

An Attitude of Gratitude



REVIEW

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WEEKEND

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WSJ.com

What's News

World-Wide

The Treasury levied what Trump called its largest ever sanctions on North Korea, targeting shipping and trading firms. A1

◆ The FBI and local police were warned by callers of the accused Florida gunman's violent behavior in the weeks before the school shooting. A1

◆ Florida GOP leaders backed raising the age for gun purchases to 21. A6

◆ A former Trump aide previously indicted by Mueller pleaded guilty to two charges and will cooperate in the Russia election probe. A4

◆ The U.S. said it would open its embassy in Jerusalem in May and is weighing an offer from GOP donor Adelson to help pay for a new facility. A8

◆ Saudi Arabia backed down under U.S. pressure and let Pakistan be placed on a terror-financing watch list. A14

◆ Syrian rescue workers said the regime's assault on rebel-held Ghouta has killed over 250 people. A14

◆ The U.S. flu epidemic appears to have peaked, the CDC reported. A2

◆ Japan approved a drug that its maker says can kill the flu virus in 24 hours. B4

Business & Finance

◆ Geely's chairman has accumulated a 9.7% stake, valued at around \$9 billion, in Germany's Daimler, the biggest Chinese investment yet in the West's auto industry. A1

◆ Huawei faces mounting pressure from the U.S., which sees it as a cybersecurity threat, even as allies embrace the Chinese telecom firm. B1

◆ Chinese regulators seized control of Anbang and the insurer's former chairman was charged with fraud. B1

◆ General Mills is paying some \$8 billion for pet-food maker Blue Buffalo in an effort to spur U.S. growth. B1

◆ Dropbox filed for what is set to be one of the biggest tech IPOs of recent years. B1

◆ The Dow and S&P 500 rallied, erasing their losses for the week. The industrials climbed 347.51 points, or 1.4%, to 25309.99. B12

◆ Citigroup plans to issue \$335 million in refunds to some card customers after failing to cut their rates. B10

◆ Several firms cut ties to the NRA, bowing to pressure from social-media users. B4

◆ Royal Bank of Canada said earnings were lifted by its capital-markets unit. B10

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Billy Graham,
the Ecumenical
Evangelist

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Surprise,
Dads:
You're in
Fashion

OFF DUTY



Some teachers and staff members at Marjory Stoneman Douglas High School returned on Friday for the first time since a former student killed 17 people at the Parkland, Fla., school on Feb. 14. Classes are expected to resume on Wednesday.

'I Know He's Going to Explode'

Calls to FBI, 911 show increasing alarm over accused gunman's violent behavior

In the weeks before last week's mass shooting at a Florida high school, those close to the 19-year-old charged in the

By Del Quentin Wilber,
Scott Calvert,
Jon Kamp
and Joseph De Avila

attack told authorities of his escalating rage, violent outbursts and threats to kill others.

A January call to the Federal

Bureau of Investigation tipline by an unidentified woman warned that she was concerned that Nikolas Cruz would "get into a school and just shoot the place up," according to a transcript of her call with a bureau tipline operator reviewed by The Wall Street Journal.

"I know he's—he's going to explode," she said. More recently, she said, Mr. Cruz "switched it to he wants to kill people."

The FBI last week acknowledged receiving such a call, which it said was from a person close to Mr. Cruz. But the transcript, and the stark nature of the caller's precise warnings about Mr. Cruz's disturbing ac-

Students launch a movement after shooting..... A6
State's GOP leaders support raising age for purchases... A6
Some companies end partnerships with NRA B4

tions and volatile temperament, previously hasn't been made public.

Just weeks before the call to the FBI tipline, Mr. Cruz himself called 911 after a violent episode at the house where he was living. Punches had been thrown, household items broken, and he fled to a nearby park.

"I kind of got mad and I started punching walls and

stuff," Mr. Cruz told the dispatcher, his voice trembling during a 5½ minute call in late November, according to police records released this week. "The thing is I lost my mother a couple weeks ago, so like, I'm dealing with a bunch of [inaudible] right now."

These calls and others are the latest evidence of Mr. Cruz's fragility and the fears those close to him raised to authorities about his volatile temperament and fixation on guns. Such concerns had come to the attention of the school district, the state social-service agency, two local sheriff's departments and the FBI.

Yet through a combination of Please see CRUZ page A6

Sanctions Tighten On North Korea

BY IAN TALLEY
AND MICHAEL R. GORDON

WASHINGTON—The Trump administration levied what it called its largest ever North Korea sanctions package, hitting dozens of shipping and trading companies as it seeks to choke off foreign-currency flows to the nuclear-armed state.

Among the targets: nearly 60 companies and ships and one individual it says are helping North Korea evade an international ban on coal exports and restrictions on fuel imports. That trade has helped support Pyongyang's weapons programs, including its efforts to build missiles that can hit the continental U.S.

Friday's action is part of a broader U.S. "maximum pressure campaign" aimed at forcing Pyongyang to abandon its atomic ambitions. After a series of North Korean weapons tests, the U.S. convinced the United Nations Security Council to ratchet up global sanctions against the heavily militarized nation.

"We imposed today the heaviest sanctions ever imposed on a country before," President Donald Trump said in a speech Friday at the Conservative Political Action Conference in Maryland. "If the sanctions don't work, we'll have to go to phase two," he said later in the day without elaborating.

Mr. Trump said that alternatives "may be a very rough thing, it may be very, very unfortunate for the world." The administration has long made

Please see KOREA page A8

China Mogul Takes 9.7% Daimler Stake

By WILLIAM BOSTON
AND ROBERT WALL

BERLIN—The billionaire chairman of Chinese car maker Zhejiang Geely Holding Group Co. has accumulated a 9.7% stake, valued at about \$9 billion, in Germany's Daimler AG, the biggest overseas investment yet by China Inc. in the West's automotive industry.

The move by Li Shufu, referred to by associates as Chairman Li, is his most ambitious so far as he tries to create a global Chinese auto maker that can compete with industry heavy hitters Volkswagen AG, Toyota Motor Corp.

and General Motors Co. Geely bought the Volvo car brand in 2010 and has more recently acquired stakes in car makers in Britain and Malaysia.

Mr. Li's investment in Daimler will likely give him a seat on the board and an inside perspective on Daimler's premier Mercedes-Benz car brand—the company widely credited with inventing the automobile. Still, it is too early to say if the move is the first step in a more strategic alignment of Daimler and Geely Automotive that would give Geely access to Daimler's advanced technology in electric vehicles and self-driving cars.

The investment wasn't made directly by the company, which has bought into a series of foreign car companies in recent years as it simultaneously ramps up and upgrades its domestic car business, but by Mr. Li himself, according to a filing in Germany late Friday.

Daimler said it welcomed the investment as a "vote of confidence" in its future. The German car maker didn't say whether Mr. Li would get a board seat, but said it looked forward to discussing the investment with him.

The acquisition is the latest in a series of methodical bets that Mr. Li has made in his quest to transform Geely,

once derided as the maker of low-cost, low-quality cars not fit for world markets, into China's first global automotive player.

Mr. Li's investment in Daimler is also another milestone for China. Within little more than a decade, China has evolved from a nation of bicycles to become the world's largest automotive market, with sales of 27.4 million new light vehicle last year. That compares with 17 million new

Please see CHINA page A2

◆ U.K.'s use of Huawei technology raises U.S. concerns..... B1

◆ China's 'heavy hand' on Anbang rattles some analysts..... B1

Probe Advances



GUILTY PLEA: Richard Gates became the third Trump associate to cooperate in Mueller's investigation. A4

What's The Most Useful Form of Cash? (Hint: It's not a \$100 Bill)

* * *

It's great for tipping, getting attention and what one fan calls 'clean living'

By MICHAEL M. PHILLIPS

It usually goes like this: Nathan Broshear orders beers and when it comes time to tip, he slides a \$2 bill onto the bar.

The bartender does a double-take and says something about how he didn't know they still printed these things. Then he folds the note carefully into his own wallet. Mr. Broshear never has to wait long for a second round.

"If you order two beers, you're probably going to drop \$2 in a tip anyway," Mr. Broshear says. "But if you drop a \$2



bill in, the person feels like they got a \$5 or \$10 tip. But it still only cost me two dollars."

The country is divided into two camps when it comes to tips: Those who are barely aware \$2 bills still circulate, and those who live the \$2 bill lifestyle.

Mr. Broshear, firmly in the second camp, marvels at the deuce's efficiency. "I only have to get a single bill out," he says.

Pause.

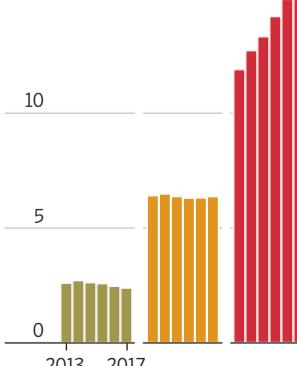
"Why is that funny?"

The U.S. issued \$2 notes from 1862 to 1966, and then re-

Feeding Fido Is Big Business

General Mills is paying around \$8 billion for Blue Buffalo, a top brand in the growing premium pet-food market. B1

U.S. sales of dog and cat food



Source: Euromonitor

THE WALL STREET JOURNAL.

Buffett Loads Up On Treasury Bills

By NICOLE FRIEDMAN
AND DANIEL KRUGER

Berkshire Hathaway Inc. shareholders will look to Warren Buffett's annual letter on Saturday for clues of what the conglomerate plans to do with more than \$100 billion in cash.

There is little mystery about who is getting that money: Uncle Sam.

Berkshire has used its mounting cash pile to become one of the world's largest owners of Treasury bills after struggling to find big companies to buy in recent years.

The Omaha, Neb., conglomerate held \$109 billion in cash as of Sept. 30, up from \$86 billion at the end of 2016 and more than double what it had at the end of 2006. Nearly all

of that was invested in short-term bills, according to Mr. Buffett. Berkshire typically buys about \$4 billion in Treasury bills every Monday at government auctions, or about 4% of what the Treasury is selling, Mr. Buffett said on CNBC in January.

Other large American corporations such as Apple Inc., Microsoft Corp. and Alphabet Inc. are also sitting on large piles of cash and face the same dilemma of what to do with it. It's not always clear how all of that cash is invested, but some firms tend to invest in higher-yielding assets such as short-term corporate bonds.

Berkshire prefers to hold Treasury bills because they would provide more liquidity

Please see CASH page A2

U.S. NEWS

THE NUMBERS | By Jo Craven McGinty

The Methodology Behind Tracking the Flu



Each year as influenza tears across the country, the U.S. Centers for Disease Control and Prevention draws upon a network of hospitals, laboratories and outpatient facilities to track the spread of the disease—but the surveillance captures only a fraction of the cases.

The total number of flu-sickened Americans won't be available until the fall or next winter, when data collected during the season will be used to estimate the overall impact of the virus.

The worst recent year was the 2009-10 pandemic, when an estimated 60.8 million Americans got sick. Although this year has been severe, CDC experts say it resembles the 2014-15 season, when an estimated 34 million Americans fell ill.

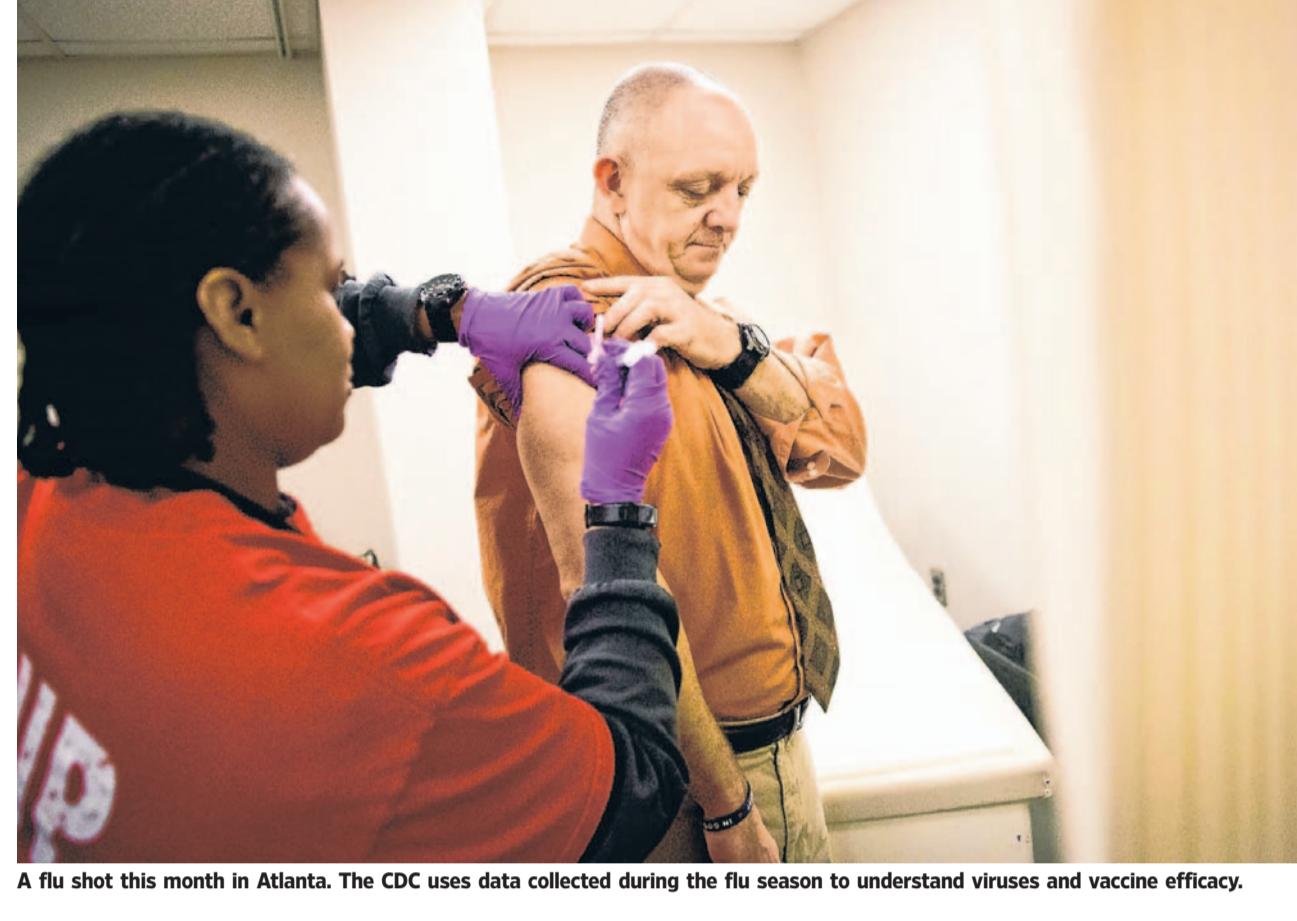
The CDC uses data collected during the flu season to understand the epidemiology of the circulating viruses and the efficacy of the vaccine—information that may influence recommendations to combat the disease.

Mortality has been monitored since the 1918 pandemic. Lab data have been collected since the mid-1970s. Flu-like illnesses have been followed since the 1980s. The current system of tracking hospitalizations has been in place since the 2009 pandemic.

Altogether, today's surveillance covers half a dozen categories.

Hospitalizations: Lab-confirmed cases of flu are reported by hospitals in more than 70 counties in 13 states, accounting for about 9% of the country's population, according to Lynnette Brammer, who leads domestic influenza surveillance for the CDC. The states are California, Colorado, Connecticut, Georgia, Maryland, Minnesota, New Mexico, New York, Oregon, Tennessee, Michigan, Ohio and Utah.

Laboratory surveillance: Additional information on confirmed cases is provided by laboratories, which record positive tests by type of vi-



A flu shot this month in Atlanta. The CDC uses data collected during the flu season to understand viruses and vaccine efficacy.

veillance data online each week, although how timely it depends on the states. "There's a lag time," Ms. Brammer said. "The data come in when the states send in the reports."

When flu season concludes, the CDC uses the rates of illnesses and deaths reflected in the surveillance data to estimate what it refers to as the total flu burden.

"Once we have a hospitalization rate that we've adjusted for testing and test sensitivity, we apply that rate to the U.S. population to get the total number of hospitalizations we think has occurred in the U.S.," said Matthew Biggerstaff, a CDC epidemiologist.

Each hospitalization is then used as a proxy to represent the number of additional cases of flu that didn't lead to hospitalization.

"Say there are 100 cases for each one hospitalized," Dr. Biggerstaff said. "We would multiply our hospitalization number by 100."

Because not everyone who gets sick sees a doctor, the CDC conducts a telephone survey to ask people with flu or flu-like illnesses whether they sought medical care. "If 50% sought care, we would take the case numbers and multiply by 0.50," Dr. Biggerstaff said.

Flu-related deaths are trickier to calculate because more people tend to die in winter even in the absence of flu. To tease out how many deaths are attributable to flu, the researchers apply the influenza-positive rates from lab tests to estimate the number of flu-related deaths.

When the CDC is finished, it has estimates of the total number of illnesses, medical visits, hospitalizations and the flu-related deaths for each of five age groups: less than 5, 5 to 17, 18 to 49, 50 to 64 and 65-plus.

Together, those calculations help the CDC take full measure of the flu's toll across America.

Worst May Be Over For the Epidemic

The worst U.S. flu epidemic in years appears to have peaked, according to federal data released Friday, but transmission is still intense, and cases from a strain that often surges late in the season are rising.

"The amount of activity is still very high," Daniel Jernigan, director of the flu division at the Centers for Disease Control

and Prevention, which released the data, said in an interview. "There are still many weeks left of this flu season—probably through mid-April."

This flu season has pitted a weak vaccine against virulent virus strains, leading to some of the highest rates of hospitalization and death in recent years—including among people who are otherwise healthy and not generally considered to be at high risk of complications.

Flu experts say they hope next year's vaccine will offer

greater protection than this year's. The CDC found in an interim assessment that getting a flu shot reduces the risk of developing the flu by 36%.

The proportion of outpatient visits to medical facilities that were for flu-like illness was 6.4% in the week ended Feb. 17, down from 7.5% in the previous week, according to the CDC. Hospitalizations and deaths from the flu, as a proportion of all U.S. deaths, also declined.

But the flu remains widespread in all but two U.S.

states—Hawaii and Oregon—as well as in the District of Columbia, the CDC said.

