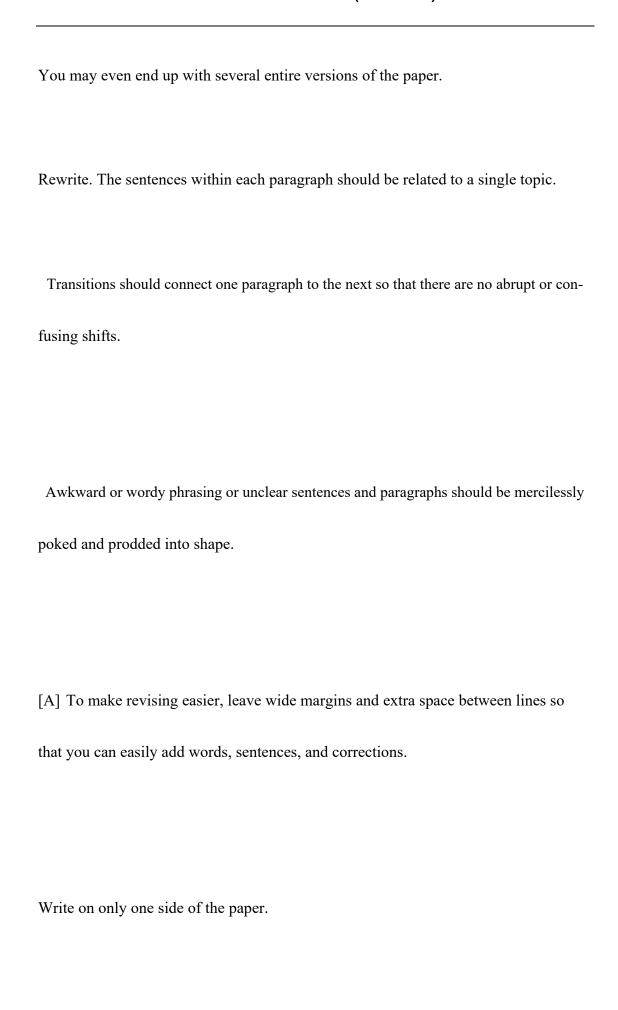


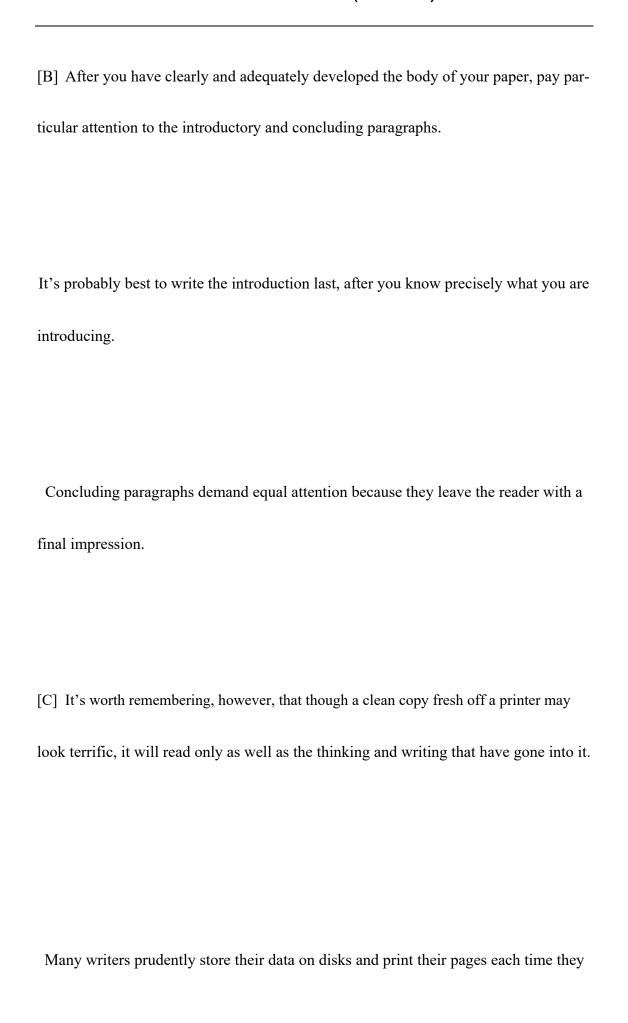
2008 年

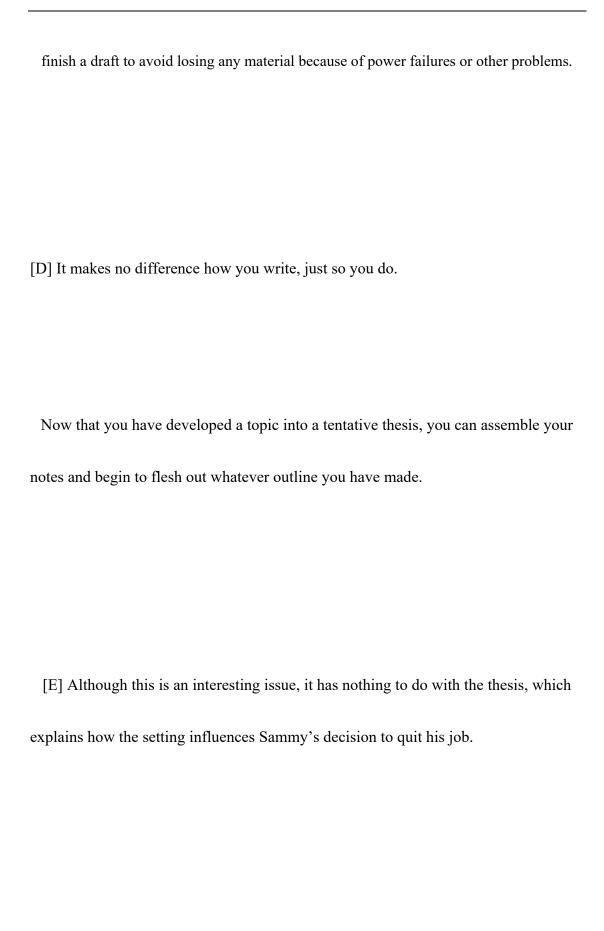
[1]The time for sharpening pencils, arranging your desk, and doing almost anything
else instead of writing has ended.
The first draft will appear on the page only if you stop avoiding the inevitable and sit,
stand up, or lie down to write. 【41】
[2] Be flexible. Your outline should smoothly conduct you from one point to the next,
but do not permit it to railroad you.
If a relevant and important idea occurs to you now, work it into the draft.
[3] 【42】Grammar, punctuation, and spelling can wait
until you revise. Concentrate on what you are saying.

Good writing most often occur	rs when you are in hot pursuit of an idea rather than in a
nervous search for errors.	
[4] 【43】	Your pages will be easier to keep track of that
way, and, if you have to clip	a paragraph to place it elsewhere, you will not lose any
writing on the other side.	
[5]If you are working on a wo	ord processor, you can take advantage of its capacity to
make additions and deletions	as well as move entire paragraphs by making just a few
simple keyboard commands.	
Some software programs can	also check spelling and certain grammatical elements in
your writing.	

【44】	These printouts are also easier to read than the
screen when you work on revi	sions.
[6]Once you have a first draft	on paper, you can delete material that is unrelated to your
thesis and add material neces	sary to illustrate your points and make your paper con-
vincing.	
The student who wrote "The A	& P as a State of Mind" wisely dropped a paragraph that
questioned whether Sammy	displays chauvinistic attitudes toward women. 【45】
[7]Remember that your initial	draft is only that.
You should go through the pap	per many times – and then again – working to substantiate
and clarify your ideas.	







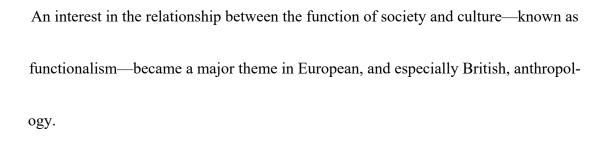
Instead of including that paragraph, she added one that described Lengel's crabbed re-
sponse to the girls so that she could lead up to the A & P "policy" he enforces.
[F] In the final paragraph about the significance of the setting in "A & P," the student
brings together the reasons Sammy quit his job by referring to his refusal to accept
Lengel's store policies.
[G] By using the first draft as a means of thinking about what you want to say, you
will very likely discover more than your notes originally suggested.
Plenty of good writers don't use outlines at all but discover ordering principles as they
write. Do not attempt to compose a perfectly correct draft the first time around.

2009 年

[1]Coinciding with the groundbreaking theory of biological evolution proposed by Brit-
ish naturalist Charles Darwin in the 1860s, British social philosopher Herbert Spencer
put forward his own theory of biological and cultural evolution.
Spencer argued that all worldly phenomena, including human societies, changed over
time, advancing toward perfection. 41
[2]American social scientist Lewis Henry Morgan introduced another theory of cultural
evolution in the late 1800s.
Morgan, along with Tylor, was one of the founders of modern anthropology.
In his work, he attempted to show how all aspects of culture changed together in the
evolution of societies.42

[3]In the early 1900s in North America, German-born American anthropologist Franz
Boas developed a new theory of culture known as historical particularism.
Historical particularism, which emphasized the uniqueness of all cultures, gave new
direction to anthropology. 43
[4]Boas felt that the culture of any society must be understood as the result of a unique
history and not as one of many cultures belonging to a broader evolutionary stage or
type of culture. 44
[5]Historical particularism became a dominant approach to the study of culture in
American anthropology,

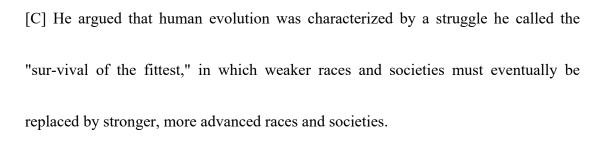
largely through the influence of many students of Boas. But a number of anthropolo-
gists in the early 1900s also rejected the particularist theory of culture in favor of dif-
fusionism.
Some attributed virtually every important cultural achievement to the inventions of a
few, especially gifted peoples that, according to diffusionists, then spread to other cul-
tures. 45
[6]Also in the early 1900s, French sociologist Émile Durkheim developed a theory of
culture that would greatly influence anthropology.
Durkheim proposed that religious beliefs functioned to reinforce social solidarity.



[A] Other anthropologists believed that cultural innovations, such as inventions, had a single origin and passed from society to society.

This theory was known as diffusionism.

[B] In order to study particular cultures as completely as possible, Boas became skilled in linguistics, the study of languages, and in physical anthropology, the study of human biology and anatomy.



[D] They also focused on important rituals that appeared to preserve a people's social structure, such as initiation ceremonies that formally signify children's entrance into adulthood.

[E] Thus, in his view, diverse aspects of culture, such as the structure of families, forms of marriage, categories of kinship, ownership of property, forms of government, technology, and systems of food production, all changed as societies evolved.

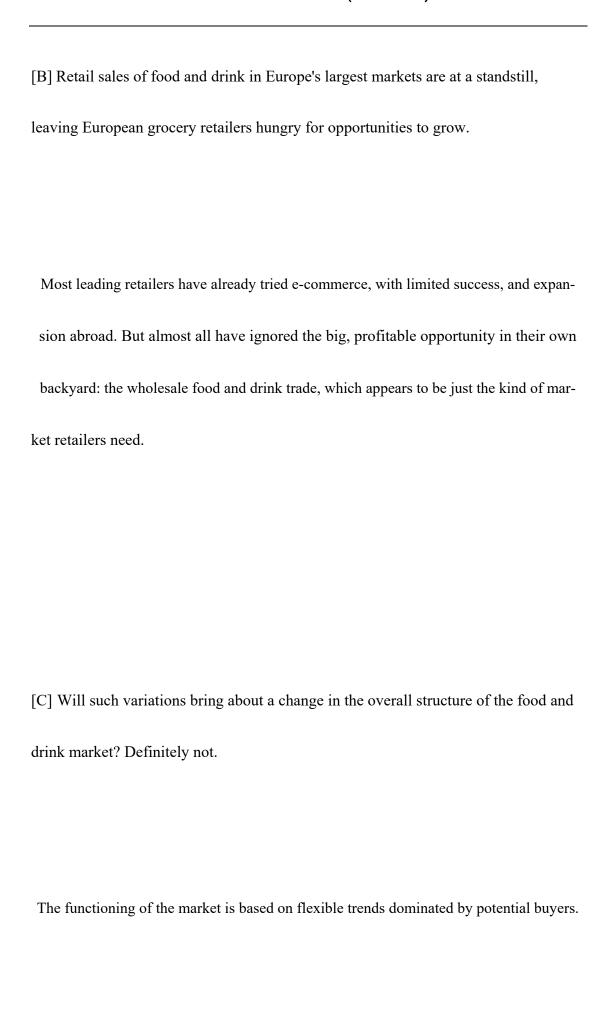
[F] Supporters of the theory viewed as a collection of integrated parts that work to-
gether to keep a society functioning.
[G] For example, British anthropologists Grafton Elliot Smith and W. J. Perry incor-
rectly suggested, on the basis of inadequate information, that farming, pottery making,
and metallurgy all originated in ancient Egypt and diffused throughout the world.
In fact, all of these cultural developments occurred separately at different times in many
parts of the world.

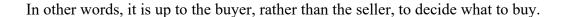
2010 年

[A] The first and more important is the consumer's growing preference for eating out; the consumption of food and drink in places other than homes has risen from about 32 percent of total consumption in 1995 to 35 percent in 2000 and is expected to approach 38 percent by 2005.

This development is boosting wholesale demand from the food service segment by 4 to 5 percent a year across Europe, compared with growth in retail demand of 1 to 2 percent.

Meanwhile, as the recession is looming large, people are getting anxious. They tend to keep a tighter hold on their purse and consider eating at home a realistic alternative.





At any rate, this change will ultimately be acclaimed by an ever-growing number of both domestic and international consumers, regardless of how long the current consumer pattern will take hold.

[D] All in all, this clearly seems to be a market in which big retailers could profitably apply their scale, existing infrastructure and proven skills in the management of product ranges, logistics, and marketing intelligence.

Retailers that master the intricacies of wholesaling in Europe may well expect to rake in substantial profits thereby.

At least, that is how it looks as a whole.

Closer inspection reveals important differences among the biggest national markets,
especially in their customer segments and wholesale structures, as well as the compet-
tive dynamics of individual food and drink categories.

Big retailers must understand these differences before they can identify the segments of European wholesaling in which their particular abilities might unseat smaller but entrenched competitors.

New skills and unfamiliar business models are needed too.

[E] Despite variations in detail, wholesale markets in the countries that have been closely examined—France, Germany, Italy, and Spain—are made out of the same build-ing blocks.