The pediatric death toll may end up being the highest it has been since the 2009 flu pandemic, when 344 children died, Dr. Jernigan said. There were 13 pediatric deaths confirmed in the week ended Feb. 17, bringing the season total to 97. By the end of the season, the total could exceed the 148 pediatric deaths reported in 2014-15, Dr. Jernigan said.

—Betsy McKay

rus. The results are reported to the CDC by around 250 clinical labs as well as 100 public-health labs.

Outpatient surveillance: Influenza-like illnesses, defined as someone having a fever of 100 degrees or higher and a cough or sore throat, are reported by 2,500 sites across

the U.S. About 60% are emergency rooms or urgent-care facilities. Family practices, pediatricians and student health centers also participate.

Mortality: Two systems are used to track mortality.

Physicians and hospitals report the deaths of children younger than 18 who test positive for flu, providing

the CDC with a detailed case report, including information on where the child died and whether a bacterial infection, chronic condition or other complication might have contributed to the death.

"We make sure there aren't factors that make them high risk that we aren't stressing in the recommendations," Ms. Brammer said.

In addition, the CDC uses mortality data from death certificates assembled by the National Center for Health Statistics to identify pneumonia and influenza deaths.

Geographical spread: Finally, the agency collects state and territorial reports of the geographic distribution of the flu.

The CDC updates the sur-

have been a particular problem for bond dealers and investors at recent points. When the U.S. government approached its debt ceiling in recent years, the government was sometimes forced to sell fewer bills, making them scarce in the market. A recent deal pushed back the next debt-ceiling showdown until March 2019.

Berkshire's holdings are big enough that when bond dealers need bills for a specific date, they will come to Berkshire and arrange a trade, Mr. Buffett said. "We're the ones they call. We've got the best inventory," Mr. Buffett said in a 2017 interview with The Wall Street Journal. "That's a new sideline for us here."

Mr. Buffett uses his widely read annual shareholder letter to recap Berkshire's results and discuss broader financial themes. The Omaha billionaire

typically says little about where he could turn next for an acquisition, although he has acknowledged in other settings that pressure is mounting for Berkshire to find better uses for its cash holdings.

"There's no way I can come back here three years from now and tell you that we hold \$150 billion or so in cash or

more, and we think we're doing something brilliant by doing it," he said at Berkshire's annual meeting last May. "I would say that history is on our side, but it would be more fun if the phone would ring."

Berkshire hasn't made a major buy since it agreed to acquire aerospace manufacturer **Precision Castparts** Corp. in 2015 for more than

\$32 billion, its biggest deal ever. A deal last year to buy Texas power-transmission company Oncor for \$9 billion was terminated after Oncor's parent company got a higher offer.

Mr. Buffett has long resisted using cash to pay a dividend, partly because of the tax consequences for shareholders. He has said the company would buy back stock if its price falls below 120% of book value. Both classes of Berkshire stock traded Friday at 166% of book value.

"He's aware that [Berkshire's cash] is not earning a high rate of return for shareholders," said David Kass, a professor at the University of Maryland and a Berkshire shareholder.

"Paying out a special cash dividend, a one-time dividend at the discretion of management, makes some sense."

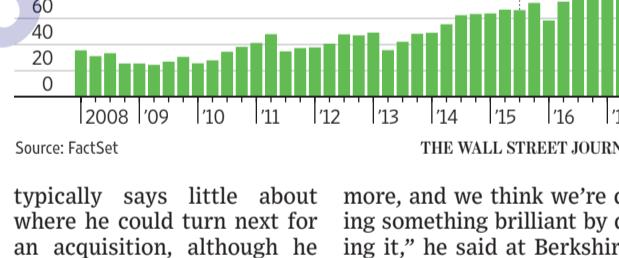
Mr. Buffett's current involvement in the Treasury market is less stressful than one in the early 1990s. Mr. Buffett stepped in as chairman of Salomon Inc. in 1991 after a rogue trader was caught trying to corner the market in two-year government debt by manipulating the auction process to buy more bonds than allowed.

Berkshire earns revenue from holding and trading its Treasury bills, but the profit is minimal relative to its overall business operations. Berkshire's head trader, Mark Millard, declined to comment.

"I believe at some point in the future, they'll be rewarded, [and] we'll be rewarded as shareholders, for having all that cash," said Trip Miller, managing partner of Gullane Capital Partners LLC in Memphis, Tenn. "They'll be sitting there ready to pounce."

Stacking Up

Berkshire Hathaway's cash has been piling up as it has struggled to find companies to buy.



Source: FactSet

THE WALL STREET JOURNAL

end car maker. More recently, Volvo and Geely have pushed aggressively into electric-car development. Volvo promised last year to roll out electric or hybrid-electric engines in all its new models starting in 2019. Geely Holding in 2013 bought London Taxi, which makes electric-utility vehicles and taxis.

Back in China, Geely Automotive has become the top domestic brand in the country. Instead of turning out cheap and undependable models, it began drawing Chinese customers away from some of the big Western brands that had set up shop in China.

More recently, Geely put its overseas ambitions into high gear. In May 2017, it agreed to buy a 51% stake in British sports-car brand Lotus and a 49.9% stake in struggling Malaysian car maker Proton Holdings Bhd. In December, Geely acquired 8.2% of Volvo AB, the Swedish truck maker.

Hakan Samuelsson, the chief executive of Volvo Cars, describes Mr. Li as a strategic thinker who is carrying out a

grand plan to create the first global player from China.

"What is the most credible Chinese global brand? Three years ago, no one would have thought it would be Geely," he said in a recent interview.

Associates of Mr. Li say he often tells them the challenge for Geely isn't to compete against Ford and GM, but against Alphabet Inc.'s Google unit and Apple Inc.

China has gone from a nation of bicycles to the world's largest automotive market.

development of car-sharing, ride-hailing services and self-driving vehicles.

Gang Wei, co-chairman of China Euro Vehicle Technology AB, the research-and-development center in Gothenburg that is owned by Geely Holding, said Mr. Li "is a strategic person first, an entrepreneur second."

A Daimler spokesman said the company doesn't know what Mr. Li's longer-term goals are, or exactly why he invested in their company.

A closer association could be a boon for Daimler, too. The Stuttgart-based company already has links to China through a joint venture with BAIC Motor Group. The two agreed last year to make electric vehicles for the Chinese market.

The investment, though, could cause waves in Germany. The government there has become increasingly anxious about a wave of Chinese investments and takeovers of its companies. Last year, Berlin tightened scrutiny of foreign direct investment.

CORRECTIONS &

AMPLIFICATIONS

Mike Day is Mikaela Shifrin's ski coach. In some editions Friday, a Sports article about Olympic skiing incorrectly said he was head coach of the U.S. women's team.

Paul Feig is executive producer of "The Joel McHale Show With Joel McHale." A Life & Arts article on Thursday about the Netflix series incorrectly said he also is director.

The suspect in a mass shooting in San Bernardino, Calif., in December 2015 was confirmed dead four hours and 22 minutes after the attack began. In some editions Friday, a chart that appeared with a U.S. News article about arming teachers mislabeled the chart scale, making the time period appear shorter.

Readers can alert The Wall Street Journal to any errors in news articles by emailing wsjcontact@wsj.com or by calling 888-410-2667.

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U.S. NEWS

Alleged Ponzi Scheme in City of Angels

Tony Los Angeles real estate becomes subject of investigation, and some may hit market

BY PEG BRICKLEY
AND KATHERINE CLARKE

When real-estate developer Woodbridge Group of Companies bought the famous Owlwood estate in Los Angeles in September 2016, the \$90 million transaction marked the pinnacle of a nearly four-year property-acquisition spree. The company said it planned to preserve the 1930s-era, Holmby Hills property—once owned by Tony Curtis and later by the pop duo Sonny & Cher—renovate it and add square footage before relisting it.

"Robert Shapiro denies any allegation of misconduct, whether made directly or indirectly, related to the Woodbridge Group of Companies," Mr. Shapiro's lawyer, Ryan O'Quinn, said in a statement. He declined to comment on specific properties in this article. Lawyers for Woodbridge say the company is cooperating with the SEC but also de-

trolled by Mr. Shapiro, sold unregistered securities to an estimated 7,000 retail investors—many of them elderly—who were told their funds would provide secured, short-term real-estate loans. Instead, most of the invested money funded real-estate purchases made by Shapiro-controlled shell companies, from luxury homes in Los Angeles to vacant lots, court papers allege. Investors collected "interest" checks that were largely funded by money from newer investors, the SEC alleges.

"Robert Shapiro denies any allegation of misconduct, whether made directly or indirectly, related to the Woodbridge Group of Companies," Mr. Shapiro's lawyer, Ryan O'Quinn, said in a statement. He declined to comment on specific properties in this article. Lawyers for Woodbridge say the company is cooperating with the SEC but also de-

veloped as planned, while other sites remain vacant.

The firm tapped well-known L.A. architects such as Paul McClean, the designer of Beyoncé and Jay-Z's Los Angeles mansion, and Saota, the architecture firm that designed Michael Bay's onetime Bel-Air home, to design plans for the sites.

Selling properties with approved plans isn't illegal. But one adviser to an institutional investor said he told his client he suspected the elaborate development plans and artist's renderings were designed to justify piling more investor debt on properties. Woodbridge didn't respond to the allegation.

Mr. Shapiro has declined to answer questions from creditors, citing his Fifth Amendment right not to testify against himself, according to Richard Pachulski, a lawyer for the official creditor committee in Woodbridge's bankruptcy.



Woodbridge bought the Owlwood estate in Los Angeles for \$90 million and about a year later put the property on the market for \$180 million.

satisfy creditors—an influx that could push down prices on some of Los Angeles's most expensive residential areas.

The restructuring team guiding Woodbridge through bankruptcy will likely "shy away from doing a quick fire sale of everything," said Adam Stein-Sapir, a portfolio manager at Pioneer Funding Group who specializes in analyzing bankruptcy cases. "They recognize that if you flood the market, you're going to depress the prices of everything."

In addition to Owlwood, the bankruptcy affects a string of high-profile sites, including a planned mansion project on Bel-Air's Stradella Court that Woodbridge said in 2016 would be worth \$100 million, a Sunset Strip mansion purchased for \$35.35 million and an undeveloped lot on Stradella Road that the company bought for about \$36 million.

Woodbridge ramped up its real-estate spending starting in 2014. The company began by purchasing homes in the \$1 million to \$5 million price range, in middle- and upper-class markets in L.A. like Sherman Oaks and Encino, according to a Wall Street Journal analysis of Los Angeles area property records.

By 2015, the company was making most of its purchases in the \$5 million to \$15 million range and focusing on more exclusive areas, such as Beverly Hills. In 2016, the company made about 20 purchases, including a site in Holmby Hills that was primed for the construction of a new 30,000-square-foot spec house, the Journal's analysis shows.

In 2017, the company bought the Sunset Strip mansion, an 8-acre property owned by Larry Ellison's daughter, Megan Ellison, for \$35.35 million, according to public records. The deal included Ms. Ellison's 10,000-

square foot property as well as several neighboring land parcels. Woodbridge flipped the two adjacent parcels for \$12 million to an entity linked to Irish musician and U2 frontman Bono in October 2017, according to people familiar with the deal.

It also purchased 800 Stradella Road, a nearly 2-acre site in Bel-Air for \$36 million and another, at 805 Nimes Place, for \$35 million, real-estate records show. They snapped up another site, at 810 Sarbonne Road, for \$6.5 million in 2016 and quickly drew up plans for an approximately 10,000-square-foot home.

Woodbridge attached plans to many of the properties it purchased. It would announce it was developing the property, yet also put the vacant lot back on the market almost immediately for a slightly enhanced price, a Journal analysis shows. Some of the properties were eventually

138

Approximate number of properties that could be put up for sale

clined to comment further.

Woodbridge, which filed for bankruptcy protection in December, severed its ties with Mr. Shapiro in hopes of retaining control of a real-estate portfolio worth an estimated \$650 million to \$750 million. But the company's legal trouble means about 138 properties could be put up for sale to

day took the band to Detroit and Flint, Mich., a city facing a public-health crisis over lead poisoning in the local water supply and where 41.9% of residents live in poverty, according to the U.S. Census.

On Friday, the group headed to South Bend, Ind.

At times, the lawmakers said they were on a "diplomatic mission" to introduce investors from the nation's investment capitals to entrepreneurs in towns that lost luster when steel mills and auto factories closed.

Patrick McKenna, a founding partner at the investment firm High Ridge Venture Partners that has already extended

its reach beyond Silicon Valley, said that the participants wanted to connect the tech community with some of the people left behind because of a change in America's economy.

"The thing that I felt like I could take action to, was to care more about bridging the economic divide," said Mr. McKenna, who said he was inspired to do more after Democrat Hillary Clinton lost the presidential election to Donald Trump in 2016.

He teamed up with Mr. Ryan, with whom he bonded several years ago at a conference on meditation. Mr. McKenna has become a donor

to his campaigns.

For Mr. Ryan, who is considered a possible presidential candidate in 2020 and who challenged Nancy Pelosi for the House minority leadership post in 2016, the trip was an opportunity to illustrate how Democrats can focus on creating jobs and bridging the skills gap without holding the White House.

He recruited Democratic Rep. Ro Khanna, who represents California's Silicon Valley, to come along and deepen the link between coastal Democrats and those in the industrial Midwest where presidential elections are often decided.

Republicans in the Missouri legislature are weighing the political fate of Gov. Eric Greitens, following his indictment by a St. Louis grand jury for alleged invasion of privacy stemming from a 2015 extramarital affair.

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Missouri Republicans Weigh Next Step After Governor's Indictment

BY DOUGLAS BELKIN
AND SHIBANI MAHTANI

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Mr. Greitens said in a statement posted Thursday night on Facebook that he has no plans to resign and attacked

Ms. Gardner, who took office in January 2017.

"As I have said before, I made a personal mistake before I was Governor. I did not commit a crime. With today's disappointing and misguided political decision, my confidence in our prosecutorial system is shaken, but not broken. I know this will be righted soon," Mr. Greitens wrote.

Democrats have seized on the allegations against Mr. Greitens and called for his resignation. "Everything about Eric Greitens—his dark money, his lies, his scandals, his crimes—has been a stain on Missouri," said Missouri Democratic Party Chairman Stephen Webber in a statement Thursday.

On Friday morning, meanwhile, Mr. Greitens announced he is leaving a leadership role in the Republican Governors Association.



Missouri Gov. Eric Greitens

Venture Capitalists Tour Midwest

BY NATALIE ANDREWS

DETROIT—Standing before a group of Michigan entrepreneurs, Rep. Tim Ryan introduced more than a dozen venture capitalists from Silicon Valley and New York who were on a three-day road trip the Ohio Democrat organized to try to boost businesses in cities that need a comeback.

He referenced T-shirts heralding their destination cities.

In the Motor City, it was "Detroit Against the World"; for Cleveland it was "Believe-land"; and in Youngstown, Ohio, the motto was "Defend Youngstown."

Mr. Ryan asked why people in these cities felt they were fighting for survival in their own country.

"We're all in this together," he said.

"How do we create a government or Department of Commerce that helps you become great again? How did we end up in this spot where Detroit feels like it's against the world or Cleveland feels like it's against the world? I mean, that's unacceptable to me," he said.

The road trip took mostly Democratic venture capitalists from California and New York to beleaguered cities in the Midwest that collapsed with the decline of U.S. manufacturing and have struggled to recover after the recession 10 years ago.

These were all cities in 2016 with median household income below the U.S. average of \$55,000 by \$20,000.

On Wednesday, the group went to meetings in Youngstown and Akron, Ohio. Thurs-

day took the band to Detroit and Flint, Mich., a city facing a public-health crisis over lead poisoning in the local water supply and where 41.9% of residents live in poverty, according to the U.S. Census.

On Friday, the group headed to South Bend, Ind.

At times, the lawmakers said they were on a "diplomatic mission" to introduce investors from the nation's investment capitals to entrepreneurs in towns that lost luster when steel mills and auto factories closed.

Patrick McKenna, a founding partner at the investment firm High Ridge Venture Partners that has already extended

its reach beyond Silicon Valley, said that the participants wanted to connect the tech community with some of the people left behind because of a change in America's economy.

"The thing that I felt like I could take action to, was to care more about bridging the economic divide," said Mr. McKenna, who said he was inspired to do more after Democrat Hillary Clinton lost the presidential election to Donald Trump in 2016.

He teamed up with Mr. Ryan, with whom he bonded several years ago at a conference on meditation. Mr. McKenna has become a donor

to his campaigns.

For Mr. Ryan, who is considered a possible presidential candidate in 2020 and who challenged Nancy Pelosi for the House minority leadership post in 2016, the trip was an opportunity to illustrate how Democrats can focus on creating jobs and bridging the skills gap without holding the White House.

He recruited Democratic Rep. Ro Khanna, who represents California's Silicon Valley, to come along and deepen the link between coastal Democrats and those in the industrial Midwest where presidential elections are often decided.

Trump's Family-Planning Program to Prioritize Faith-Based Clinics

BY MICHELLE HACKMAN

The Trump administration said it would prioritize grant applications to the Title X family-planning program that come from organizations with a religious background and counsel abstinence or "natural" methods, a move abortion providers said will make it harder for them to get federal funding.

Health officials outlined the new rules Friday in announcing a fresh round of funding for Title X, which pays for ser-

vices like contraception and fertility treatment.

The announcement came several months after the date initially set by the Department of Health and Human Services, and activists on both sides of the abortion debate were eager to see if the administration would exclude abortion providers.

That expectation was bolstered by President Donald Trump's budget proposal for the 2019 fiscal year, which recommended that abortion pro-

viders be ineligible for funding from Title X and the Medicaid program. In January, the GOP administration rescinded an Obama-era policy saying abortion providers must be eligible for Medicaid dollars to perform nonabortion services.

Valerie Huber, who helps oversee Title X at HHS, said the department wasn't blocking abortion providers from the program. She said any clinic that meets the program's criteria, including Planned Parenthood, would be

eligible to apply.

"Our goal is to help improve and expand the quality care for women and men who are served by this program," said Ms. Huber, who formerly headed an organization called Ascend, which advocated for abstinence-only sex education.

Title X funds services at about 4,000 clinics that serve more than four million low-income women and a much smaller number of men.

The announcement reshapes the Title X program around

conservative priorities. For the first time, it sets up a point system that favors certain characteristics, giving preference, for example, to faith-based clinics and clinics that counsel abstinence for teenagers.

It also favors clinics that offer "comprehensive primary health-care services," which critics said generally offer a smaller range of care devoted to women in particular. The funding request makes no mention of contraceptive services, but it does prioritize

clinics that offer "natural family-planning" services.

Planned Parenthood Federation of America said in a statement that this preference system "is designed to penalize reproductive health-care providers and make it harder for women to access expert reproductive health care under the program."

The new priorities governing the Title X program reflect a broader administration goal of limiting federal funding to abortion providers.

U.S. NEWS

Former Trump Aide Pleads Guilty

BY DEL QUENTIN WILBER
AND ARUNA VISWANATHA

WASHINGTON—A former Trump campaign aide previously indicted by special counsel Robert Mueller pleaded guilty Friday to two charges, making him the fifth person to publicly admit to criminal misconduct, and the third Trump associate to cooperate, in the wide-ranging probe into alleged Russian meddling in the 2016 election.

The plea by Richard Gates, a former campaign aide to President Donald Trump, adds to pressure on his longtime business associate and former Trump campaign chairman Paul Manafort, who, with Mr. Gates, pleaded not guilty last fall to charges of financial misdeeds from before the 2016 campaign. Mr. Gates was charged in a document made public Friday with conspiracy and providing a false statement.

Under preliminary sentencing guidelines, Mr. Gates faces between roughly 4½ and 6 years in prison, though the guidelines didn't yet take into account any credit he may receive from prosecutors for cooperating.

Mr. Mueller has already persuaded two other Trump campaign officials, including Mike Flynn, Mr. Trump's first national security adviser, to cooperate in his wide-ranging probe of Russia's meddling and whether Trump associates aided in that effort. The Gates guilty plea almost certainly means he would testify in any trial of Mr. Manafort.

In a statement, Mr. Manafort said he would continue to defend himself "against the untrue piled up charges" against him.

Mr. Gates declined to comment as he left the courtroom.

Messrs. Gates and Manafort were charged in October with laundering millions of dollars in income generated from their consulting work for a pro-Russian political party in Ukraine from 2008 through 2016, and failing to file reports



Richard Gates arriving at federal court in Washington on Friday.

on the lobbying work and on foreign bank accounts they controlled. Mr. Gates was a campaign adviser, and Mr. Manafort served briefly as Mr. Trump's campaign chairman before stepping down in August 2016.

They were charged Thursday in a superseding indictment, obtained from a federal grand jury in Virginia, that alleges the pair engaged in an extensive scheme to defraud multiple lenders and obtain more than \$20 million in loans between 2015 and January 2017, including through doctoring statements to show millions of dollars in income they didn't in fact earn.

A week ago, as part of Mr. Mueller's probe, more than a dozen Russian citizens were charged with working to interfere in the election, and while those people aren't likely to face trial, the charges serve as a partial road map of how the

Mueller office believes Russians operated to help Mr. Trump. Russia has denied meddling in the election, and Mr. Trump has said his associates didn't work with Moscow to help tip the election in his favor.

The court papers filed Friday in U.S. District Court in Washington largely track with the allegations in the original indictment, but they don't charge Mr. Gates with any of the money laundering, reporting or tax counts he earlier faced. The papers include only one conspiracy count Mr. Gates faced earlier, and one new charge that alleges Mr. Gates lied to Mr. Mueller's team earlier this month.

Mr. Gates admitted he told Mr. Mueller's team, which included FBI agents, on Feb. 1 that Mr. Manafort and a lobbyist told him Ukraine hadn't come up during a March 2013 meeting with Mr. Manafort,

the lobbyist and a member of Congress, the charging papers allege. In fact, the special prosecutor wrote, Mr. Gates hadn't been told that Ukraine hadn't been discussed.

That member of Congress was Rep. Dana Rohrabacher (R., Calif.). Mr. Manafort disclosed that he had dinner with Mr. Rohrabacher on March 19, 2013, when he filed lobbying reports disclosing his work for Ukraine's Party of Regions.

A representative for Mr. Rohrabacher said the three longtime acquaintances mostly "reminisced and talked mostly about politics." He said the subject of Ukraine "came up in passing."

"We may only speculate that Manafort needed to report back to his client that Ukraine was discussed," Mr. Rohrabacher's spokesman, Ken Grubbs, said.

—Julie Bykowicz contributed to this article.

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Treasury Official Critical of Parts Of Tax Law Quits

BY RICHARD RUBIN

WASHINGTON—A Treasury Department official deeply involved in implementing the new tax law left the government unexpectedly this week.

Dana Trier, a retired New York attorney praised by fellow tax lawyers in both parties, was a deputy assistant secretary for tax policy, putting him near the center of administration decision-making about how to write the crucial rules stemming from the new Tax Cuts and Jobs Act.

Accountants, tax lawyers and businesses have been watching his actions and speeches closely for clues on how President Donald Trump's administration will enforce complex new deductions for pass-through businesses, restrictions on business interest deductions and other matters.

As recently as Tuesday, he spoke publicly about the stream of rules poised to come from the U.S. in the next year. The Treasury needs to clarify vague sections of the law, which went from draft to reality in less than two months.

Mr. Trier's departure was confirmed by Treasury spokesman Tony Sayegh on Friday. Mr. Trier was part of a large team that will continue to work without him. Treasury officials expect to release a calculator for paycheck withholding next week.

Tax-focused publications had previously written about some of Mr. Trier's remarks that were critical of parts of the new tax law, including a speech earlier this month in San Diego at a conference sponsored by the American Bar Association's Tax Section.

On Thursday, in the course of reporting an article about Mr. Trier, The Wall Street Journal relayed to a Treasury

spokeswoman further comments he had made; his departure became public on Friday.

In San Diego, Mr. Trier had said people looking at pieces of the new law sometimes asked him whether lawmakers could have reasonably meant to write it the way they did.

"We're going to have trouble with about half the legislation if we apply that standard," said Mr. Trier, whose name rhymes with clear.

Late Friday, Mr. Trier, 69 years old, said he and Assistant Secretary David Kautter agreed that he should leave.

"Between these public comments and the constant friction with the bureaucratic ele-

Retired attorney was writing crucial new rules stemming from the tax overhaul.

ments of the government, I really just think...it was time to go," Mr. Trier said.

On Friday, Mr. Trier said some parts of the law weren't well-thought-out, including limits on carried interest, but that most of it is sophisticated and could be successfully implemented.

In San Diego, he joked that the only administration official who hadn't weighed in on tax policy was first lady Melania Trump.

But Mr. Trier said some of the worst fears about loopholes in the new law were overblown.

He worked for many years at Davis, Polk and Wardwell LLP in New York, where he was a senior tax partner with broad expertise across the tax code.

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U.S. NEWS

WASHINGTON WIRE

WASHINGTON

Vehicle Crashes Into White House Barrier

A woman drove a passenger vehicle into a security barrier Friday near the White House and was immediately apprehended, the Secret Service said.

The vehicle didn't breach the barrier near the White House complex and no shots were fired in the incident, the Secret Service posted on Twitter.

The incident took place at a security barrier on the west side of the White House. The Secret Service referred a request for further details to its tweets.

The White House building and its surroundings have been a regular target for fence-hoppers and others who wish to disrupt the government or potentially talk to or harm the president.

—WSJ roundup

FEDERAL RESERVE

Fed Seems Unfazed By Market Volatility

The Federal Reserve signaled Friday it is unperturbed by the volatility in financial markets earlier this month and remains on track to raise rates gradually this year.

In its semiannual monetary policy report to Congress, the Fed said it still sees equity prices as elevated despite the selloff in early February, but noted that "overall vulnerabilities in the U.S. financial system remain moderate on balance."

Stock-price pressures edged up from already elevated levels over the second half of 2017, the Fed said, and stock prices are higher than would be expected given the current level of longer-term Treasury yields. The Fed attributed the increase in part to growing anticipation of the boost to earnings from the \$1.5 trillion tax cut enacted at the end of 2017.

The Fed said it continues to view wage gains as moderate, "likely held down in part by the weak pace of productivity growth in recent years."

—Kate Davidson

New England Struggles to Meet Energy Needs

By ERIN AILWORTH
AND JON KAMP

Massachusetts officials thought they were close to securing future supplies of green energy by piping in hydroelectric power from Canada.

But after Massachusetts said yes to the \$1.6 billion project, New Hampshire said no, jeopardizing the 192-mile transmission line that would bring in electricity through the Granite State.

The rejection this month marked the latest example of how hard it is to build large energy infrastructure in New England, which is pursuing aggressive renewable power goals and sometimes strains to meet current, pressing electricity needs.

The six-state region—where electricity costs are 56% above the national average—is heavily dependent on natural gas-fired power after years of losing older, uneconomic coal, oil and nuclear plants to retirement. Gas is also in high demand for heating area homes.

Yet New England sometimes has difficulty importing enough gas to satisfy its needs, due to a shortage of pipelines.

"The not-in-my-backyard concept is extraordinarily powerful in New England," said Chris Lafakis, the head energy economist at Moody's Analytics.

New England turned to burning oil for electricity during a winter cold snap around New Year's, using about two million barrels—more than twice the oil burned in all of 2016, according to ISO New England, the organization that runs the region's power grid. The strain was so acute the North American arm of French energy company Engie SA recently brought a shipment of liquefied natural gas—including fuel that originated about 5,000 miles away in Russia—to Everett, Mass.

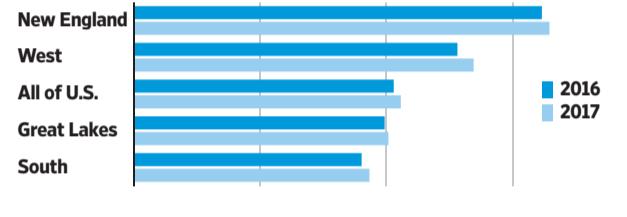
ISO New England warned in a February report that without some new infrastructure, "keeping the lights on in New England will become an even more



The region's energy shortage is so acute that an Engie SA tanker brought Russian LNG all the way to Everett, Mass., last month.

The Price of Power

Average cost of electricity for customers in select areas, in cents per kilowatt hour



Note: Data through November. West includes California, Oregon and Washington. South includes Alabama, Kentucky, Mississippi and Tennessee. Great Lakes includes Illinois, Indiana, Michigan, Ohio and Wisconsin.

Source: Energy Information Administration

THE WALL STREET JOURNAL.

tenuous proposition." With more power plants set to retire in coming years, ISO New England said, the grid is likely to be at risk of rolling blackouts.

The region's energy constraints and high costs are an irritant for business groups such as Associated Industries of Massachusetts, which represents several thousand businesses. It says those costs

make it harder for companies to compete, putting jobs at risk.

Energy constraints also frustrate some of the area's politicians, including New Hampshire Gov. Chris Sununu, who opposed his state's decision to block the power line to Massachusetts, known as Northern Pass.

The defeat "sends a pretty bad message out there that

our process isn't conducive to looking at new ideas," Mr. Sununu, a Republican, said this month. "You can't just say no to everything."

New England states have ambitious mandates to meet future electricity needs with clean energy—populous Massachusetts wants 40% of its power from clean energy sources by 2030. Those goals have spurred some renewable energy installations, including dozens of projects totaling more than a gigawatt of wind-powered capacity.

But the large-scale infrastructure to meet those goals and increase access to fuel supplies in the region has been a nonstarter in recent years.

The developers of Cape Wind, an offshore wind farm once planned off Cape Cod, formally gave up last year after more than a decade of intense local opposition.

Kinder Morgan Inc. in 2016 abandoned a more than \$3 billion natural-gas pipeline, Northeast Energy Direct, say-

ing it didn't have enough buy-in from utilities and faced a tough regulatory environment. The pipeline drew stiff opposition from environmentalists and communities worried about property values, potential safety issues and damage to the landscape.

Massachusetts officials hoped to take a big step toward their green-energy goals with Northern Pass, which would import enough cheap hydroelectric power from Quebec to light up as many as 1.1 million homes.

But in New Hampshire, the idea of turning part of the state into an extension cord for Massachusetts has been controversial. New Hampshire's Site Evaluation Committee voted the project down this month, citing concerns including a negative impact on tourism and property values.

Eversource Energy, which proposed the line, is mounting an appeal, arguing that the committee didn't give the project proper consideration.

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U.S. NEWS

From Shooting to Gun-Control Movement

Digitally savvy students naturally turned to social media, invoking #NeverAgain

BY ARIAN CAMPO-FLORES
AND NICOLE HONG

Two days after the school shooting in Parkland, Fla., that left 17 people dead, David Hogg feared public interest in the massacre was waning. The 17-year-old student at the school trained a camera on fellow students at a park, began broadcasting live on Twitter's Periscope app and asked them to describe life after the carnage. The segment drew more than 33,000 viewers, some chiming in with comments such as, "Keep speaking out. Be the change."

"I started live-streaming so people could see, to reignite the interest," said Mr. Hogg, a senior at Marjory Stoneman Douglas High School who has become one of the most prominent gun-control activists in the aftermath of last week's shooting. "I was getting worried, like this is over, people do not care."

The students at Stoneman Douglas aren't like those who witnessed previous mass shootings at schools such as Columbine High School in 1999 or Virginia Tech in 2007. They are digital natives, at one with the language and power of smartphones and social media. That is one reason why the movement they started, dubbed #NeverAgain, has become a nationwide phenomenon in barely a few days, and shows signs of becoming the kind of campaign success that a company or politician can only dream of.

In particular, they have successfully used Twitter to build a grass-roots network of activ-



Student Cameron Kasky addressed a rally this week after the mass shooting at Marjory Stoneman Douglas High School.

ists, leading to school walkouts around the country this week by students protesting gun violence.

They came up with a hashtag that has been picked up by celebrities around the world. They are tweeting directly at President Donald Trump and their online critics. They have made powerfully emotional speeches for gun control that have gone viral. The messages are expressed in genuine, teenage voices—alternating between lighthearted selfies and posts about how they are coping with trauma.

For many younger millennials, social media is woven into their daily routines as a way to communicate and express

themselves. Even during the shooting, students instinctively took to social media to share photos and videos as they hid from the gunman in their classrooms, giving the American public a chillingly close-up view of the horrors of school shootings.

In four days, they have raised \$2.2 million in an online fundraiser for a rally next month, and people like Oprah Winfrey and Steven Spielberg have pledged millions more. At a CNN town hall, the students on national television confronted Sen. Marco Rubio, who softened his earlier position by saying he would support certain gun restrictions. They took buses to Tallahassee to

meet with Gov. Rick Scott, who announced on Friday a series of proposals including a ban on the sale of firearms to people younger than 21.

That pressure has created a potential opening for the sort of significant legislative action, in Florida and in Congress, that has proved elusive in the wake of previous mass shootings.

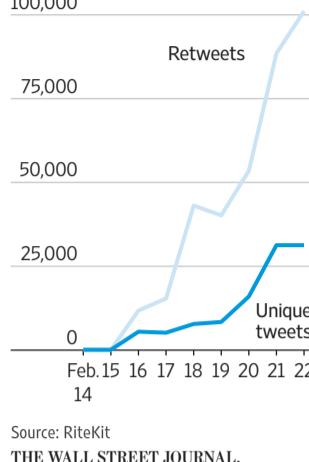
"One of their greatest sources of power is their facility with social media," said Elizabeth Matto, a professor at Rutgers University who studies youth political participation. "These students in Florida are not just using social media to raise awareness, but they're actually trying to influence the makeup of government."

The day after the shooting, a small group of students at Stoneman Douglas, which serves an affluent pocket of South Florida, gathered to grieve and decide how to respond. Cameron Kasky, a 17-year-old junior, proposed using "Never Again" as a hashtag to project a short, clear message. The group created a Facebook page, Twitter handle and Instagram account.

They set up a private chat group to plot strategy. On social-media platforms, they urged the more than 3,000 students at the school and people across the country to tweet #NeverAgain at 3 p.m. on Feb. 16. The hashtag went viral and has since been shared

Viral Campaign

The 'NeverAgain' hashtag quickly gained momentum on Twitter. Daily number of tweets since the shooting:



Source: RiteKit
THE WALL STREET JOURNAL.

at least 500,000 times, according to a Twitter representative.

The next day, Emma Gonzalez, an 18-year-old senior, made an impassioned speech at a gun-control rally in Fort Lauderdale, Fla., a video that has since been viewed millions of times on social media. Her Twitter following has grown to more than 360,000.

The students met at a house in the Parkland area that became their nerve center, working on laptops arrayed on a kitchen counter. Many of them knew each other from the school's drama or broadcast journalism programs—activities that honed their ability to speak publicly and passionately.

"We know how to use social media," said Delaney Tarr, a 17-year-old senior. "We realize that so many movements, so many activists have gotten such large followings" with digital tools. But, she said, "I don't think we expected it to blow up."

Florida Leaders Back Raising Firearm Minimum Age

BY JENNIFER LEVITZ

Florida's Republican political leaders on Friday said they backed raising the minimum age for the purchase of all firearms to 21, a rare move toward gun restrictions in the state in the wake of a mass shooting by a teenager at a high school.

GOP Gov. Rick Scott and state lawmakers have come under intense pressure to toughen firearms restrictions after 17 people were killed in a

school shooting in Parkland. Mr. Scott said he didn't back the idea voiced by President Donald Trump that teachers be armed. Instead, he called for "hardening" school security through multiple measures, including metal detectors, steel doors and posting at schools at least one law-enforcement officer for every 1,000 students by the start of the 2018 school year.

Mr. Scott said he would work with the Florida legislature to make changes before

their session ends in about two weeks. Florida House and Senate leaders, who are Republicans, endorsed Mr. Scott's proposal to raise the minimum age for buying all firearms to 21 and said they could be weighing legislation as soon as Monday.

Mr. Scott's plan for age limits includes exceptions for active-duty military and spouses, National Guard members and law enforcement.

But Mr. Scott, who on Tues-

day said that "everything for me is on the table" regarding policy responses to the shooting, disappointed gun-control activists Friday by rejecting any ban of assault-style weapons.

Student activists have been pushing for that in Florida, but the state House voted Tuesday against debating a measure to ban outright semi-automatic weapons.

Pamela Goodman, president of the League of Women Voters of Florida, called Mr. Scott's proposals "woefully in-

adequate."