Demand comes mainly from two sources: independent mom-and-pop grocery stores which, unlike large retail chains, are two small to buy straight from producers, and food service operators that cater to consumers when they don't eat at home.

Such food service operators range from snack machines to large institutional catering ventures, but most of these businesses are known in the trade as "horeca": hotels, restaurants, and cafes.

Overall, Europe's wholesale market for food and drink is growing at the same sluggish pace as the retail market, but the figures, when added together, mask two opposing trends.

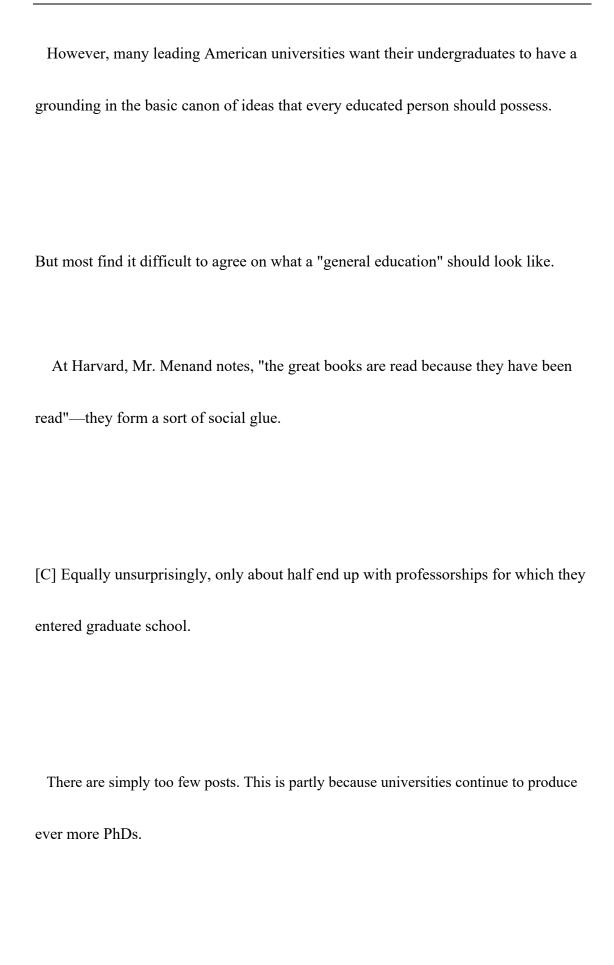
[F] For example, wholesale food and drink sales come to \$268 billion in France, Germany, Italy, Spain, and the United Kingdom in 2000—more than 40 percent of retail sales.

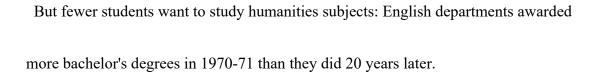
Moreover, average overall margins are higher in wholesale than in retail; wholesale demand from the food service sector is growing quickly as more Europeans eat out more often; and changes in the competitive dynamics of this fragmented industry are at last making it feasible for wholesalers to consolidate.

[G] However, none of these requirements should deter large retailers (and even some large good producers and existing wholesalers) from trying their hand, for those that master the intricacies of wholesaling in Europe stand to reap considerable gains.

2011 年

[A] No disciplines have seized on professionalism with as much enthusiasm as the
hu-manities.
You can, Mr. Menand points out, became a lawyer in three years and a medical doctor
in four.
But the regular time to get a doctoral degree in the humanities is nine years.
Not surprisingly, up to half of all doctoral students in English drop out before getting
their degrees.
[B] His concern is mainly with the humanities: literature, languages, philosophy and so
on.
These are disciplines that are going out of style: 22% of American college graduates
now major in business compared with only 2% in history and 4% in English.





Fewer students require fewer teachers. So, at the end of a decade of thesis-writing, many humanities students leave the profession to do something for which they have not been trained.

[D] One reason why it is hard to design and teach such courses is that they cut across the insistence by top American universities that liberal-arts educations and professional education should be kept separate, taught in different schools.

Many students experience both varieties.

Although more than half of Harvard undergraduates end up in law, medicine or business,
future doctors and lawyers must study a non-specialist liberal-arts degree before em-
barking on a professional qualification.
[E] Besides professionalising the professions by this separation, top American univer-
sities have professionalised the professor.
The growth in public money for academic research has speeded the process: federal
research grants rose fourfold between 1960 and 1990, but faculty teaching hours fell by

half as research took its toll.

Professionalism has turned the acquisition of a doctoral degree into a prerequisite for a
successful academic career: as late as 1969 a third of American professors did not pos-
sess one.
But the key idea behind professionalisation, argues Mr. Menand, is that "the knowledge
and skills needed for a particular specialization are transmissible but not transferable.
"So disciplines acquire a monopoly not just over the production of knowledge, but also
over the production of the producers of knowledge.
[F] The key to reforming higher education, concludes Mr. Menand, is to alter the way
in which "the producers of knowledge are produced."

Otherwise, academics will continue to think dangerously alike, increasingly detached from the societies which they study, investigate and criticise.

"Academic inquiry, at least in some fields, may need to become less exclusionary and more holistic." Yet quite how that happens, Mr. Menand does not say.

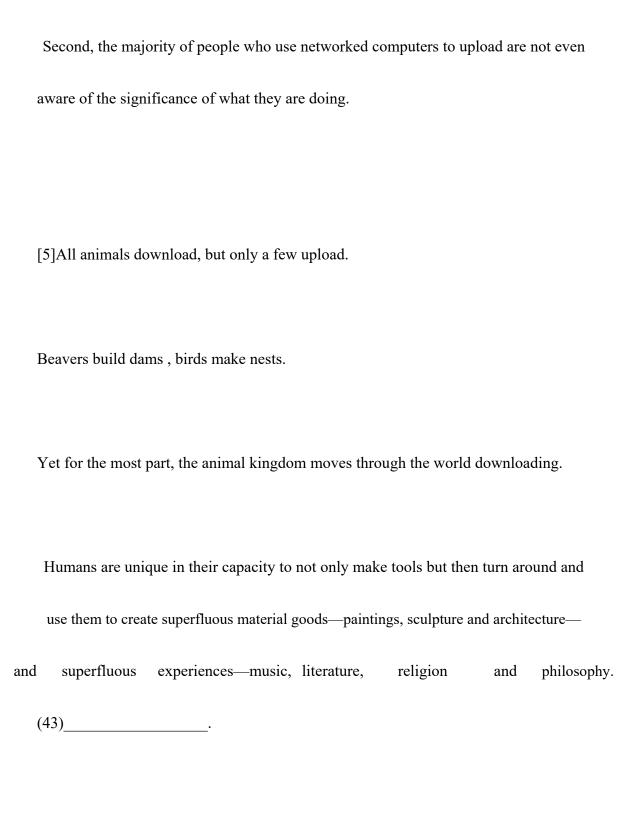
[G] The subtle and intelligent little book The Marketplace of Ideas: Reform and Resistance in the American University should be read by every student thinking of apply-ing to take a doctoral degree.

They may then decide to go elsewhere. For something curious has been happening in American Universities, and Louis Menand, a professor of English at Harvard University, captures it skillfully.