In Washington, Mr. Trump, who also hasn't embraced a ban on semiautomatic weapons, said he was discussing with congressional leaders steps to make schools safer, emphasizing tougher background checks and his plan to arm teachers so they could fire back at a shooter. Mr. Trump said he plans to invite a bipartisan group of lawmakers to the White House next week to continue talks.

Mr. Trump also has called

for regulations banning so-called bump stocks that convert certain firearms into automatic weapons, and he has said he wants to raise the age limit for some gun purchases to 21.

Bump stocks weren't used in the Florida shooting but were used in October's Las Vegas gun massacre.

Mr. Scott's plan in Florida, as well as one put forth by House and Senate leaders, also would ban the purchase or sale of bump stocks.

CRUZ

Continued from Page One

human error, legal limitations and judgment calls, none of these agencies were able to stop Mr. Cruz before authorities say he opened fire at Marjory Stoneman Douglas High School, killing 17 students and adults.

GOP Gov. Rick Scott and state lawmakers have come under intense pressure to toughen firearms restrictions after 17 people were killed in a

County public defender Howard Finkelstein has said Mr. Cruz is willing to plead guilty to avoid the death penalty and to spare the community a painful trial.

Another member of his legal team, Gordon Weekes, chief assistant public defender in Broward County, described Mr. Cruz after a court appearance last week as "deeply disturbed, emotionally broken."

But in some of the touchpoints in which authorities interacted with Mr. Cruz, it was determined that the threat he posed to himself or others wasn't high enough to warrant intervention.

Broward County Sheriff Scott Israel has said law-enforcement agencies were "handcuffed" on what they could do during their interactions with Mr. Cruz.

Florida Gov. Rick Scott proposed on Friday a new program that would allow family members, community welfare experts, or law enforcement to keep a violent or mentally ill person from buying or possessing a gun or any other weapons through a court petition. Such a program, Mr. Scott said, could have stopped Mr. Cruz, who admitted to being the gunman who opened fire at the high

school.

Mr. Cruz wasn't the only one to call police right after the late November fight, the records show. In a separate 911 call, a woman said she had taken him in after his mother died. She described the altercation between her adult son and Mr. Cruz, and her worries that Mr. Cruz had stormed off to get a gun from a nearby store.

"Because that's all he wants is his gun, and that's all he cares about is his gun," the woman said in a recording of the call released by the Palm Beach County Sheriff's Office.

She said Mr. Cruz had a bunch of ammunition. She also said he planned to bury a gun in her backyard, that he had put his guns to his brother's head, thrown objects and hit the walls of her home. "I cannot have him on the premises now," said the woman.

The caller's name was redacted by the sheriff's office, but her description of the events indicate she is Roxanne Deschamps, a 42-year-old who took in Nikolas Cruz and his younger brother. She couldn't be reached for comment.

After the calls, a sheriff's deputy helped calm the situation. Mr. Cruz and the woman's son hugged and reconciled "their differences," according to a police report. Mr. Cruz moved in with another family around that time.

Mr. Cruz's public defender confirmed Friday that the 911 caller was Mr. Cruz. Broward

news conference. "And yet, he was never put on the list to be denied the ability to buy a gun, and his guns were never removed from him."

Mr. Cruz's father died in 2004 and his mother died on Nov. 1, 2017. On Thursday, the Broward County Sheriff's Office released a log of 23 calls pertaining to the Cruz family dating back to a 2008 stone-throwing episode involving then 9-year-old Mr. Cruz. Many of the calls involve Mr. Cruz's mother seeking assistance due to Mr. Cruz's anger issues, the log showed. In 2013, she reported he threw her against a wall after she took away his Xbox.

In late November, the Broward County Sheriff's Office heard from a caller in Massachusetts who warned that Mr. Cruz was collecting guns and knives and raised concerns that

he will "kill himself one day and believe he could be a school shooter in the making."

That is the third known instance since February 2016 in which authorities say they were warned by those who knew Mr. Cruz that he could eventually be a school shooter. The most recent of those calls was to the FBI tipline on Jan. 5, and the agency has said it failed to follow up on the information. The FBI and the Justice Department are investigating why the lead wasn't followed up.

Another report came in September, when a Mississippi bail bondsman alerted the FBI after a YouTube commenter using the screen name "nikolas cruz" wrote that he planned to become "a professional school shooter." The FBI said it didn't have enough information to pursue that report.

The January caller to the FBI began by saying Mr. Cruz had the mental capacity of a 12- or 14-year-old. She said he had started posting messages on his Instagram account that he wanted to kill himself and she had alerted police, but wasn't sure what happened in that investigation.

"Something is gonna happen," she said. "Because he's, he doesn't have the mental capacity. He can't, he's so outraged if someone talks to him about certain things."

School records reviewed by The Wall Street Journal also show a lengthy discipline record for Mr. Cruz, dating back to middle school. That includes several instances of disruptive behavior, making threats, fights and assaults. He was classified as "developmentally delayed" at the age of 3, according to the

school records.

The Florida Department of Children and Families opened an investigation in September 2016 to investigate allegations of inadequate supervision and medical neglect by his mother, Lynda Cruz, according to a department report. The agency began the investigation after it was alerted to a social-media video Mr. Cruz posted of him cutting himself.

Its investigation found that Mr. Cruz, who was clinically depressed, was distraught following a romantic breakup, the report shows. He spoke about wanting to buy a firearm for unknown reasons, according to the report. The investigation ended after about two months, when the agency concluded there were no signs supporting allegations of inadequate supervision or medical neglect.

Members of the Deschamps family called police at least twice and raised concerns about Mr. Cruz's behavior and fixation on guns, according to police reports and 911-call recordings. The Palm Beach County Sheriff's Office said in a report after the November incident that Mr. Cruz and his brother were staying with the Deschamps family because of the death of their mother.

Ms. Deschamps's son, Rock, 22, said on another 911 call in late November that he had found a box for a 9 millimeter gun that he believed the 19-year-old living in their home had just purchased and buried. Mr. Deschamps said he wanted to find the weapon. "I'm honestly afraid for my mother, my little brother," he said.

Mr. Deschamps couldn't be reached for comment. The recording blocks out the moment he names the person he was calling about, though he appeared to describe Mr. Cruz.

Jennifer Levitz contributed to this article.



Accused Florida gunman Nikolas Cruz appeared in court on Monday.

NICK STOCK/ZUMA PRESS

"Something is gonna happen," said an unidentified caller to the FBI tipline.

school.

Mr. Scott reviewed what he called the "warning signs."

"He was kicked out of school, he was known to students as a danger to shoot people, and he was reported to the FBI last month as a possible school shooter," Mr. Scott said in a

OBITUARIES

GÜNTER BLOBEL
1936 – 2018

Biologist Gave Nobel Prize Money to Rebuild Dresden

BY JAMES R. HAGERTY

Günter Blobel left his native Germany in 1962 to attend graduate school at the University of Wisconsin. He thought he would stay in the U.S. a year or two. He ended up remaining for the rest of his life, becoming a professor at Rockefeller University in New York and winning a Nobel Prize in 1999 for his contributions to cell biology.

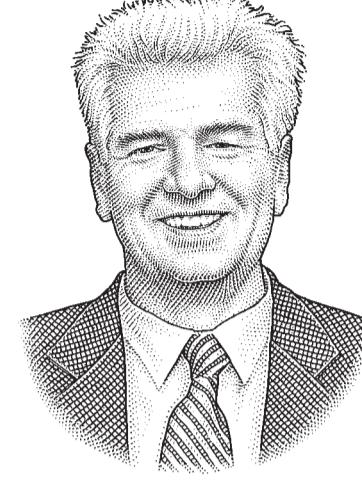
When he began his research in the 1960s, it was known that cells were tiny factories making proteins and other molecules vital for life. The mystery was how those molecules found their way to the places they were needed, either inside the cell or elsewhere in the body. Dr. Blobel proved there was a type of address code etched into the molecules that sent them to the right destinations.

His work helped lead to techniques that allow large-scale production of such things as artificial insulin, therapeutic antibodies and human growth factor. It also provided a foundation for today's research into treatments for cancer and myriad other diseases.

He devoted his Nobel prize money to fund reconstruction of the architectural glories of Dresden, whose firebombing he had witnessed as a child during World War II.

Dr. Blobel died of cancer on Feb. 18 in New York. He was 81.

Standing 6-foot-4, with a profusion of floppy white hair, Dr. Blobel was an opera-loving bon vivant who would have stood out in any field. He relished meals at Bar-betta, an Italian restaurant in Manhattan owned by his wife, Laura Maioglio. One of his postdoctoral students once asked him for a raise and provided a list of living expenses including diapers and



groceries. Dr. Blobel scanned the list and asked, "Where are the opera tickets?" He then granted the raise.

His dedication to restoring Dresden was visceral. "You just don't destroy beautiful things," he said in an oral history recorded in 2017.

"You don't destroy Amsterdam. You don't destroy Venice, ever. These are holy places....They're not holy by the church kind of criteria but in terms of human creativity they are ensembles that are so perfect that you don't touch them."

Günter Blobel was born May 21, 1936, in Waltersdorf, an eastern German village now part of Poland. His father was a veterinarian. His mother's family owned a large farm. He later recalled rides on horse-drawn sleighs to the farm.

World War II wrecked that idyll. As Russian troops invaded in early 1945, his family fled to seek shelter with relatives near Dresden. Passing through that city on the way, he was enchanted by its baroque architecture and church spires. A few days later, in February 1945,

from the nearby town of Freiberg, he saw the sky over Dresden turn red as British and American bombs incinerated the city. His older sister Ruth died two months later in an air raid.

After the war, he found himself branded a capitalist in East Germany and ineligible for university studies. He slipped into West Germany and studied medicine. "Somehow I didn't really like to deal with patients that much, to be honest, and so I decided maybe I'd try a career in research," he said in the oral history.

He earned his doctoral degree in oncology at the University of Wisconsin and then moved to Rockefeller University, where he spent five decades as a researcher and professor.

His most famous research project was an effort to demonstrate his hypothesis that there was a sort of code directing proteins to their proper destination. To prove that in a test tube, he spent two years breaking down membranes from animals including pigeons, chickens, mice, rats and guinea pigs. Then he read an article about membranes in the pancreases of dogs.

"I said, 'OK, try again,'" he recalled in the oral history. He did the experiment using dog cells in December 1974. "Poof! It worked. This was my Nobel Prize," he said. He found "the little segment of the protein that tells the protein where to go. I found it utterly elegant and simple."

Dr. Blobel, who is survived by his wife and five siblings, encouraged young researchers to aim high rather than seek incremental findings, even though that increases the risk of failure. He likened some of his own hypotheses to fantasies.

◆ Read a collection of in-depth profiles at WSJ.com/Obituaries

FROM PAGE ONE

BUCKS

Continued from Page One

sumed production around the 1976 U.S. bicentennial, putting images of Thomas Jefferson on the front and the signing of the Declaration of Independence on the back. Two remain the least common currency. The Board of Governors of the Federal Reserve last ordered 179.2 million in 2016 and hasn't requested any since. (For 2018, it ordered 2.2 billion \$1 bills.)

The \$2 bills are so rarely seen in daily commerce that some people think they're as phony as a \$3 bill.

Apple Inc. co-founder Steve Wozniak routinely buys uncut sheets of \$2 bills. The Bureau of Engraving and Printing gift shop sells uncut sheets of four, eight, 16 and 32 notes at a hefty premium. Mr. Wozniak enjoys taking out a pair of scissors at store registers and cutting out the bills he needs. Sometimes he hires a printing company to perforate four-bill sheets and gum them into notepad format.

In the mid-1990s, he tore off a couple perforated \$2 notes to tip a Las Vegas waitress. The tip attracted the attention of a casino security manager. "They don't make them with performances," Mr. Wozniak recalls the man saying.

"They don't?" Mr. Wozniak responded in mock surprise.

"I'm sure that he thought for an instant that he had captured Al Capone, counterfeiting \$2 bills," Mr. Wozniak wrote later about the incident.

U.S. Air Force pilots who fly the venerable U-2 spy plane always keep a \$2 bill in their flight suit.

Each pilot is issued a number identifying their chronological position among the 1,000 or so pilots who have flown the U-2 solo. Some pilots search until they find a \$2 bill with a serial number whose final digits match their pilot number.

New pilots must provide \$222 in \$2 bills to fund the U-2 clubhouse at Beale Air Force Base, near Yuba City, Calif. Veteran pilots conduct periodic "conformity checks" to make sure new fliers are carrying at least one bill. The fine for a vi-



U-2 pilots, including Nova, above, are big users of \$2 bills.

olation? \$2.

"It's sort of a calling card," says one pilot, who goes by the call sign Nova.

Last fall, Daniel Collotte, an electrical engineer in Austin, Texas, was one of 22,000 people who bought the Olive Garden's \$100 Never Ending Pasta Pass, allowing him to gorge on as much pasta he wanted during an eight-week period. Mr. Collotte ate at Olive Garden almost daily for two months.

Normally he'd tip on a credit card, but there was no charge for each never-ending meal and no basis to calculate a gratuity. So he took to leaving the server

people into twos, perhaps united by the possibility of getting something for nothing—be it a hotel room, an upgrade or a \$5 thank-you for a \$2 tip.

"You feel like you've beaten the system," says Logan Robinson, a Texas attorney who lives in the center of that Venn diagram. ("I've had the good fortune to take a shower on an airplane for free," he boasts.)

Around the bicentennial, Ted Calhoun, owner of Der Markt grocery store in Red River, N.M., decided it would attract tourists if he handed the notes out as change. The gimmick ballooned, and he says he now goes through about 4,000 new bills a month.

Tourists love them, although the bills lost their novelty for Mr. Calhoun long ago. "I guess I don't even look at them anymore," he says.

Not so Mr. Broshear, an Air Force officer. When he was stationed in Stuttgart, he would acquire the base bank's entire supply. He'd tip the barber, the bartender, the waiters and the bagger at the grocery store. Dozens of times flummoxed checkout clerks have asked him, "How much is it worth?"

"Two dollars," Mr. Broshear responds.

In 2010, the Air Force deployed Mr. Broshear to Afghanistan. During a layover, he dropped a \$2 bill at a snack shop and walked away without his change. Another airman, Matt Brown, asked about it when they reboarded the plane.

"It's about clean living," Mr. Broshear told him. "You pay with a two and you bounce."

'What's really fun is people think they're rare even though they're not.'

a \$2 bill or two each visit.

"What's really fun is people think they're rare even though they're not," Mr. Collotte says. "So it gives them a little bit of excitement." One day, he was surprised to see his dinner companion also drop a \$2 bill on the table.

The two had something else in common, too. Both belonged to an online group whose members swap tricks for extracting maximum value from credit-card, airline and hotel frequent-user points.

A very unscientific survey suggests significant overlap between people into points and

DONALD J. CARTER
1933 – 2018

Cowboy Hat Signaled NBA Owner's Presence

After dropping out of high school in the late 1940s, Don Carter had modest ambitions. He loved drag racing and figured his job at a gas station would bring in enough money to keep his car running.

Service in the U.S. Air Force changed him. He embraced his mother's fervent Christian faith and joined her in running a company she founded, Home Interiors & Gifts Inc., to market candles, picture frames and household knickknacks.

In 1980, Mr. Carter provided the bulk of the \$12 million needed to acquire a National Basketball Association franchise and launch the Dallas Mavericks. He wore a white cowboy hat to the games

and twirled it above his head when the team rallied.

Mr. Carter often said he bought the team as a gift for his wife, Linda, a former high-school basketball player. She baked cookies for the players. He sometimes invited them to his home for dinner.

Mr. Carter diversified his fortune by investing in Dallas real estate, car dealerships, cattle ranches and a rodeo operator. In 1996, he sold a majority interest in the Mavericks for \$125 million but remained a minority owner. Forbes now estimates the team's value at \$1.9 billion.

Mr. Carter died Feb. 14 in Dallas. He was 84.

—James R. Hagerty

JEFFREY BELL
1943 – 2018

Conservative Lost Races But Influenced Debate

As a Republican political candidate, Jeffrey Bell was an underdog who never quite had his day. His three campaigns to represent New Jersey in the Senate failed. Yet his impressive showing in long-shot races helped make him an influential advocate for conservative ideas.

A Vietnam veteran, he worked for the campaigns of Richard Nixon, Ronald Reagan, Jack Kemp and Gary Bauer. As an early champion of supply-side economics, he helped persuade President Reagan to push for deep tax cuts. His 2012 book, "The Case for Polarized Politics," argued that the Republican Party couldn't thrive unless it embraced abortion foes and other social conservatives,

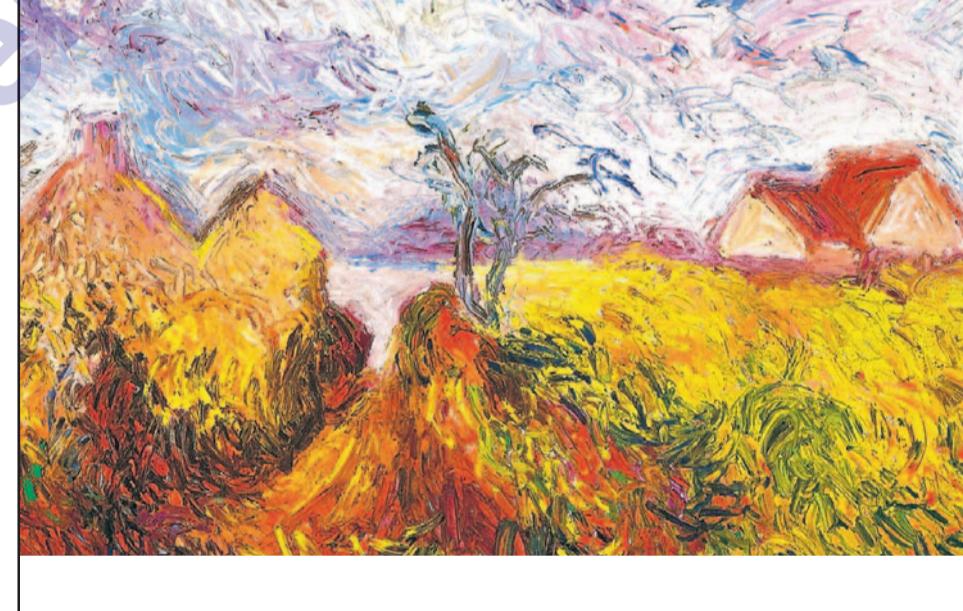
whose political power he saw as rising.