 $G \rightarrow 41.$ $\rightarrow 42.$ $\rightarrow E \rightarrow 43.$ $\rightarrow 44.$ $\rightarrow 45.$

2012 年

[1]Think of those fleeting moments when you look out of an aeroplane window and
realise that you are flying, higher than a bird.
Now think of your laptop, thinner than a brown-paper envelope, or your cellphone in
the palm of your hand. Take a moment or two to wonder at those marvels.
You are the lucky inheritor of a dream come true.
[2]The second half of the 20th century saw a collection of geniuses, warriors, entrepre-
neurs and visionaries labour to create a fabulous machine that could function as a type-
writer and printing press, studio and theatre, paintbrush and gallery, piano and radio
the mail as well as the mail carrier. (41)



[6]For all the possibilities of our new culture machines, most people are still stuck in
download mode.
Even after the advent of widespread social media, a pyramid of production remains,
with a small number of people uploading material, a slightly larger group commenting
on or modifying that content, and a huge percentage remaining content to just consume.
(44)
[7]Television is a one-way tap flowing into our homes. The hardest task that television
asks of anyone is to turn the power off after he has turned it on.
(45)

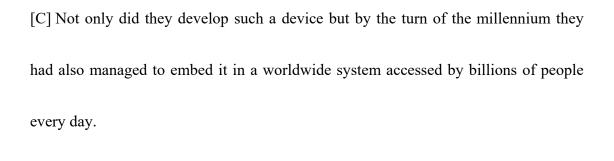
[8] What counts as meaningful uploading?

My d	efinition	revolves	around the	concept of	of "stickin	ess"—cre	ations and	experiences
to wh	ich other	s adhere.						

[A] Of course, it is precisely these superfluous things that define human culture and ultimately what it is to be human.

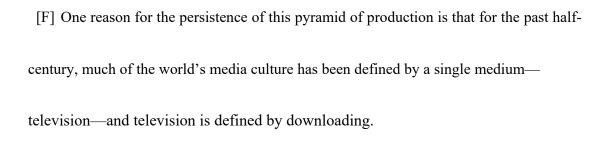
Downloading and consuming culture requires great skills, but failing to move beyond downloading is to strip oneself of a defining constituent of humanity.

[B] Applications like tumblr, com, which allow users to combine pictures, words and other media in creative ways and then share them, have the potential to add stickiness by amusing, entertaining and enlightening others—and engendering more of the same.



[D] This is because the networked computer has sparked a secret war between down-loading and uploading—between passive consumption and active creation—whose out-come will shape our collective future in ways we can only begin to imagine.

[E] The challenge the computer mounts to television thus bears little similarity to one format being replaced by another in the manner of record players being replaced by CD players.



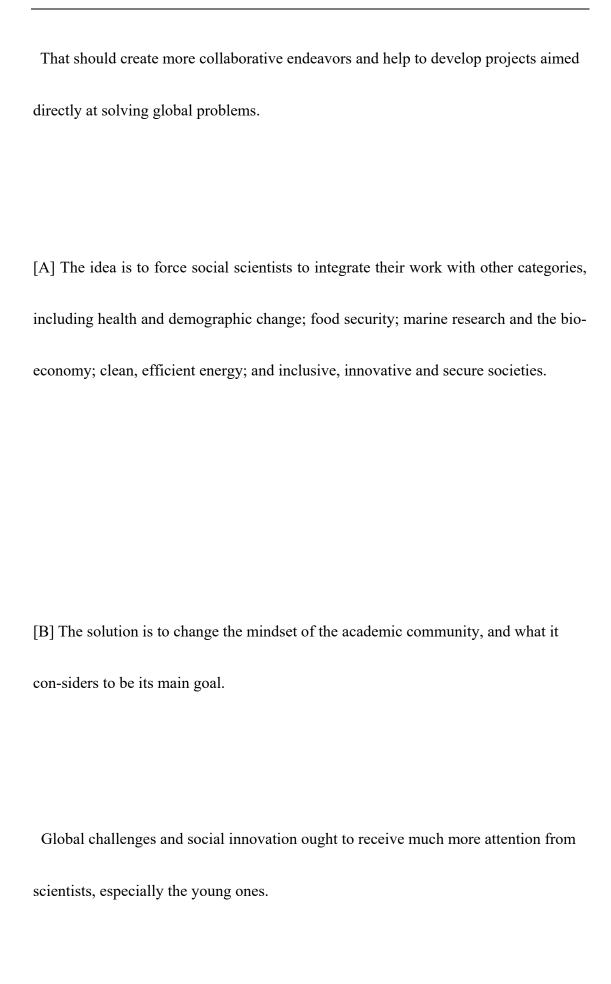
[G] The networked computer offers the first chance in 50 years to reverse the flow, to encourage thoughtful downloading and, even more importantly, meaningful uploading.

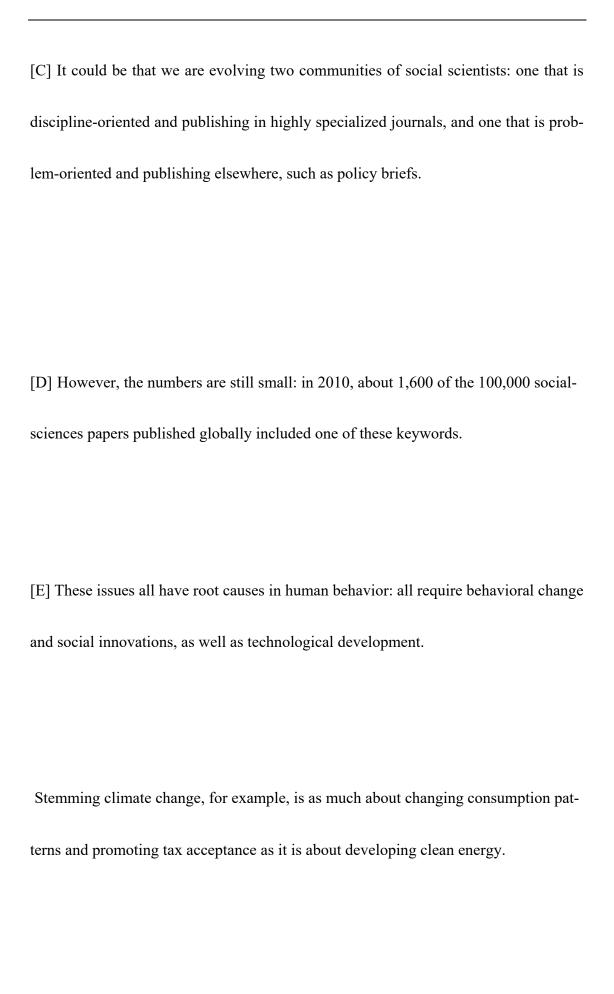
2013	年
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[1]The social sciences are flourishing.
As of 2005, there were almost half a million professional social scientists from all fields
in the world, working both inside and outside academia.
According to the World Social Science Report 2010, the number of social-science stu
dents worldwide has swollen by about 11% every year since 2000.
[2]Yet this enormous resource is not contributing enough to today's global challenges
including climate change, security, sustainable development and health.
(41)

Analyses reveal that the number of papers including the keywords "environmental
change" or "climate change" have increased rapidly since 2004.
(43)
[5]When social scientists do tackle practical issues, their scope is often local: Belgium
is interested mainly in the effects of poverty on Belgium, for example.
And whether the community's work contributes much to an overall accumulation of
knowledge is doubtful.
[6]The problem is not necessarily the amount of available funding.
(44)
This is an adequate amount so long as it is aimed in the right direction.