For Mr. Bell, populism wasn't a pejorative. He called it "a system of thought that involves optimism about people's ability to handle their own affairs as opposed to the ability of elites to handle their affairs for them."

He campaigned doggedly for a return to the gold standard, though few voters paid any attention. Tying the value of the dollar to gold would bring discipline to government spending and strip the Federal Reserve of its role in steering the economy, he said.

Mr. Bell died Feb. 10 of cardiac arrest in Annandale, Va. He was 74.

—James R. Hagerty



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WORLD NEWS

U.S. Officials Say Embassy to Open in May

Washington weighing offer of funding from casino magnate for Jerusalem facility

By FELICIA SCHWARTZ

WASHINGTON—The State Department will open its embassy in Jerusalem in May and is entertaining an unusual offer from Sheldon Adelson, Republican Party donor and casino magnate, to help pay for a new facility after an initial move from Tel Aviv, U.S. officials said.

Secretary of State Rex Tillerson late Thursday signed off on security plans for converting a consular facility in Jerusalem's Arnona neighborhood. Officials said they are eyeing a ribbon-cutting ceremony on May 14 to coincide with the 70th anniversary of Israel's declaring independence.

"We are excited about taking this historic step, and look forward with anticipation to the May opening," State Department spokeswoman Heather Nauert said.

At first, David Friedman, U.S. ambassador to Israel, and a small group of aides will begin working from the facility. Next, the State Department will begin retrofitting that



The American flag flying in Tel Aviv, Israel, over the current U.S. Embassy, due to move in months.

complex to accommodate more officials, and the department has begun efforts to plan and locate a site for a new embassy facility in Jerusalem. Mr. Adelson has offered to contribute to the effort to build a new embassy, but the discussions are informal so far.

State Department officials are examining whether the U.S. could accept such a gift. Mr. Adelson's offer was earlier reported by the Associated Press. A representative to Mr.

Adelson didn't respond to a request to comment.

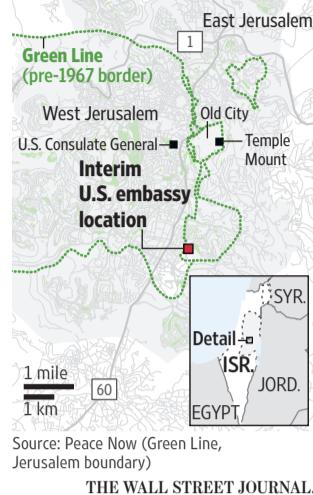
Mr. Adelson has also engaged with President Donald Trump and his administration on acquiring land for the construction of a new embassy in Jerusalem, according to a person familiar with the matter. State Department officials said that process could take at least five to seven years.

The embassy move and Mr. Adelson's unconventional offer come amid an effort by Mr.

Trump's son-in-law, Jared Kushner, and Mr. Trump's chief negotiator, Jason Greenblatt, to try to restart the Middle East peace process between Israel and Palestinians.

The offer of Mr. Adelson's gift could complicate those efforts as Mr. Adelson is a staunch supporter of Israel's Prime Minister Benjamin Netanyahu and funds Israel Hayom, a pro-Netanyahu newspaper in Israel.

At the United Nations this



Source: Peace Now (Green Line, Jerusalem boundary)

THE WALL STREET JOURNAL.

week, diplomats pressed Messrs. Kushner and Greenblatt on whether their plan would be biased toward Israel. They responded that they had spent months meeting with Palestinians, Israelis and others in the region to ensure evenhandedness.

Trump administration officials and the Palestinian leadership haven't spoken since December, when Mr. Trump recognized Jerusalem as Israel's capital.

Mr. Trump addressed the embassy during a speech Friday at a conference of conservative activists, calling recognizing Jerusalem as Israel's

capital "the right thing to do," even as he was pressured not to follow through on what had been a campaign pledge.

Efforts to convert the Jerusalem facility or build a new embassy are likely to cost hundreds of millions of dollars, and Mr. Adelson's offer could offset some of the costs, though it isn't clear whether private citizens have ever helped to fund embassies before.

Mr. Trump has been publicly critical of the steep price tag of the U.S. Embassy in London, which cost about \$1 billion to build but was financed through the sale of other U.S. properties in the U.K.

The department's foreign-affairs manual gives guidance on how the State Department should treat gifts from private citizens, including weighing whether accepting them would be a conflict of interest. The guidance says the U.S. considers gifts on a case-by-case basis and takes care to avoid the appearance of a conflict.

The U.S. has maintained diplomatic representation in Jerusalem since the 19th century. Its consulate general there has remained administratively separate from the American Embassy that opened in Tel Aviv after Israel declared independence on May 14, 1948.

KOREA

Continued from Page One

clear that if it can't achieve a diplomatic solution through sanctions it would consider military options.

"We know they are feeling the pressure," a senior administration official said. Friday's action is meant to send a message to North Korean leader Kim Jong Un that there is "no other path for him to take than denuclearization."

While it is the U.S. Treasury's largest set of North Korea sanctions, experts question whether the day's actions alone are the most punitive.

Richard Nephew, a sanctions expert at Columbia University, said Friday's action might be the most sweeping in terms of entities mentioned, but sanctions imposed against Iraq and Iran probably had more effect on those countries' economies.

Still, the broader U.S. effort represents its most comprehensive economic action against the country.

Washington's tough new move comes at a time of thawing relations between North and South Korea in recent weeks, capped by Pyongyang's participation in the Winter Olympics. Mr. Kim sent his sister, Kim Yo Jong, to Seoul this month for the first high-level cross-border meeting in years. The North then invited South Korean President Moon Jae-in to a summit in Pyongyang, though Mr. Moon hasn't said whether he will accept.

U.S. presidential adviser Ivanka Trump, Mr. Trump's daughter, arrived in Seoul Friday and plans to go to Sunday's Olympic Closing Ceremony. Officials from South Korea and the U.S. say it is unlikely she will meet the North Koreans.

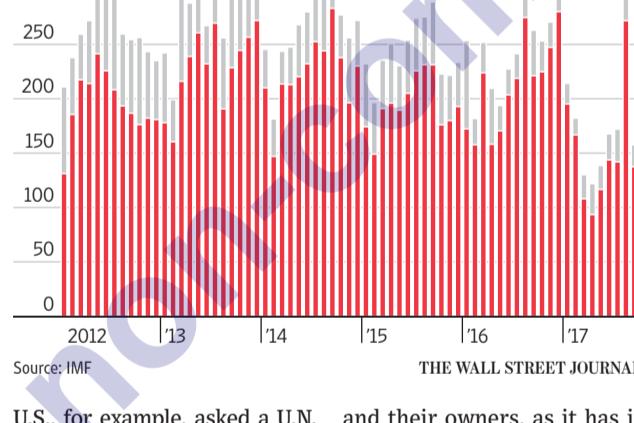
Despite its success at the U.N., the U.S. has struggled to get several important powers, notably China and Russia, to fully enforce sanctions. The



Ivanka Trump, seated second from left, and South Korean President Moon Jae-in, center, dined at the presidential Blue House in Seoul Friday.

Slowing Trade

North Korea's monthly exports



and their owners, as it has in the past against Chinese banks and other firms.

As much as U.S. officials are touting the effectiveness of their sanctions campaign, U.S. intelligence officials have said Mr. Kim is so wedded to his nuclear weapons and missiles that he is unlikely to give them up.

As a result, the U.S. is also taking unilateral action in sanctioning ships, companies

Pyongyang would likely continue its missile tests as it seeks to develop the means to strike the U.S. with a nuclear weapon.

Some U.S. lawmakers and analysts said the Treasury actions address a hole in the sanctions regime: The shipping vessels that act as an illicit lifeline for Pyongyang to the world.

Jonathan Schanzer, a former Treasury sanctions official who is now senior vice president at the Foundation for Defense of Democracies, said that together with a special global shipping advisory concerning deceptive North Korean shipping practices issued simultaneously by the administration, Friday's actions "will serve as a sharp warning to other companies and owners of vessels that may be involved" in North Korea's "illicit shipping efforts."

But critics faulted the administration for not taking stronger action on China.

"China, the biggest enabler of North Korea's destabilizing activities, only gets a slap on the wrist, escaping any punishment in this package," said Sen. Ed Markey (D., Mass.).

And Mr. Schanzer said action against more Chinese banks shown to facilitate evasion is

still missing from the administration's sanctions arsenal.

Christopher Ford, a senior State Department official who handles nonproliferation issues, said China was gradually improving its enforcement of sanctions against North Korea but acknowledged the Trump administration wanted Beijing to do much more.

Several of the ships designated Friday by Treasury and their illicit activities are detailed in a confidential report to the U.N. reviewed by The Wall Street Journal.

The Hua Fu, a Panama-flagged ship, loaded North Korean coal from Nain on Sept. 23, 2017, according to intelligence provided to the U.N., and tried to deliver that coal to Vietnam and China, but claimed its cargo was from Russia.

As part of a covert strategy to avoid detection, the newly sanctioned Xin Guang Hai, according to the U.N. report, transmitted a false ship-registry number and new name while carrying coal from North Korea's Songnim to Hai Phong, Vietnam, in September.

—Andrew Jeong in Gangneung, South Korea, contributed to this article.

Xi's Top Economic Adviser to Visit U.S.

BY LINGLING WEI

BEIJING—President Xi Jinping's most trusted economic adviser is heading to Washington on Tuesday as a main envoy for the U.S.-China relationship, according to people with knowledge of the matter.

Liu He, director of the Office of the Central Leading Group for Financial and Economic Affairs, is taking the trip at a time of rising trade tensions between the two nations.

The people said the U.S. extended an invitation to Mr. Liu via its embassy in Beijing shortly before the weeklong Lunar New Year holiday that just concluded.

Meanwhile, President Xi will hold a high-level meeting this coming week with top Communist Party officials to decide on key government posts, according to the people familiar with the matter. That meeting will run Monday through Wednesday, ahead of the annual legislative session, which starts March 5.

It isn't clear who Mr. Liu will meet in the U.S.. His trip comes as the Trump administration is readying a tougher economic policy against China to address what Washington calls China's unfair trade practices that contributed to the U.S.'s record trade deficit with the world's second-largest economy last year.

A White House spokeswoman declined to comment Friday, saying, "we have no scheduling update at this time."

The U.S. fired its first trade warning in January by putting new tariffs on imported Chinese solar panels. Early this month, China responded by launching an antidumping and antisubsidy investigation into sorghum imports from the U.S.

Chinese officials have said the U.S. is in danger of starting a trade war, while some U.S. officials have expressed to Beijing concerns over its tit-for-tat measures. "Nobody wants a trade war," said a person with knowledge of the exchanges between the two sides.

Mr. Liu's visit follows one earlier in the month by Yang Jiechi, China's top diplomat. "It's nearly unprecedented that within four weeks, the Chinese would send two members of the Politburo," said Evan Medeiros, the top White House China official in the Obama administration.

"Clearly the Chinese are scrambling to find a solution," added Mr. Medeiros, now a managing director at the Eurasia Group consultancy.

WORLD WATCH

LATVIA

Regulators Say Bank System Is Sound

Latvian regulators sought to reassure the public about the solidity of the country's banking system, as authorities weighed emergency assistance for a Latvian bank facing U.S. sanctions for allegedly helping North Korea.

Latvia's chief banking regulator said Friday that ABLV Bank poses no systemic risk to Latvia's financial sector and is on track to qualify for as much as €480 million (\$592 million) in emergency aid. The lender has long specialized in helping clients residing in Russian and former Soviet states trade through the European Union.

The bank is seeking the lifeline after the U.S. Treasury Department this month blocked its access to U.S. dollars, accusing it of "institutionalized money laun-

dering." ABLV says it isn't guilty of money laundering and has invested heavily in compliance systems to screen its client rolls for suspect activity.

National central banks have the authority to provide emergency liquidity to a bank as long as the lender is solvent and it can offer collateral in exchange.

—Drew Hinshaw

WEST AFRICA

EU Pledges Military Aid for Sahel Region

The European Union announced a boost in military and development aid for the West African Sahel region, part of European efforts to cooperate in stabilizing a neighboring trouble spot.

Following a meeting of top officials from the EU, Africa and other countries, EU foreign-pol-

icy chief Federica Mogherini said that €414 million (around \$510 million) had been raised for a new joint Sahel force, meant to be ready by March. Almost half of the money will come from the EU and its member states.

The planned 5,000-strong force of African troops will work to improve border security and fight terror in five Sahel countries: Mali, Niger, Chad, Mauritania and Burkina Faso.

Europe's focus on the Sahel intensified in 2013 when Islamist militants swept toward Bamako, the capital of Mali, a former French colony. France sent thousands of troops to confront them but violence has continued.

The new African force will work in Mali alongside France's 4,000 troops there and an existing United Nations peacekeeping mission.

—Laurence Norman and Julian E. Barnes



INUNDATED: A villager stood in front of her house in Tasikmalaya, Indonesia, on Friday. Heavy rains hampered the search for victims of a landslide on the island of Java, the Associated Press reported.

ANTARA FOTO/ADENG BUSTOMI/REUTERS

PYEONGCHANG 2018



Alina Zagitova won the gold medal after efficiently capitalizing on a scoring system that awards bonuses for jumps made in the second half of a program.

BY LOUISE RADNOFSKY
AND BEN COHEN

Gangneung, South Korea
THE MONTHS BEFORE the 2018 Olympics were dominated by a woman who competed before the majority of today's figure skaters were even born.

"I, Tonya," the movie about Tonya Harding and her life before the 1994 attack on Nancy Kerrigan that riveted the world and rekindled the American fascination with figure skating, was suddenly everywhere. Some of the most intrigued viewers were figure skaters themselves. So much time had passed that they needed a Hollywood portrayal to understand a seminal event in the history of their sport.

"It was so long ago," said Caroline Zhang, who came up from that

heyday and now coaches young U.S. skaters. "They don't really know if it's real."

It seems even more like ancient history given what happened over the last two weeks here. The Pyeongchang Games will be remembered as the Olympics of transformational change in figure skating.

Olympic figure skating is not about Tonya and Nancy. It's not about mere triple jumps. It's not about Dick Button and Peggy Fleming and Scott Hamilton. It's not about Americans at all.

This was the year that men's figure skating took marquee status because of an explosion of quadruple jumps that has revolutionized the sport. It was the year of bold new music, openly gay competitors, a Paul Anka cover of "Wonderwall" and a lot of "Moulin Rouge!" It was the year that pairs skating was great and Yuzuru

Hanyu made his claim as the greatest. It was the year that a face-off between two Russian teenagers took center ice in a dramatically improved women's competition.

It was the year that figure skating changed forever. And there's no going back now.

American teenager Nathan Chen made it clear the men's competition was irrevocably different when he attempted a record six quadruple jumps in his long program, testing the limits of what was previously thought to be possible. And he still finished off the medal stand because he struggled on the triple axel in his short program.

To understand the shifts in men's figure skating, it's helpful to remember that all the way back in 2010, Evan Lysacek won without a single quad.

"Nobody needed to take that risk," Chen said. "People could win

without it."

As recently as Sochi four years ago, in a messy free skate as men tested newer rules of the road, Hanyu managed just one. He needed four quads to win gold in Pyeongchang, and his Japanese compatriot Shoma Uno won silver by trying four harder quadruple jumps.

The rate of change in this sport is accelerating faster than anyone could have predicted. Questions that once sounded absurd—What about a seven-quad program? Will a woman attempt a quad in Olympic competition? Can a man land a quad axel or quintuple anything?—suddenly sound almost reasonable.

Pairs skaters were no less aggressive about remaking their discipline. The top contenders in a four-way podium race performed quadruple twists, a throw quadruple salchow and side-by-side triple lutz, among other feats once

considered to be impressive if not impossible. The biggest tricksters still finished behind five-time Olympian Aliona Savchenko of Germany, skating with partner Bruno Massot, but the tight contest was a boon for a discipline that is frequently dismissed as the stepchild of figure skating.

It wasn't an Olympics to remember for the Americans. The pair known as the Shib Sibs took bronze in ice dance, but none of the U.S. singles or pairs skaters made a podium except for the team event, which allowed six of them (plus Maia and Alex Shibutani) to claim bronze medals because of their combined prowess.

But while there was once a time when U.S. women swept a podium and routinely were each other's main competition—you may have seen a movie about this—they have been eclipsed by the women officially known here as Olympic Athletes from Russia who had the support of many people holding Russian flags and echoing "RUS-SIA!" throughout the arena.

Russia's conveyor belt of teenagers has produced new stars every year to outshine the previous ones. It moves so quickly that 15-year-old Alina Zagitova struck gold on Friday by dethroning 2016 and 2017 world champion Evgenia Medvedeva. She was all of 18.

The men get more attention for their quads, but the women's feats are not stagnant.

It was fitting that figure skating ended on Friday with the crowning of Zagitova. Nobody has stretched the boundaries like the new Olympic champion, who is competing in her first senior season. Her short program Wednesday and free skate on Friday were an odd spectacle: Because of the 10% in bonus points awarded for jumps in the second half of a program—the obvious scoring opportunity in a system that assumed no skater could manage such a feat—Zagitova didn't bother attempting a single jump for minutes. And it worked.

"I actually never really thought about doing anything like that," said American skater Karen Chen.

The gold medalist wasn't the only one pushing the sport forward. Mirai Nagasu successfully landed a triple axel in the team event. It still wasn't enough. She was in 10th place with basically no chance to medal after her short program. "I thought of today as my 'Dancing with the Stars' audition," she said on Friday.

But her jump last week was still a historic moment. The first and last American woman before Nagasu to land a triple axel internationally? None other than Tonya Harding.

AT THE GAMES

THE WORST TICKETS AT THE PYEONGCHANG OLYMPICS

BY SARA GERMANO
AND EUN-YOUNG JEONG

Pyeongchang, South Korea
THE SOUTH KOREAN government spent \$107 million to build a brand-new sliding center for the Winter Olympics. Spectators who traveled the world to see luge in person here on a recent night spent perhaps a second watching each entrant fly.

The finish line seating bowl at the Olympic Sliding Center, where luge, bobsled, and skeleton take place, might be the worst ticket at the Olympics, as measured by actual time spent viewing competition in progress. The seats, tickets for which cost between \$66 and \$94, are located about 200 meters past the finish line, and not facing it directly. Spectators mostly get to see competitors pull up in their sleds to slow down and dismount the ice. The rest of the race is shown on television in the seating area—the same feed seen by viewers at home.

It's no secret that the world's largest sporting event is a made-for-television experience. Olympic organizers depend on lucrative television rights and sponsorship deals to stage each quadrennial Games, and historically they have been ratings blockbusters.

But for those who want to see the Olympics in person, not all venues are created equal. Ice arenas, where skating, hockey, and curling take place, have unobstructed views for the duration of their competitions. Outdoor venues, including those for Alpine and Nordic skiing, sliding sports, and snowboarding, have varying levels of visibility, and from different points.

The Wall Street Journal fanned out in Pyeongchang to determine which events gave spectators the best views—roughly measuring the amount of time spectators can actually see the action from their vantage point.

When Mikaela Shiffrin took her

event in which she won a gold medal, she was visible to spectators for about 31 seconds. That left about 40 seconds in which the only way to see the American ski star was on the big screen next to the finish.

The course at Yongpyong Alpine Centre starts high beyond a ridge, so fans watched on the screen until skiers burst into view. A few gates from the finish, skiers disappeared behind a rise in the hill, vanishing for a few seconds, then reappeared

The WSJ fanned out in Pyeongchang to determine which events gave the best views.

and darted across the line. Likewise, at the downhill course at Jeongseon Alpine Centre, skiers are only visible for the final hill, or about three seconds before they cross the finish line. Norway's Aksel Lund Svindal won the race in 1:40.25.

Spectators at the Nordic sports venues had better luck. A packed, clamoring crowd at Alpensia Biathlon Centre was able to witness a full 14 minutes and 36 seconds of Anastasiya Kuzmina's gold medal run in the women's 12.5 kilometer mass start, which she won in 35:23. During the women's cross-country skiing relay, in which four skiers each complete two laps of the 2.5 kilometer course, spectators could view between one and nearly four minutes of each lap for a race won in 51:24. Each ski jumper is visible from takeoff to landing.

Phoenix Snow Park, home of snowboard and freestyle skiing events, features a mixed bag for spectators. At the slopestyle course, fans on the ground can only see athletes on their final jump, or about 2.58 seconds of action if you include the post-landing celebration. Snowboard cross



Spectators at the Yongpyong Alpine Centre could only see skiers for a few seconds before they disappeared from view.

offers about 2.71 seconds of action, or just the final two jumps. But if you came to watch Shaun White and Chloe Kim claim gold in the halfpipe, each trick is performed in full view of the crowd.

At the sliding center, there are a few options for spectating, including lower-priced tickets to access standing room along some parts of the route. Ironically, the cheaper tickets, priced between \$19 and \$38, offer a better view: by standing in the final curve, a spectator can expect to see 3.98 seconds of lugers sliding at more than 70 miles per hour.

But as many global cities are thinking critically about whether to bid to host an Olympic Games, weighing the potential costs sunk

into white elephant arenas for sports that aren't a big draw for the home crowd, athletes and spectators say the in-person experience is a vital element of the Olympics.

Svindal, the men's downhill winner, said he was dismayed to see sparse crowds when he reached the finish on Thursday. "I think it's a little bit strange that we're having the Olympics and there's that few people in the stands, and that's a bit sad," he said.

Wolfgang Harder, spokesman for the international luge federation, the FIL, said the finish line seats "are the perfect places to watch all the emotions after the race," including the victory ceremony. And he said that luge offers

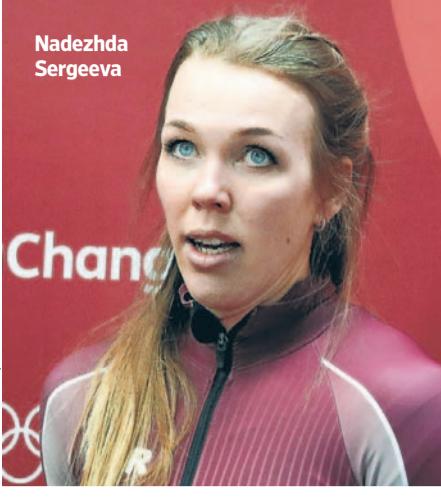
still better in-person viewing experience than other sporting events.

Lee Sang-ho and Kang Young-il, firefighters from Pyeongchang's neighboring county, Hoengseong, sat in the finish line seating area at men's doubles luge on Wednesday night, and said they weren't bothered at all by the fact they could barely see any actual luge.

Lee said the atmosphere at the luge center was worth sitting out in the cold. "You can really feel the speed when you're out here," said Lee. "It's a historical moment. And it's much better than watching it on TV."

—Jim Chairusmi, Rachel Bachman, and Kwanwoo Jun contributed to this article.

PYEONGCHANG 2018

Nadezhda
Sergeeva

ARND WIEGMANN/REUTERS

DOPING SCANDAL

SECOND RUSSIAN ATHLETE TESTS POSITIVE FOR BANNED SUBSTANCE

BY DAVID GAUTHIER-VILLARS AND BRUCE ORWALL

A second Russian athlete has tested positive for a banned substance at the Pyeongchang Olympics, the International Olympic Committee confirmed late Friday, a setback for Russia's attempt to recover from a doping scandal that earned it a formal ban from these Games.

The IOC did not name the athlete, but the Russian Bobsleigh Federation named her as Nadezhda Sergeeva, a member of a Russian bobsled team.

The apparent positive test comes days after a Russian curler and medalist here, Aleksandr Krushelnitckii, tested positive for meldonium, a heart medication developed in Latvia that was widely used by Russian athletes until it was banned in 2016. Russia officials said that Krushelnitckii had given a clean sample shortly before the Games. Krushelnitckii and his wife were stripped of the bronze medal they won in mixed-doubles competition.

Russia was formally banned from the Games in December after an investigation concluded that it deployed a state-sponsored doping scheme during the 2014 Games it hosted in Sochi. Russia denies the accusations.

The IOC allowed some Russian athletes to compete in Pyeongchang under the neutral banner "Olympic Athletes from Russia." OAR, as it is known, won its first gold medal of the games on Friday when Alina Zagitova captured the women's figure-skating crown.

Russia was hoping its indefinite suspension would be suspended this weekend when the IOC receives a report on how Russian officials and athletes behaved ahead of and during the Pyeongchang Games. A lifting of the suspension would allow Russian athletes to march in Sunday's Closing Ceremony under the Russian flag.

The emergence of a second positive drug test for a Russian athlete may well diminish Russia's hopes of reinstatement.

Earlier this week, an aide of Russian President Vladimir Putin met with IOC President Thomas Bach on the sidelines of the Games.

"Russia supports working contacts with the IOC and hopes for a resolution of all pending questions in the near term," Putin spokesman Dmitry Peskov said.

The Russian Bobsleigh Federation confirmed the positive test for what it described as a banned heart medication. It did not name the drug.

It said that she had tested clean on Feb. 13, early in the Games.

The federation said the drug was not prescribed by the team's medical staff.

—Nonna Fomenko contributed to this article.



Speedskater Csaba Burjan and Hungary's 5,000-meter relay team won the nation's first-ever Winter Olympic gold medal.

Medal Count

COUNTRY	G	S	B	TOTAL
Norway	13	14	10	37
Canada	10	8	9	27
Germany	13	7	6	26
U.S.	8	7	6	21
Neth.	8	6	4	18
France	5	4	6	15
OAR*	1	5	8	14
Austria	5	2	6	13
Switz.	3	6	4	13
S. Korea	4	4	4	12

*Olympic Athletes from Russia

Updated: 1:00 p.m. ET

FOR THE LATEST COUNT GO TO WSJ.com/Olympics

'Garlic Girls' on the Brink of Gold

The rise of South Korea's women's curling team started with a gym teacher's trip to Canada

Gangneung, South Korea
IN 1997, a physical education teacher from a small town in rural South Korea boarded a plane to North Bay, Ontario, with a two-week supply of Korean instant noodles to learn more about a sport he had recently fallen in love with: curling.

That improbable journey planted the seeds for the South Korean women's curling

By Eun-Young Jeong, Jonathan Cheng and Andrew Jeong

team's surprising rise from anonymity to dominance at their hometown Winter Olympics more than two decades later.

The five-member team, unknown when the Pyeongchang Olympics kicked off, are now set to finish the Games as the Olympic host nation's breakout stars—complete with fan adoration befitting one of South Korea's popular K-pop groups.

The women—dubbed the Garlic Girls by the domestic press for their garlic-producing hometown of Uiseong, population 14,000—have made the Gangneung Curling Center a stage for some of the most unexpected heroics of the Olympics. After finishing atop the round-robin competition with an 8-1 record, it defeated Japan in a nail-biter for a chance to win the gold medal on Sunday, just hours before the Closing Ceremony.

The success of the South Korean women reflects a shifting balance of power in the sport of curling—away from the traditional power centers like Canada, which failed for the first time to win an Olympic medal in men's or women's curling, toward countries like Korea and Japan, which both placed in the final four.

South Korea's five-women team, made up of four childhood friends led by a skip who calls herself "Yogurt," has made overnight curling addicts of a nation that still doesn't totally understand the sport.

Their origin story goes back to the physical education teacher, Kim Kyung-doo. When he made his first exploratory trip to Canada in 1997, South Korea barely had a curling federation. There was no coach or practice rink, nor was there more than a smattering of people who understood the sport.

Kim was different. A former wrestler, he first watched curling during the 1980s while traveling abroad for competitions.

"I just liked curling," he said in an interview at the Gangneung Curling Center earlier this week. His fervor for the sport was contagious, and Kim would talk up curling to anyone who would listen—friends, family, neighbors.

Following that initial trip, Kim traveled to Canada whenever he could save up enough money. He would spend as much as a quarter of the year in Canada some years to learn more about the sport. He usually set camp in Victoria, British Columbia, and visited curling clubs in nearby cities. In 1999, Kim audited an advanced coaching course for curling in British Columbia.

Kim, who doesn't speak English well, got around the language barrier by sometimes dragging along a friend who had majored in English during college back home.

At home, Kim taught himself curling by studying video footage and reading curling books he had brought back from Canada. He became a de facto coach to his small circle

CURLING



Top: South Korea's women's curling team will play for the gold medal on Sunday. Left and bottom: The Garlic Girls have made overnight curling addicts of their home country.

nicknamed "Steak," joined after tailing her big sister to the curling center one day. She later brought along her friend Kim Sun-young ("Sunny," as in sunny side up). In 2015, they added an out-of-towner, Kim Cho-hi ("Chocho"), to round out the roster.

The women began developing a practice ritual that involved long hours of training. Even today, the five women live together and practice five days a week.

Over the years, there were moments when the women were tempted to quit. They almost threw in the towel after failing to qualify to represent South Korea in Sochi four years ago. But the team stayed together, competing in various domestic and international competitions.

Now, at the Olympics, they are hitting their stride at just the right time—to the delight of an appreciative home crowd that has grown with each victory and turned them into social media stars.

For Uiseong, the Garlic Girls' stunning Pyeongchang run has given this tiny town, located about 100 miles south of the Gangneung Curling Center, something to root for.

Like other rural communities in South Korea, the town has become quickly dilapidated in the past few decades, as the average age rises and the population falls. The surrounding county's population is about half what it was in 1991.

"The girls have given the town something to cheer for," says Choi Jae-yong, principal of Uiseong Girls' High School, the alma mater of four of the teammates. "It's been a while since there was something to cheer about here."

FREESTYLE

AMERICA LEADS THE WORLD IN CREATIVITY

BY BRIAN COSTA

Bongpyeong, South Korea
FOUR AMERICANS competed in Thursday's freeski men's halfpipe final, representing one-third of the field, and all of them were medal contenders. Two made the podium, two didn't. But what stood out beyond the result was that not one of them appeared to be mimicking another's tricks.

"We do things differently than other people," said David Wise, almost as a declaration of principle after he won gold for the second Olympics in a row. "As soon as I see somebody starting to pick my run apart and do things the way that I do it, I say OK, I'm going to move on."

That mind-set isn't only indicative of how the U.S. came to dominate the halfpipe, where American snowboarders and freestyle skiers combined to win six medals here, including three golds. Wise also reflects what has become a defining American athletic strength in the Winter Olympics.

It isn't speed or strength. It isn't precision or even skill. It is creativity. No other country is better when it comes to having the ingenuity to think of a new way and the boldness to try it.

The proof is in the medal chart. In pure speed events, the U.S. hasn't fared exceptionally well. Pick a winter sport that involves a stopwatch and you're likely to see the U.S. somewhere below Norway.

Power-driven sports like bobsled, luge and skeleton have left the U.S. looking up at Germany.

Where the U.S. stands apart is in two sports that leave room for and reward originality more than any others in the Winter Olympics. America's 10 combined medals between snowboarding and freestyle skiing through Thursday led all countries.

The halfpipe, Wise said, "caters to doing things sort of differently than everybody else does. And I think as Americans we have

American David Wise landed double corks in all four directions to win gold in the men's freeski halfpipe on Thursday.



rebel in our blood. It's who we are. It defines us as a culture."

It is not always what defined U.S. Winter Olympians. The U.S. used to hang its medal hopes on its collective speed. Take the 1994 Winter Games in Lillehammer, Norway. Of the 13 medals won by the U.S., 11 were in Alpine skiing, speedskating or short-track speedskating. America's race for medals was literally a series of races.

But Americans aren't especially fast these days, especially on the ice. Through Thursday, there had been a combined 57 medals handed out in short-track and regular speedskating events. Americans had won two of them.

What has saved the U.S. is that pushing the envelope in style and acrobatics has become an increasingly valuable trait for a country to have. The 60 medals available to snowboarders and freestyle skiers this year is more than double what it was in 1998.

Red Gerard, the first American to win gold in these Games, set the tone, not just by win-

ning in men's slopestyle snowboarding but by how he did it. The defining move of his best run was taking a line into a jump that no other rider took: up a quarter-pipe that wasn't even designed with snowboarders in mind.

Chloe Kim, the snowboard halfpipe gold medalist, became the first woman to land back-to-back 1080s at the Olympics. Shaun White won gold in the men's halfpipe with a combination of tricks he had never done before—not even in practice.

Before his final run Thursday—in which he'd land double corks in all four directions to win gold—Wise stood at the top of the halfpipe and contemplated what to do.

It was a technically difficult thing to try to pull off. If he took one of those double corks out, he reasoned, he would have a better chance of landing his run.

"I kind of mentioned that to the coaches at the top," Wise said. "And they both looked at me like, 'That's not who you are. You're here to create.'"

OPINION

THE WEEKEND INTERVIEW with Mitch Lowe | By Allysa Finley

A Plan to Lure Moviegoers off the Couch

If you've been to the movies lately—stop right there. If you're like most Americans, you haven't been to the movies lately. Theater attendance hit a 25-year low last year, and box-office revenue sank even as ticket prices rose.

Instead, you probably stream movies on your TV at home, and perhaps on your tablet or smartphone. Netflix, Amazon, HBO Go and other streaming services offer many movies within a couple of months of their theatrical release, not to mention a plethora of original content. Netflix's original movie "Bright," starring Will Smith, attracted 11 million viewers during the first three days of its digital release—more than many Hollywood blockbusters draw at theaters during their first weekend.

The appeal of streaming is obvious: You won't waste time and money on a dud. The popcorn doesn't cost \$10. You don't have to dress up or make plans in advance. "Netflix and takeout" has replaced "dinner and a movie" as the date-night activity of choice.

For \$9.95 a month, you can see a film a day on the big screen. MoviePass's CEO explains how he thinks he can make this business model profitable.

Mitch Lowe once worked for Netflix. Now he's hoping to revive the old-fashioned cinema. "The theater is the one broken part of the entertainment ecosystem," the 65-year-old CEO of MoviePass tells me. "The ultimate vision here is to not only re-energize moviegoers but to shake up the whole distribution of film. There are so many great movies that are made that never get into the theaters."

MoviePass operates on a subscription model. A flat \$9.95 a month—less than the cost of a single ticket at many theaters—gets you into one movie a day. You can't share your subscription with friends, but Mr. Lowe hopes soon to roll out packages for couples and families.

Subscribers receive a MoviePass Mastercard in the mail that can be used at almost any theater that accepts credit cards. When you reach the theater, you have to "check in"

on the MoviePass smartphone app by clicking on the film and showtime you're attending.

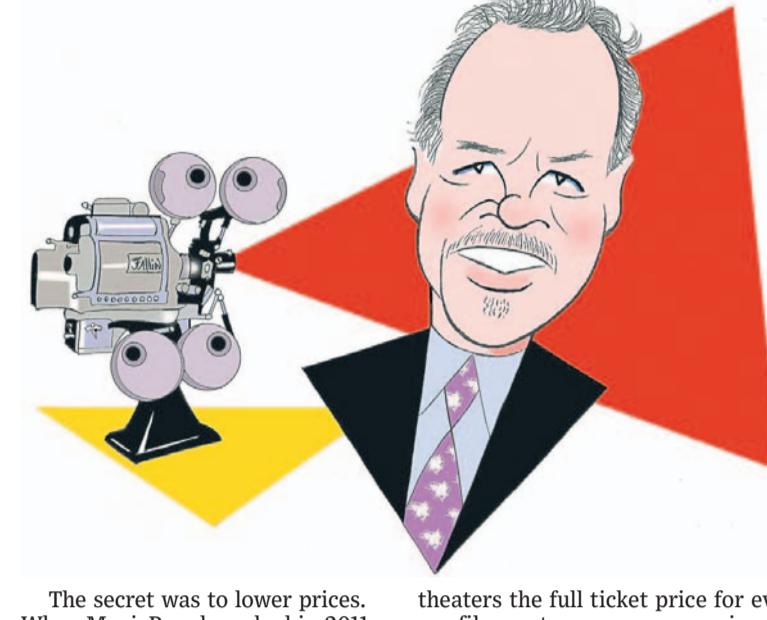
That last step, which allows MoviePass to collect data, is what prevents customers from sharing their accounts. "If it was just the card," Mr. Lowe explains, "you could give it to your friends and they could use it one day and then you use it the next day. It's unlikely you're going to loan your phone to a friend."

At some theaters, users will not far into the future be able to use the MoviePass app to order refreshments for delivery to reserved seats. Mr. Lowe pulls out his phone and demonstrates how this concierge service will work at a theater in Texas.