Social scientists who complain about a lack of funding should not expect more in to-
day's economic climate.
[7]The trick is to direct these funds better.
The European Union Framework funding programs have long had a category specifi-
cally targeted at social scientists.
This year, it was proposed that the system be changed: Horizon 2020, a new program
to be enacted in 2014, would not have such a category.
This has resulted in protests from social scientists. But the intention is not to neglect
social science; rather, the complete opposite.
(45)



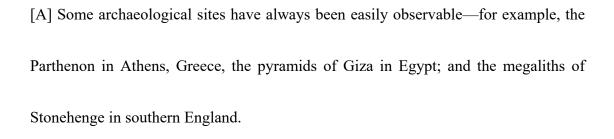


[F] Despite these factors, many social scientists seem reluctant to tackle such problems.

And in Europe, some are up in arms over a proposal to drop a specific funding category for social-science research and to integrate it within cross-cutting topics of sustainable development.

[G] During the late 1990s, national spending on social sciences and the humanities as a percentage of all research and development funds-including government, higher edu-cation, non-profit and corporate-varied from around 4% to 25%; in most European na-tions, it is about 15%.

2014 年

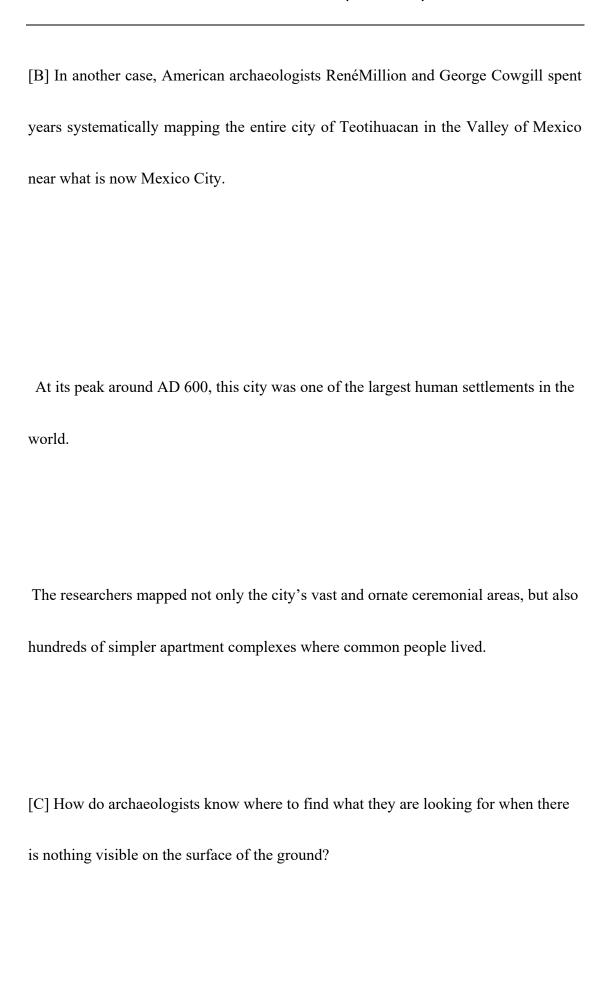


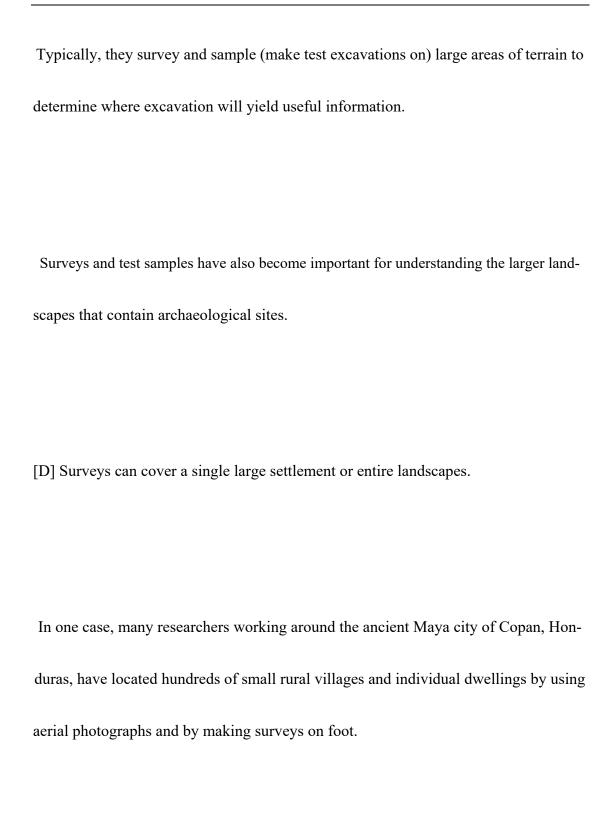
But these sites are exceptions to the norm.

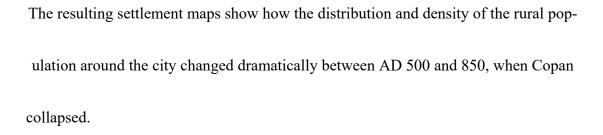
Most archaeological sites have been located by means of careful searching, while many others have been discovered by accident.

Olduvai Gorge, an early hominid site in Tanzania, was found by a butterfly hunter who literally fell into its deep valley in 1911.

Thousands of Aztec artifacts came to light during the digging of the Mexico City subway in the 1970s.

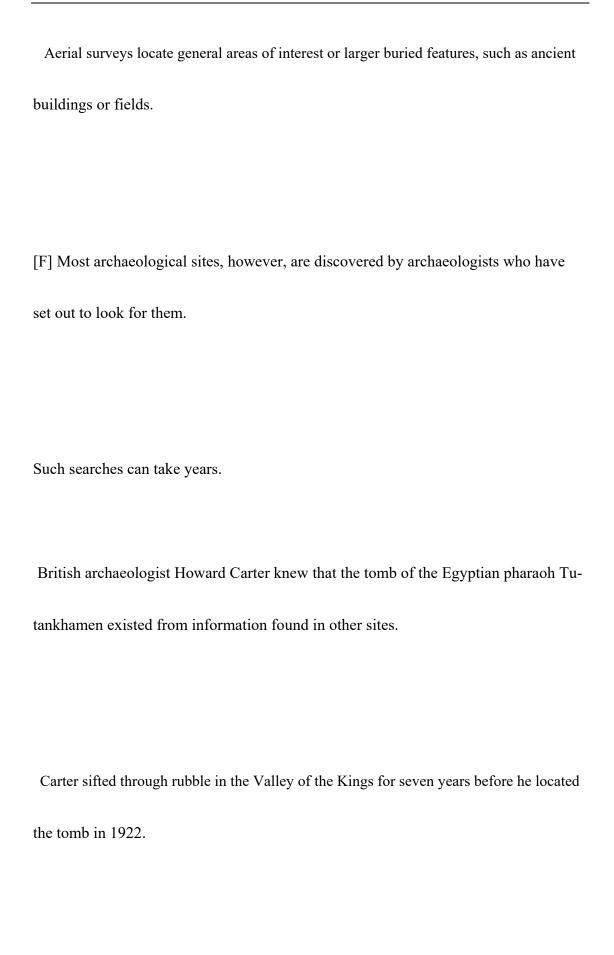




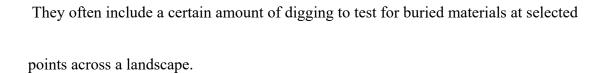


[E] To find their sites, archaeologists today rely heavily on systematic survey methods and a variety of high-technology tools and techniques.

Airborne technologies, such as different types of radar and photographic equipment carried by airplanes or spacecraft, allow archaeologists to learn about what lies beneath the ground without digging.