Mr. Lowe's business strategy is simple: draw people to theaters by making it more inviting. "If you have all of these subscriptions—almost everybody has Netflix or Hulu or Amazon Prime—you have plenty of entertainment," he says. "So people end up talking themselves out of going because they say, 'You know, I don't know anybody who has seen the movie. I don't trust the critic. It's 15 bucks. Meanwhile, I've got all of these other choices. What do I need to go to the movies for?'" MoviePass's flat fee flips the script: Since it costs nothing to check out the new blockbuster or art-house flick, why not go?

In a 35-year career, Mr. Lowe has had a front-row seat as the movie-distribution business evolved. In the early 1980s he opened a string of video stores along U.S. Highway 101 between San Francisco and Napa. "I worked for about 13,000 hours behind the counter," he says, "figuring out how to merchandise, how to price, what to buy and all of those kinds of things."

In 1998 he joined a startup that offered unlimited DVD rentals by mail for a flat monthly fee. "I got Netflix integrated into the point-of-sale system at Best Buy," he says—a retailing coup. Mr. Lowe left Netflix in early 2003 to help McDonald's launch video-rental kiosks in its stores to increase foot traffic and sales. For McDonald's this was a false start: "It turned out it was just dirty bathrooms that had been driving the decline in sales," Mr. Lowe says with a laugh. Two years later, the venture was spun off as Redbox. Mr. Lowe spent eight years there before an angel investor tapped him in June 2016 to breathe life into MoviePass.



KEN FALLIN

The secret was to lower prices. When MoviePass launched in 2011, the monthly fee was between \$30 and \$50. The company drew only about 25,000 subscribers, who attended an average of 18 movies a year. Mr. Lowe's goal was to sign up people who go to theaters only four or five times a year—roughly 90% of Americans. "They just go to Marvel or 'Star Wars' or your big hit titles," he says.

The question was how much to charge to attract casual moviegoers. Mr. Lowe ran market tests from Omaha, Neb., to New York City. "It turned out that there was a huge difference between \$14.95 and \$9.95," he says. "At \$9.95, it was almost a no-brainer: I'd be stupid not to try it."

Since MoviePass cut its monthly price to \$9.95 last summer, subscriptions have soared to more than 1.5 million. "No one has seen an entertainment subscription service grow as fast as we have," Mr. Lowe says. "It's faster than Spotify; it's way faster than Netflix."

The company has, however, experienced growing pains. Unprepared for the surge last year, MoviePass struggled to ship cards to subscribers in a timely fashion. "Then we got so behind with customer service," Mr. Lowe says, "with everybody asking 'Where's my card, where's my card?'" Now MoviePass is staffing up its back offices to dig itself out.

You may wonder how MoviePass can afford to sell a month's worth of tickets for roughly the price of a single show. That is the challenge of Mr. Lowe's business model.

Right now, MoviePass simply pays

theaters the full ticket price for every film customers see—meaning the subscription is a loss leader. MoviePass is backed by deep-pocketed investors, and it's burning through cash fast.

To make the business sustainable, Mr. Lowe aims to convince theaters to share their revenues. It could be a win-win, especially since, according to Mr. Lowe, MoviePass subscribers spend twice as much as other moviegoers on high-margin refreshments—after all, they aren't paying for their tickets.

Many independent theaters have jumped on board and have agreed to share revenues. But the big three chains—AMC, Regal and Cinemark—have been less enthusiastic. "They either wish we would go away and die," Mr. Lowe says, or they think, "Oh shoot, these guys are going to get so powerful that they're going to put more leverage on me."

Mr. Lowe is prepared to play hardball, though he says "we don't want to do it that way." Last month, MoviePass dropped 10 of AMC's busiest locations. These theaters had nearby competition, so customers weren't inconvenienced much. By playing theaters against each other, Mr. Lowe is trying to force them to negotiate.

He also hopes to exploit troves of subscriber data, the way streaming services do: "Warner Bros. has been releasing Batman movies for 20-plus years but has no idea how to get a hold of people who have seen the first four or five Batman movies—whereas Netflix knows exactly who has seen every Batman" on its platform.

"Netflix and Amazon and Hulu

have done an amazing job of knowing who likes what and being able to tell you about it without it costing them any money," Mr. Lowe says. "They can pop it up on the app; they can email you; they can make it highlighted when you come to the home page. And all of that is all dynamically based on what they know about you."

By contrast, studios have no personalized data on moviegoers, so their only way to market their product is to "buy millions of dollars worth of TV ads just to remind people about a film." That makes Hollywood risk-averse and encourages formulaic filmmaking: "If they take a film that's got big-name actors and they put at least \$50 million into the marketing, they're pretty sure they're going to break even."

Studios are reluctant to take a flyer on unconventional movies that may not draw big crowds. "Filmmakers are making better films than they've ever made before," Mr. Lowe says, "but the studios and distributors are so afraid to distribute them in the theater."

He cites "American Animals," which premiered at the Sundance Film Festival last month and will be released in theaters later this year. MoviePass as part of a side venture bought rights to the film along with independent-film distributor The Orchard.

"A typical film festival will have 700 films, and maybe 20 will get purchased" for theatrical distribution, he says. "All the rest just go straight to streaming services." It's a boon for companies like Netflix but often leaves filmmakers underpaid.

Mr. Lowe's hope is to use big data to market such films directly to viewers. He says MoviePass sends out emails notifying subscribers: "Hey, here's a great movie that we think you'll like."

And he doesn't plan to stop with movies: "Eventually, you'll be walking by a theater and we know there's a movie playing in an hour that we think you'll like, and a pop-up will come on your phone and say, 'There's this fantastic film we think you'll love it. And by the way, there's a really great restaurant across the street. Use our MoviePass card and buy your dinner and you'll get a free appetizer.'" Dinner and a movie may soon be fun again.

Ms. Finley is a member of the Journal's editorial board.

The #MeToo Ethos Comes to California Judicial Elections



CROSS COUNTRY
By Jason Willick

the episode was unsettling. Politics don't usually get this ugly in wealthy Santa Clara County, Calif.

Ms. Dauber is leading a recall campaign against Judge Aaron Persky, who presided over the 2016 trial of Brock Turner. Mr. Turner, a Stanford swimmer, was convicted of sexually assaulting an unconscious woman in 2015, when he was a freshman. (I was a Stanford senior at the time but do

Voters may oust the judge who sentenced a freshman Stanford swimmer to six months for sexual assault.

not know Mr. Turner.) The prosecution asked for a six-year prison sentence. Citing Mr. Turner's youth and previously clean record, the county parole officer recommended less than a year in county jail. Judge Persky handed down a six-month sentence; Mr. Turner also had to register as a sex offender for life.

The sentence was widely described as too lenient in the press and on social media, and Judge Persky received threats as well. "People have been calling the court and leaving messages, and if someone answers, they say, 'Tell your judge he can go to hell, and I hope his kids get raped and he rots in hell,'" a court official was quoted as saying in 2016.

Ms. Dauber, known on campus for advocating strict Title IX policies, launched what she calls a "grass-roots, intersectional feminist campaign" to unseat the judge. It has raised hundreds of thousands of dollars and

attracted support from political bigwigs like New York's Sen. Kirsten Gillibrand. The campaign easily exceeded the 60,000 signatures it needed, and this month the county placed Judge Persky's name on the June ballot. It will be California's first judicial recall vote in 86 years.

The campaign has shaped up as a battle between progressive populists and the legal elite. As recall activists go door to door and wield banners reading "Nevertheless, We Persisted," the legal establishment has closed ranks around the beleaguered judge.

The Santa Clara County Bar Association issued a statement saying there is "no credible assertion" that Judge Persky "ignored any ethical obligations or acted in bad faith." The district attorney and a group of Santa Clara public defenders, adversaries by design, both oppose Judge Persky's removal. Dozens of law professors from across California signed a public letter making the case against it.

Among the signers was Erwin Chemerinsky, the law-school dean at the University of California, Berkeley. He worries the recall will make judges more responsive to political pressure, resulting in draconian sentences. "Judges should make decisions based on their best view of the law and the facts," Mr. Chemerinsky tells me, "not to please the voters."

But Ms. Dauber sees the legal profession as a self-interested elite that is shutting out input from citizens. The recall camp has made hay of a fundraiser for Judge Persky's campaign hosted by the San Jose law firm McManis Faulkner and billed as "an evening with judges." Ms. Dauber says the firm is trying to ingratiate itself with the bench. A lawyer who is representing Judge Persky pro bono on behalf of McManis Faulkner says the firm is acting out of an institutional interest in judicial independence.

Recall advocates also see hints of corruption at the California Commission on Judicial Performance, which assessed the complaints against Judge Persky and found in 2016 that he had not acted improperly. The recall

website accuses the commission of a "record of protecting judges" and a "lack of transparency." Ms. Dauber calls it a "very troubled agency."

Despite her own strong progressive credentials, former Santa Clara judge LaDoris Cordell has emerged as one of the most vocal critics of the campaign. "What's so stunning about this recall," she tells me, "is that you have quote-unquote progressives, folks on the left, and you have people on the far right, and they're all shouting: 'Our institutions . . . are not to be trusted!'" She adds: "It's amazing to me. They are spouting the same rhetoric."

Ms. Dauber rejects this high-minded view of the campaign. "The antirecall forces are antidemocratic," she tells me. "This is our democracy working." Besides, she points out, California trial judges are already subject to re-election every six years.

Ms. Cordell accuses the recall campaign of "lying—not just misinterpreting but deliberately misrepresenting

the record of Judge Persky." The campaign has produced a list of his other decisions in sex-crime cases that, it claims, show a pattern of leniency toward white men relative to minority defendants. Most of these are hard to assess, but in at least some cases the recallers are clearly distorting the record. The website claims Judge Persky "approved a sentence of three years in prison for a low-income Latino defendant charged with similar crimes to Brock Turner." In fact, that defendant pleaded guilty to more serious charges carrying a mandatory minimum.

California's Constitution gives voters considerable direct power over their judicial officers. But voters have seldom availed themselves of it in recent decades, with the notable exception of a 1986 reconfirmation vote that ousted three anti-death-penalty Supreme Court justices. The legal establishment has largely been able to assume Californians had confidence

in its professional norms and fact-finding procedures.

The recall campaign is calling this arrangement into question: Who says experts know best? Why shouldn't voters be able to throw out a judge if his decisions seem unjust? The challenge is resonating beyond Santa Clara. Some 30 miles north, in San Francisco, left-wing public defenders have announced highly unusual electoral challenges to incumbent Republican-appointed trial judges.

Judge Persky's opponents are appealing to intuition, rejecting expertise, leveling accusations of corruption, and showing a willingness to stretch the facts to fit their purposes—winning enthusiastic public support but undermining political norms along the way. Where have we seen that before?

Mr. Willick is an assistant editorial features editor at the Journal.

Need Emotional Support? That's Ruff

By Bert Stratton

Emotional support animals—I've seen a few, and not just Dexter the peacock, bane of United Airlines. I've been dealing with ESAs since 2012. I'm a landlord in Cleveland with a no-dogs policy. I adopted the rule in 1977, when a tenant's Doberman slept on the living-room floor and left a body-oil stain in the hardwood floor that is still there. Sanding never got the stain out.

Some landlords rent to dogs 25 pounds and under. Do the landlords have scales in their rental offices? And what if the dog puts on weight after moving in? My thinking: If you want a dog, live in a house with a yard.

I rent to cats for an extra \$10 a month. I'm always on the lookout for nonpaying cats resting on tenants' windowsills. Ferrets were big about 10 years ago. Skunks: I've only had one. The owner said, "But

it's denatured!" Thank goodness for Odor Assassin.

In 2012, when I received my first ESA letter from a medical professional, I couldn't believe the premise. A tenant could bring in a dog, or whatever, into my building, and I didn't have a say. The social worker wrote: "George . . . has certain limitations regarding his diagnosis. In order to help alleviate these difficulties, and to enhance his ability to live independently and to fully use and enjoy the dwelling unit you own and/or administer, I am prescribing an emotional support animal that will help George in coping with his disability." George told me he had severe depression and anxiety. His dog was loud and defecated everywhere. Luckily for me, George and the dog didn't stay long.

My latest ESA dog moved in last week. The tenant seems nice—nicer than me. I said to her, "The dog better not poop in the halls." She said, "The dog is chill." It's a 10-year-old

pug from a rescue center. The tenant took the dog for a walk and cleaned up with a plastic bag. Good start. But just to cover all bases, I posted this announcement in the building entrance:

"Dear Tenants, the 'no dogs' policy is in force. A tenant in this building has a dog—a federally sanctioned dog. The tenant has a certified disability and is permitted by law to have the dog. The tenant has a letter from a medical professional to this effect. My point here: The 'no dog' policy is still in force for everybody else! Please don't bring a dog in. Thank you for your cooperation."

I haven't received the tenant's medical letter yet. I can't believe I let a dog into the building without first getting the letter. I screwed up. It's going to be rough if that tenant doesn't get me the letter soon, and it'll be ruff if she does.

Mr. Stratton is a landlord and musician in Cleveland.

OPINION

REVIEW & OUTLOOK

Russia's Attack on U.S. Troops

The truth is starting to emerge about a recent Russian attack on U.S. forces in eastern Syria, and it deserves more public attention. The assault looks increasingly like a botched attempt to bloody the U.S. and intimidate President Trump into withdrawing from Syria once Islamic State is defeated. The U.S. military won this round, but Vladimir Putin's forces will surely look for a chance at revenge.

Here's what we know. Several hundred men and materiel advanced on a U.S. Special Forces base near Deir al-Zour on the night of Feb. 7-8. Pentagon spokeswoman Dana White confirmed soon afterward that the "battalion-sized unit formation" was "supported by artillery, tanks, multiple-launch rocket systems and mortars." U.S. forces responded in self-defense "with a combination of air and artillery strikes."

Ms. White wouldn't confirm how many attackers were killed or who was fighting, though the U.S. had "observed" the military buildup for a week. Defense Secretary James Mattis called the confrontation "perplexing," adding that "I have no idea why they would attack there, the forces were known to be there, obviously the Russians knew." He's referring to the U.S.-Russia "deconfliction" agreement in which the Russians agreed to stay west of the Euphrates River.

Now we're learning that Russian fighters were killed in the attack, and Lebanese Hezbollah was also involved. The Kremlin has tried to cover up the deaths, but that's getting harder as the body bags come home and Russian social media spread the word. The Foreign Ministry finally admitted Tuesday that "several dozen" Russians were killed or wounded but claimed that "Russian service members did not take part in any capacity and Russian military equipment was not used."

That depends on how you define "Russian military." Evidence is growing that the attack was orchestrated by Yevgeny Prigozhin, the Russian oligarch who does much of Mr. Putin's dirty work. His businesses include the Internet Research Agency, a media operation indicted by a federal grand jury last week for meddling in the 2016 U.S. election.

Mr. Putin has a history of using mercenaries in Crimea and southern Ukraine, the better to preserve deniability if something goes wrong. The Obama Administration blacklisted Mr. Prigozhin in 2016 for supporting Russia's Ukraine invasion, and in June the Trump Administration sanctioned Dmitry Utkin, a former Rus-

Putin's mercenaries are bloodied in Syria, as he tries to drive Trump out.

sian intelligence officer associated with Mr. Prigozhin's Wagner Group of mercenaries.

Wagner has been fighting in Syria since 2015, according to the Institute for the Study of War's Bradley Hanlon, including campaigns to retake oil-rich areas. Mr. Putin has been doling out contracts tied to oil and mining to mercenaries in Syria, including

to Mr. Prigozhin.

The Washington Post reported Thursday, citing intelligence sources, that Mr. Prigozhin had "secured permission from an unspecified Russian minister" for the attack and had also "discussed" it with Syrian officials. Mr. Prigozhin would never undertake such an operation unless he felt he had clearance from the highest levels of the Kremlin.

Why risk such an attack, especially given how badly it went for Russia? Mr. Putin is constantly probing for weaknesses in adversaries, and perhaps he wanted to embarrass Mr. Trump by capturing some Americans. Perhaps he hoped to push the U.S. troops back and seize the nearby oil fields. With Mr. Trump sending no clear signals about U.S. intentions after Islamic State, and given his 2016 campaign claims that Syria is someone else's problem, Mr. Putin might have thought that some American casualties, prisoners or a retreat would increase calls inside the U.S. to leave Syria.

The U.S. military response was impressive and laudable, but American silence about the Russian attack is puzzling. The attack shows again that Mr. Putin is looking to damage U.S. interests wherever he sees an opportunity, even at the risk of a U.S.-Russia military engagement. Maybe Mr. Trump doesn't want to humiliate Mr. Putin, but the Russian won't forget this defeat merely because the U.S. is quiet about it.

The danger is that he'll interpret U.S. silence to mean that he can risk an attempt at revenge. Mr. Putin is running for re-election this spring, and while he has rigged the vote to guarantee victory, the Russian public needs to know his mercenaries suffered a humiliating defeat. If the U.S. won't tell the truth, Mr. Putin has an easier time telling lies.

The Russian engagement also shows that the U.S. is operating a de facto safe zone for allies in eastern Syria. The Pentagon is still pursuing dispersed Islamic State fighters, but another goal is to influence the shape of post-ISIS Syria. Mr. Putin wants to push the U.S. and its allies out so its axis with Iran can dominate Syria. Look for more such confrontations to come.

Who's the Boss in New Jersey?

Phil Murphy hasn't been Governor of New Jersey long enough to deliver on his campaign promise to legalize recreational marijuana. But somebody had to be smoking something to think it was smart to fire an eminently qualified teacher from her post as assistant commissioner at the Department of Education this week just a few hours after she'd been approved by the state school board and even met her staff.

The woman is Paula White, an African-American teacher with a degree from Columbia who has a record of achievement that includes six years teaching in Atlanta. Most recently she was the Chief Turnaround Officer for New Jersey's Department of Education. But no sooner was she named to her assistant commissioner post than she was given the heave-ho.

What was Ms. White's firing offense? Her résumé includes an 18-month stint as New Jersey director of Democrats for Education Reform, a group whose ideas line up more or less with Barack Obama's on education. This includes support for tenure reform and giving kids stuck in rotten schools the lifeline of char-

ter schools. Which is what she did personally when she founded the Newark Legacy Charter School in 2009.

Here's a hint: It isn't Phil Murphy, the new Governor.