In the late 1800s British archaeologist Sir Arthur Evan combed antique dealers' stores
in Athens, Greece.
He was searching for tiny engraved seals attributed to the ancient Mycenaean culture
that dominated Greece from the 1400s to 1200s BC.
Evans's interpretations of these engravings eventually led him to find the Minoan pal-
ace at Knossos (Knossós) on the island of Crete, in 1900.
[G] Ground surveys allow archaeologists to pinpoint the places where digs will be
suc-cessful.
Most ground surveys involve a lot of walking, looking for surface clues such as small
fragments of pottery.



Archaeologists also may locate buried remains by using such technologies as ground radar, magnetic-field recording, and metal detectors.

Archaeologists commonly use computers to map sites and the landscapes around sites.

Two and three-dimensional maps are helpful tools in planning excavations, illustrating how sites look, and presenting the results of archaeological research.

41. \rightarrow A \rightarrow 42. \rightarrow E \rightarrow 43. \rightarrow 44. \rightarrow 45.

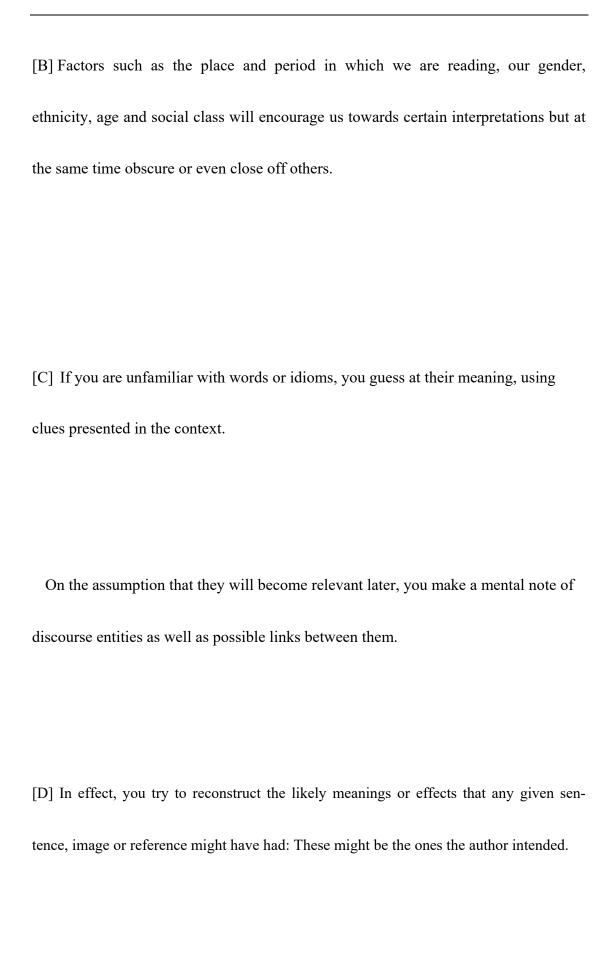
2015 年

D1

But they show comprehension to consist not just of passive assimilation but of active
engagement in inference and problem-solving.
You infer information you feel the writer has invited you to grasp by presenting you
with specific evidence and clues.(42)
[2]Conceived in this way, comprehension will not follow exactly the same track for
each reader.
What is in question is not the retrieval of an absolute, fixed or "true" meaning that can
be read off and checked for accuracy, or some timeless relation of the text to the-
world.(43)
Such background material inevitably reflects who we are. (44)

[3] This doesn't, however, make interpretation merely relative or even pointless.
Precisely because readers from different historical periods, places and social experi-
ences produce different but overlapping readings of the same words on the page—in-
cluding for texts that engage with fundamental human concerns—de-
bates about texts can play an important role in social discussion of beliefs and values.
[4] How we read a given text also depends to some extent on our particular interest in
reading it.(45)
Such dimensions of reading suggest-as others introduced later in the book will also do-
that we bring an implicit(often unacknowledged)agenda to any act of reading.

It doesn't then necessarily follow that one kind of reading is fuller, more advanced or
more worthwhile than another.
Ideally, different minds of reading inform each other, and act as useful reference points
for and counterbalances to one another.
Together, they make up the reading component of your overall literacy, or relationship
to your surrounding textual environment.
[A] Are we studying that text and trying to respond in a way that fulfills the
requirement of a given course? Reading it simply for pleasure?
Skimming it for information?
Ways of reading on a train or in bed are likely to differ considerably from reading in a
seminar room.

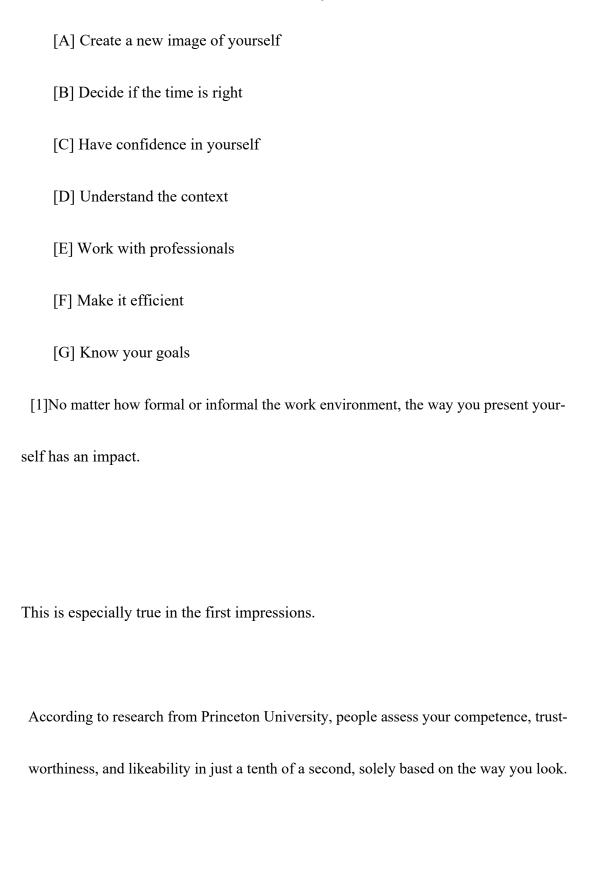


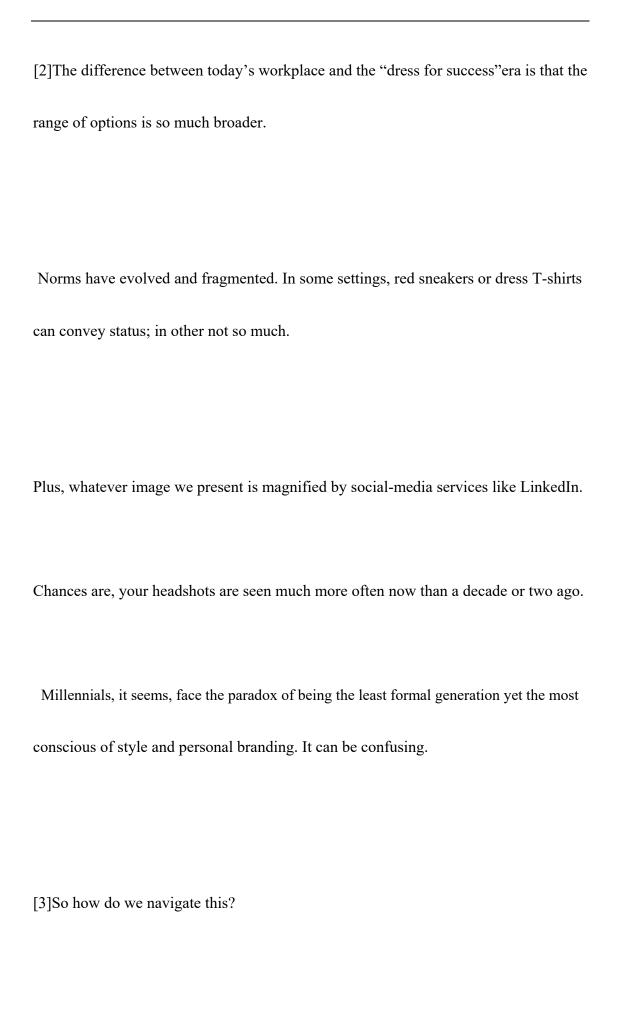
[E] You make further inferences, for instance, about how the text may be significant to you, or about its validity—inferences that form the basis of a personal response for which the author will inevitably be far less responsible.

[F] In plays, novels and narrative poems, characters speak as constructs created by the author, not necessarily as mouthpieces for the author's own thoughts.

[G] Rather, we ascribe meanings to texts on the basis of interaction between what we might call textual and contextual material: between kinds of organization or patterning we perceive in a text's formal structures(so especially its language structures) and various kinds of background, social knowledge, belief and attitude that we bring to the text.

2016 年





How do we know when to invest in an upgrade?
And what's the best way to pull off one than enhances our goals? Here are some tips:
41
[4]As an executive coach, I've seen image upgrades be particular helpful during tran-
sitions-when looking for a new job, stepping into a new or more public role, or changing
work environments.
If you're in a period of change or just feeling stuck and in a rut, now may be a good
time.
If you're not sure, ask for honest feedback from trusted friends, colleagues and profes-
sionals.
Look for cues about how others perceive you.

Maybe there's no need for an upgrade and that's OK.
42
[5]Get clear on what impact you're hoping to have.
Are you looking to refresh your image or pivot it?
For one person, the goal may be to be taken more seriously and enhance their profes-
sional image.
For another, it may be to be perceived as more approachable, or more modern and styl-
ish.
For someone moving from finance to advertising, maybe they want to look more
"SoHo." (It's OK to use characterizations like that)
43
[6]Look at your work environment like an anthropologist.

What are the norms of your environment?
What conveys status?
Who are your most important audiences?
How do the people you respect and look up to present themselves?
The better you understand the cultural context, the more control you can have over your
impact.
44
[7]Enlist the support of professionals and share with them your goals and context.
Hire a personal stylist, or use the free styling service of a store like J. Crew.
Try a hair stylist instead of a barber.

Work with a professional photographer instead of your spouse or friend.
It's not as expensive as you might think.
45
[8]The point of a style upgrade isn't to become more vain or to spend more time fussing
over what to wear.
Instead, use it as an opportunity to reduce decision fatigue.
Pick a standard work uniform or a few go-to options.
1 1011 to Summand 11 of the form go to options.
Buy all your clothes at once with a stylist instead of shopping alone, one article of
clothing at a time.

2017 年

[A] The first published sketch, "A Dinner at Polar Walk" brought tears to Dickens's eyes when he discovered it in the pages of The Monthly Magazine From then on his sketches, which appeared under the pen name "Boz" in The Evening Chronicle, earned him a modest reputation.

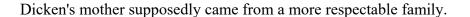
[B] The runaway success of The Pickwick Papers, as it is generally known today, secured Dickens's fame.

There were Pickwick coats and Pickwick cigars, and the plump, spectacled hero, Samuel Pickwick, because a national figure.

[C] Soon after Sketches by Boz appeared, a publishing firm approached Dickens to
write a story in monthly installments, as a backdrop for a series of woodcuts by the
then-famous artist Robert Seymour, who had originated the idea for the story.
With characteristic confidence, Dickens successfully insisted that Seymour's pictures
illustrate his own story instead.
After the first installment, Dickens wrote to the artist and asked him to correct a drawing
Dickens felt, was not faithful enough to his prose.
Seymour made the change, went into his backyard, and expressed his displeasure by
committing suicide.

Dickens and his publishers simply pressed on with a new artist.
The comic novel, The Posthumous Papers of the Pickwick Club, appeared serially in
1836 and 1837 and was first published in book form in 1837.
[D] Charles Dickens is probably the best-known and, to many people, the greatest
Eng-lish novelist of the 19th century.
A moralist, satirist, and social reformer, Dickens crafted complex plots and striking
characters that capture the panorama of English society.
[E]Soon after his father's release from prison, Dickens got a better job as errand boy in
law offices.

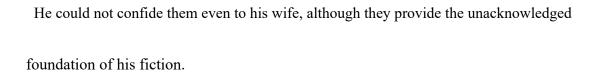
He taught himself shorthand to get an even better job later as a court stenographer and
as a reporter in Parliament.
At the same time, Dickens, who had a reporter's eye for transcribing the life around him,
especially anything comic or odd, submitted short sketches to obscure magazines.
[F] Dickens was born in Portsmouth, on England's southern coast.
His father was a clerk in the British Navy Pay office a respectable position, but with little social status.
His paternal grandparents, a steward and a housekeeper, possessed even less status,
having been servants, and Dickens later concealed their background.



Yet two years before Dicken's birth, his mother's father was caught stealing and fled to Europe, never to return.

The family's increasing poverty forced Dickens out of school at age 12 to work in Warren's Blacking Warehouse, a shoe-polish factory, where the other working boys mocked him as "the young gentleman."

His father was then imprisoned for debt. The humiliations of his father's imprisonment and his labor in the blacking factory formed Dickens's greatest wound and became his deepest secret.



[G] After Pickwick, Dickens plunged into a bleaker world. In Oliver Twist, he traces an orphan's progress from the workhouse to the criminal slums of London.

Nicholas Nickleby, his next novel, combines the darkness of Oliver Twist with the sunlight of Pickwick.

The popularity of these novels consolidated Dickens' as a nationally and internationally celebrated man of letters.

 $D \rightarrow 41.$ $\rightarrow 42.$ $\rightarrow 43.$ $\rightarrow 44.$ $\rightarrow B \rightarrow 45.$

2018 年

A. In December of 1869, Congress appointed a commission to select a site and prepare plans and cost estimates for a new State Department Building.

The commission was also to consider possible arrangements for the War and Navy Departments.

To the horror of some who expected a Greek Revival twin of the Treasury Building to be erected on the other side of the White House, the elaborate French Second Empire style design by Alfred Mullett was selected, and construction of a building to house all three departments began in June of 1871.

B. Completed in 1875, the State Department's south wing was the first to be occupied, with its elegant four-story library (completed in 1876), Diplomatic Reception Room, and Secretary's office decorated with carved wood, Oriental rugs, and stenciled wall patterns.

The Navy Department moved into the east wing in 1879, where elaborate wall and ceiling stenciling and marquetry floors decorated the office of the Secretary.

C. The State, War, and Navy Building, as it was originally known, housed the three Executive Branch Departments most intimately associated with formulating and conducting the nation's foreign policy in the last quarter of the nineteenth century and the first quarter of the twentieth century-the period when the United States emerged as an international power.

The building has housed some of the nation's most significant diplomats and politicians and has been the scene of many historic events.

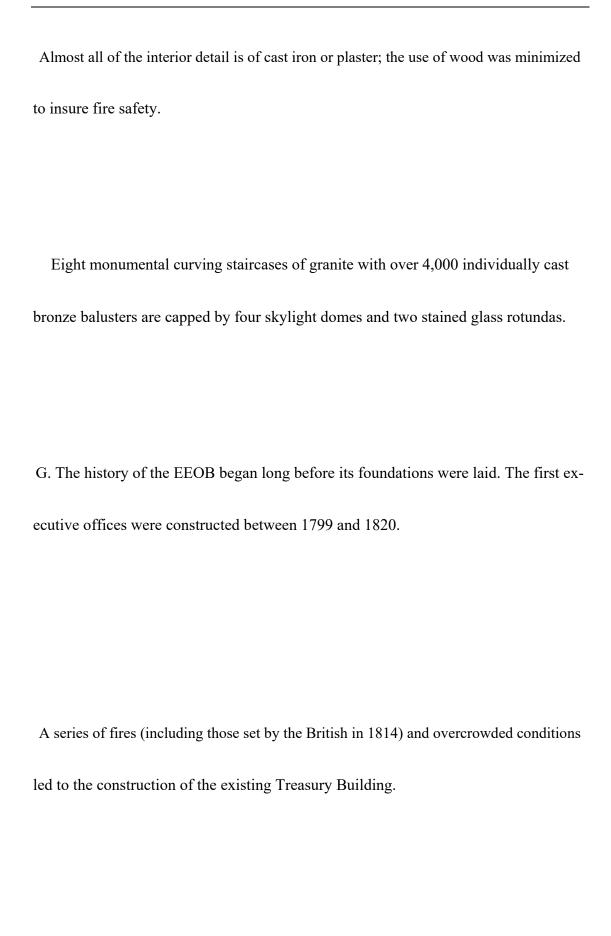
D. Many of the most celebrated national figures have participated in historical events
that have taken place within the EEOB's granite walls.
Theodore and Franklin D. Roosevelt, William Howard Taft, Dwight D. Eisenhower,
Lyndon B. Johnson, Gerald Ford, and George H. W. Bush all had offices in this building
before becoming president.
It has housed 16 Secretaries of the Navy, 21 Secretaries of War, and 24 Secretaries of
State.
Winston Churchill once walked its corridors and Japanese emissaries met here with
Secretary of State Cordell Hull after the bombing of Pearl Harbor.

E.	The Eisenhower	Executive Office E	Building (EEOB) o	commands a unique	position in
both	the national his	story and the archit	ectural heritage o	of the United States	S.

Designed by Supervising Architect of the Treasury, Alfred B. Mullett, it was built from 1871 to 1888 to house the growing staffs of the State, War, and Navy Departments, and is considered one of the best examples of French Second Empire architecture in the country.

F. Construction took 17 years as the building slowly rose wing by wing.

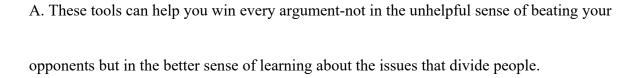
When the EEOB was finished, it was the largest office building in Washington, with nearly 2 miles of black and white tiled corridors.



In 1866, the construction of the North Wing of the Treasury Building necessitated the demolition of the State Department building.

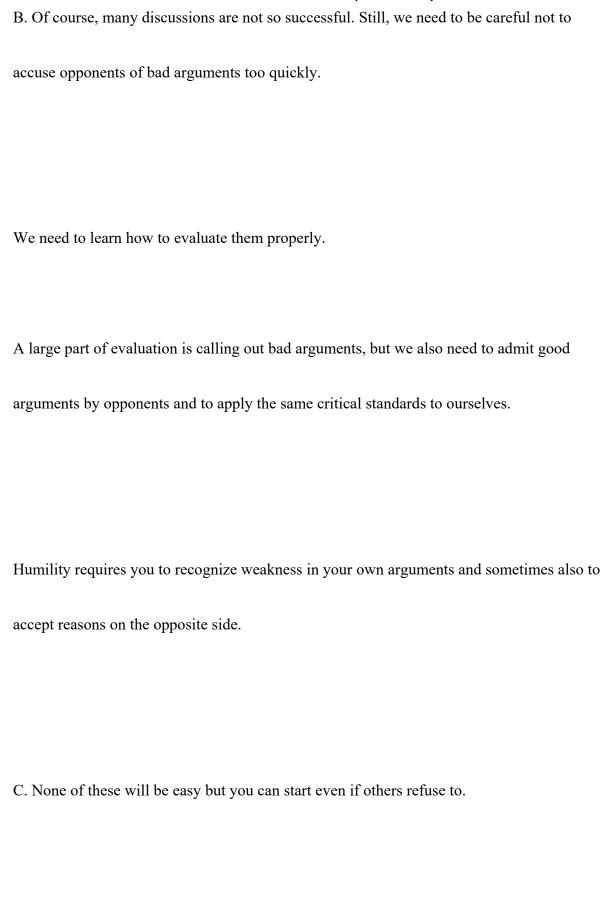
41. \rightarrow C \rightarrow 42. \rightarrow 43. \rightarrow F \rightarrow 44. \rightarrow 45.





Learning why they disagree with us and learning to talk and work together with them.

If we readjust our view of arguments –from a verbal fight or tennis game to a reasoned exchange through which we all gain mutual respect, and understanding---then we change the very nature of what it means to "win" an argument.

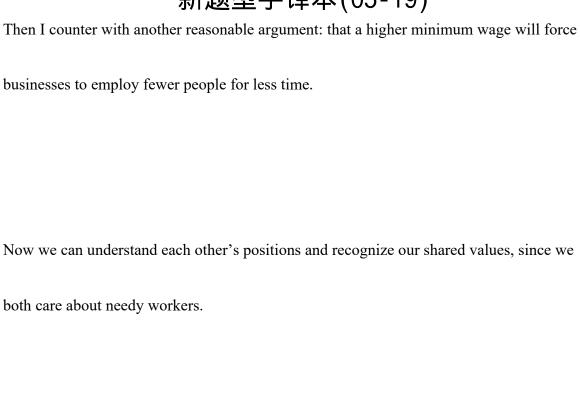


Next time you state your position, formulate an argument for what you claim and honestly
ask yourself whether your argument is any good.
Next time you talk with someone who takes a stand, ask them to give you a reason for their
view.
Spell out their argument fully and charitably. Assess its strength impartially. Raise
objections and listen carefully to their replies.
D. Carnegie would be right if arguments were fights, which is how we often think of them.
Like physical fights, verbal fights can leave both sides bloodied.

Even when you win, you end up no better off.

Your prospects would be almost as dismal if arguments were even just competitions-like, say,
tennis games.
Pairs of opponents hit the ball back and forth until one winner emerges from all who entered.
Everybody else loses. This kind of thinking is why so many people try to avoid arguments,
especially about politics and religion.
E. In his 1936 work How to Win Friends and Influence People, Dale Carnegie wrote: "There
is only one wayto get the best of an argument-and that is to avoid it."

None of these tricks will help you understand them, their positions or the issues that divide
you, but they can help you win-in one way.
G. There is a better way to win arguments.
Imagine that you favor increasing the minimum wage in our state, and I do not.
If you yell, "Yes," and I yell. "No," neither of us learns anything.
We neither understand nor respect each other, and we have no basis for compromise or cooperation.
In contrast, suppose you give a reasonable argument: that full-time workers should not have
to live in poverty.



 $41. \rightarrow 42. \rightarrow F \rightarrow 43. \rightarrow 44. \rightarrow C \rightarrow 45.$