This is all anathema to the teachers union, which brooks no dissent from New Jersey's elected leaders. Last year the union spent \$5 million in an unsuccessful effort to unseat Steve Sweeney, state Senate President. Mr. Sweeney is a Democrat and union man himself, though his ironworkers are in the private economy. He has fallen afoul of the teachers union because he understands the state cannot afford the lavish benefits for teachers and other government workers that have created the pension crisis.

Mr. Murphy's cave on Paula White does not augur well for his governorship, given how so many of the state's pressing problems from pensions to failing inner-city schools are rooted in public union obstruction. In a column for the Star-Ledger, editorial page editor Tom Moran suggested the union has "a brass ring firmly hooked into the new governor's nose."

But give the teachers union this much credit: It has shown everyone who the real boss is in Trenton.

Parkland's Enforcement Failures

My response by public authorities to do something in response to the killings in Parkland, Fla., must first come to grips with why established security measures failed on so many levels. Explain the failures by the FBI and the Broward County Sheriff's Office, so that the new solutions don't fail, too.

On Jan. 5, someone familiar with Nikolas Cruz had the presence of mind to call the FBI's Public Access Line to say she feared he might "get into a school and shoot the place up." That tip wasn't forwarded to the FBI's office in Miami. Two other recent callers to the Broward police—which got 23 calls about Cruz's behavior back to 2008—also warned he could become a school shooter.

Here are the official explanations.

Attorney General Jeff Sessions: "I have ordered the deputy attorney general to conduct an immediate review." FBI Director Christopher Wray: "I am committed to getting to the bottom of what happened in this particular matter, as well as reviewing our processes."

FBI Special Agent Robert Lasky: "We will conduct an in-depth review." Broward County Sheriff Scott Israel: "This isn't science fiction. We aren't allowed to arrest on what a person thinks about on pre-crimes."

Florida already has a law, the Baker Act, permitting forced hospitalization for psychiatric examination. In 2016 mental-health workers were

called to the high school to determine if Cruz should be hospitalized. They concluded he was stable. NBC reported that the Florida Department of Children and Families investigation of Cruz was "closed with no indicators to support the allegations of inadequate supervision or medical neglect."

Finally, the armed sheriff's deputy assigned to protect the high school failed to confront the shooter, instead staying outside the building.

Now come new solutions. Senator John Cornyn's legislation would fix the FBI's National Instant Criminal Background Check System, which has existed since 1998 but works poorly. Florida Governor Rick Scott wants to raise the legal age for purchasing a gun to 21. President Trump on Thursday tweeted his to-do list: comprehensive background checks with an emphasis on mental health, raising the gun-purchase age and banning bump stocks.

Why after Parkland should the American people believe that any of this would work as intended—whether directed at gun control or controlling violent mental illness?

The Parkland tragedy is—or should become—a case study in the disconnection between well-intended public policies and the inability of public-safety bureaucracies to execute those policies. This failure is also part of the horror of Parkland.

The public-safety bureaucracies failed on multiple levels.

LETTERS TO THE EDITOR

Closed Minds Have No Place in Universities

Regarding Amy Wax's "The Closing of the Academic Mind" (Review, Feb. 17): The trend of free speech being curtailed on college campuses is alarming and disturbing. We need dissent. We need substantive arguments about divisive issues. We need persuasion from all sides, and we most expect it when being educated.

In college, the best learning experience I had was in debate. The process involves gathering evidence to support both sides of a resolution. During tournaments, you present and rebut the "negative" and "affirmative." It wasn't just about winning—you learned that there were always two good sides to an issue. Truth or "what's right" is often discretionary, arbitrary—even capricious.

Living a good life involves a continuing examination of our dogmas and convictions. It starts and ends with freedom of speech. This means conducting free and open debate in a civilized manner. We need unorthodox opinions, Republicans and Democrats, national and American, salt and pepper, sweet and sour, and each other.

LARRY SLEEP
Santa Barbara, Calif.

It wasn't uncommon, during my years in a dean's office, to receive objections from clients or other faculty to what was taught in a classroom or presented to industry clientele. More than once we were urged to fire the professor or terminate his or her research. Our response was always, in essence: "The conference room is available. Bring your data and your arguments. The person you target will bring theirs and we'll have an open discussion."

DUANE ACKER
Atlantic, Iowa

Dr. Acker is president emeritus of Kansas State University.

I see all too vividly the loss of civility in public discourse. From my perspective, years of President Obama's promotion of racial and class warfare have done much to divide us. President Trump's tweeted tirades against anyone who offends his ego, no matter how inappropriate, only serve to increase this divide. I pray that someone will appear on the scene who will

strive to unite rather than divide us as a nation, where opportunities to excel are open to all, denied to none, and when achieved aren't penalized.

PHIL MACE
Larkspur, Colo.

The idea that the customs of a former age can be restored is the very definition of folly. America must learn to live in the 21st century because it is literally impossible to recreate the middle of the 20th. "Bourgeois values" have declined because the society that fostered them—1950s America—no longer exists. Please remember that the era was a white-male paradise, in which people of color "knew their place," homosexuality was a crime, women stayed home and children were seen and not heard.

In the early 1960s, women gained reliable control over their own bodies, allowing them to determine the number of children they would have. This made economic activity outside the home practical, and women began to take advantage of it. No longer being economically shackled to a man also allowed women in loveless or abusive marriages the ability to divorce and not to starve. Incidentally, Ms. Wax never would have been hired for her current position had she lived then.

GUY WROBLE
Denver

Among my educational experiences in college were discussions about religion with an acquaintance, an atheist. I was a small-town Catholic girl. My acquaintance and I sought each other out over our four years, and long debates stimulated my mind. In the process, I learned so many important things, including more about religion than all my years of being religious. This is what education is about. We educate not just to inform but to stimulate curiosity.

CATHLEEN STARK
Newtown, Conn.

While the U.S. frequently blames other countries for suppressing dissent, political correctness is stifling domestic free speech right now.

SHUAI TANG
Arlington, Va.

Don't Forget the Good That SOX Has Done

Regarding Scott S. Powell's "A Pox on SOX, It's Bad for Stocks" (op-ed, Feb. 14): It is ironic that the provision of the Sarbanes-Oxley Act (SOX) of 2002—Section 404—that Mr. Powell blames for every real or imagined ill facing the American economy is the SOX provision that has perhaps the largest and most compelling body of evidence supporting its positive impact on U.S. capital formation.

The benefits of SOX are vast and in many cases quantifiable. For example, SOX Section 404 requires management to evaluate the effectiveness of the company's system of internal control over financial reporting (ICFR), which has been required by federal law since 1977. It also requires a registered public accountant to attest to and report on management's ICFR assessment.

Researchers have studied the impact of Section 404's internal control requirements extensively. They have found companies that voluntarily comply with Section 404 have fewer financial restatements, as well as a lower cost of capital—and that in-

cludes smaller companies. In light of this research, it isn't surprising that a 2017 poll found that 85% of CFOs believe the internal-control audit function has helped their companies.

SOX has been successful in forever changing the landscape of corporate governance to the benefit of investors. It has increased investor confidence and the accountability expectations investors have for corporate directors and officers, and for their legal and accounting advisers as well. The evidence is clear and overwhelming that the ICFR provisions of Section 404 have been an important contributor to that success.

JEFF MAHONEY
General Counsel

Council of Institutional Investors

Washington

Mr. Hashim Really Protests Too Much About My Review

In his Feb. 17 letter responding to my Feb. 8 review of his book "The Caliphate at War," Ahmed S. Hashim asserts that my recent book on the Islamic State was "irrelevant" to his and says he "did not traduce it or attack it in a fit of rage." But no one accused him of attacking my work or omitting reference to it. He suggests, without evidence or basis, that I reviewed his book negatively because of my own ill temper. Perhaps I did so because his book was not good. His book's faults are numerous but very much their own. Mr. Hashim's presumption that I would have been gratified to be cited as one of his sources is only the most recent of his errors.

GRAEME WOOD

New Haven, Conn.

Pepper ... And Salt

THE WALL STREET JOURNAL



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ROBERT KORNFIELD

Chicago

OPINION

Billy Graham, the Ecumenical Evangelist

**DECLARATIONS**
By Peggy Noonan

You know the miraculous life of Louis Zamperini, whose story was told in Laura Hillenbrand's epic, lovely book, "Unbroken." Louis was the delinquent, knockabout son of Italian immigrants in Torrance, Calif., who went on to run for America in the 1936 Berlin Olympics, then joined the Army Air Corps before Pearl Harbor. He crashed in the Pacific, drifted in a raft on open sea for 47 days, came near death—shark attacks, storms, strafing by Japanese bombers—and survived, only to be captured by enemy troops. He spent two years in Japanese prison camps—beaten, tortured, brutalized as much as a person can be and still live.

He had an ability to reach across denominational lines and 'speak to the common believing heart.'

He came back a hero, shocked to be alive. But his life went from rise to descent—rage, alcoholism, destruction. He couldn't focus enough to make a living, couldn't stop the downhill slide. His wife, Cynthia, announced she was leaving. One day a neighbor told them of something going on in town, in L.A. An evangelist named Billy Graham had set up a tent and invited the public. Cynthia grabbed at the straw, but Louie refused. He wasn't going to watch some con man screaming. Cynthia argued for days and finally fibbed. Billy Graham, she said, talks a lot about science. Louie liked science. So he went, grudgingly, and they sat in the back. The following quotes are from "Unbroken."

This is what Billy Graham was not like: Elmer Gantry. Louie expected "the sort of frothy, holy-rolling charlatan that he'd seen preaching near Torrance when he was a boy. What he saw instead was a brisk, neatly groomed man two years younger than himself." This man was . . . serious. "He asked his listeners to open their Bibles to the eighth chapter of John."

This is what Billy Graham said: "Here tonight, there's a drowning man, a drowning woman . . . a drowning boy, a drowning girl that is lost in the sea of life."

He spoke of the Pharisees surrounding Jesus that day in the temple and presenting the woman taken in adultery. Moses in the law commanded us, they said, that she should be stoned. What say you? Jesus stooped down and wrote with his

This is what Billy Graham looked like: "His remarkably tall blond hair fluttered on the summit of a remarkably tall head, which in turn topped a remarkably tall body. He had a direct gaze" and "a southern sway in his voice." Studio chiefs saw a leading man and offered him a movie contract. Graham laughed and said he wouldn't do it for a million a month. He was 31 and had been traveling the world for years.

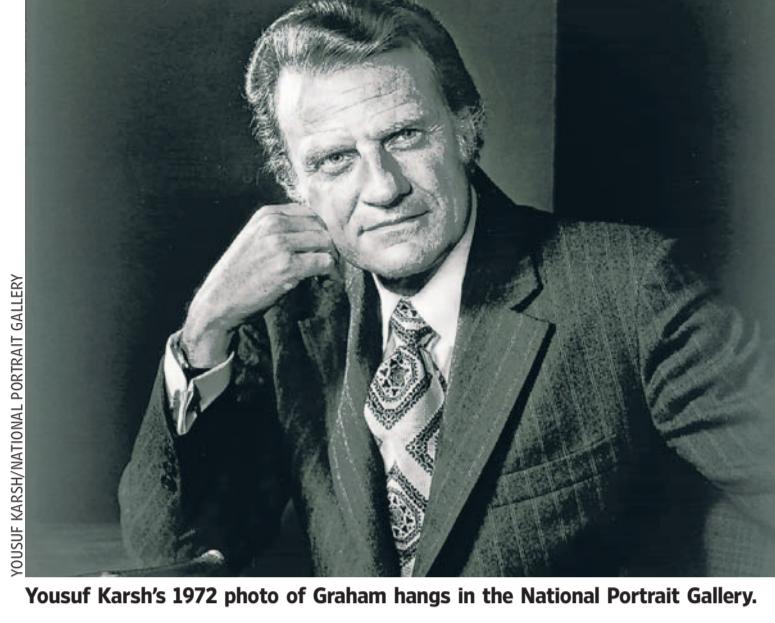
This is what he hid: He was wearing out. "For many hours a day, seven days a week, he preached to vast throngs, and each sermon was a workout, delivered in a booming voice, punctuated with broad gestures of the hands, arms, body. He got up as early as five, and he stayed in the tent late into the night, counseling troubled souls." His weight dropped and there were circles under his eyes. "At times he felt that if he stopped moving his legs would buckle, so he took to pacing his pulpit to keep himself from keeling over."

It cost him to be Billy Graham. He wanted to end his crusades, but their success convinced him "Providence had other wishes."

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YOUSSEF KARSH/NATIONAL PORTRAIT GALLERY

finger on the ground, as if he hadn't heard. They pressed; he wrote. He lifted himself and said: "Let him who is without sin cast the first stone." They were convicted by their own conscience and left. Jesus, alone with the woman, asked: "Has no one condemned thee?" No man, she said. He said, "Neither do I condemn thee. Go now and sin no more."

But what was Jesus writing on the ground? Graham suggested Christ was enacting the writing of the facts of our individual lives: "God takes down your life from the time you were born to the time you die." He will see the truth. "You're going to say, 'Lord, I wasn't such a bad fellow.'"

Louie felt something tighten. He felt "a lurking, nameless uneasiness," like "the shudder of sharks rasping their backs along the bottom of the raft."

And so began his conversion. He went on to a life of greatness, helping boys as lost as he'd once been.

That is the importance of Billy Graham. We talk about the "friend of

presidents" who "moved among the powerful," but he was a man who wanted to help you save your soul whoever you were, in whatever circumstance. And there would have been millions.

"Louis wasn't the only one in the tent," Laura Hillenbrand said this week, by phone: "Without Rev. Graham, Louis would not have lived."

"What reached into Louis's soul," she added, "was Graham's ability to reach into the individual, the person in front of him—of God being interested in him personally." Louis had to come to terms with two huge things, the mystery of his suffering (why did this injustice happen?) and the mystery of his survival (so many others are gone). But you didn't have to float on a raft and be tortured to suffer: "Everyone suffers. Louis was no different from anyone else in the tent that night."

He's still no different from anyone else in the tent.

Here I want to say: I think there was something different and special going on between Catholics and

Have Campus Protesters Given Up on Charles Murray?

By Tunku Varadarajan

Stanford, Calif. Waiting to enter the university building that would house Thursday evening's debate, I encountered a security guard, ruddy and robust. From a private firm, he looked unsure of his role on a college campus. "Expecting trouble?" I asked. He was noncommittal but gave off a whiff of apprehension. "Things could get out of hand," he said. "A white supremacist's coming to speak."

The lecturer to whom he referred so damningly—and inaccurately—was Charles Murray, a libertarian social scientist who's had more controversy thrust upon him than almost any other American public intellectual. Critics say that the disputation that shrouds Mr. Murray is entirely deserved, and many regard him in precisely the terms the unknowing guard had used.

This is largely on account of a book Mr. Murray co-wrote in 1994, "The Bell Curve." Sections of it have been brandished as proving Mr. Murray believes that differences in IQ among individuals are attributable to race. Ergo, he's a toxic racist.

Mr. Murray's lecture at Middlebury College last year was disrupted violently, sending his faculty escort to the hospital. This evening, Stanford took no chances.

Two hundred yards away, at a picturesque spot called History Corner, was a group of student protesters who didn't want Mr. Murray on campus. "Hey hey, ho ho, Charles Murray's got to go," they chanted. Their gusto was impressive, though their lack of originality left me feeling shortchanged. Was that the best they could do with their world-class education? The drabness of their prosody was lifted somewhat by a spirited young rapper, although her punch line, "F— Steve Bannon, f—the Western canon," seemed misdirected.

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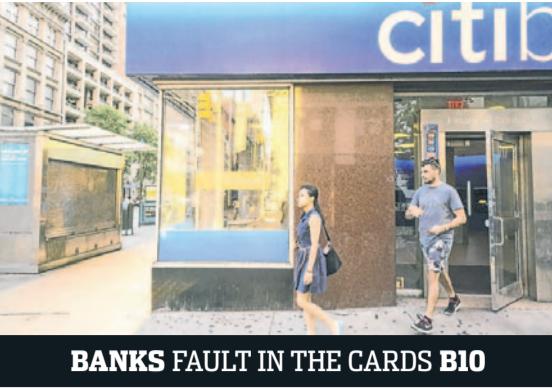
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General Mills Rejoins Pet Parade

Company lands Blue Buffalo for \$8 billion, as food makers seek faster-growing brands

BY ANNIE GASPARRO
AND CARA LOMBARDO

General Mills Inc., beset by stagnant sales of cereal and yogurt, is paying around \$8 billion for a pet-food business to help it generate revenue growth in the U.S.

The Minneapolis-based food conglomerate, which hasn't sold pet food since the 1960s, said Friday it plans to buy **Blue Buffalo Pet Products Inc.** as it looks for a piece of the rapidly expanding natural

pet-food market. General Mills Chief Executive Jeff Harmening said the deal accelerates his plan to diversify its business by buying faster-growing brands and off-loading some lackluster ones. Last fiscal year, General Mills' sales fell 5.6% to \$15.6 billion, as brands in its lineup like Yoplait yogurt and Betty Crocker lost the attention of American consumers.

"The Blue Buffalo acquisition brings back the growth in the U.S. and growth on a consistent basis," Mr. Harmening said in an interview Friday.

The pet-food company was founded by Bill Bishop, its chief executive, and his family in 2002, inspired by their dog Blue, which died of cancer.

Blue Buffalo, now the top natural pet-food brand in the U.S., has been growing faster than rivals in the \$30 billion U.S. pet-food segment, Mr. Harmening said. Its annual

signed the deal Thursday night over beer and chicken wings at a restaurant in Blue Buffalo's hometown of Wilton, Conn.

Under terms of the agreement, General Mills would pay \$40 a share for Blue Buffalo, a premium of more than 17% to its closing price Thursday and double its offering price when the company went public in 2015. Blue Buffalo's majority shareholders have already approved the deal, which is expected to be completed by May. Shares in Blue Buffalo jumped 17% Friday, while General Mills shares dropped 4%. Jefferies analyst Akshay Jagdale said the deal makes sense strategically, but "the price is steep, and General Mills will have to work to ex-

tract value from the deal."

Pet food and pet-care products have been a bright spot in grocery stores. Mainstay canned and packaged foods are struggling as Americans buy more natural food and high-end treats for their pets, just as they are for themselves.

"The humanization and premiumization is what's driving the pet-food marketplace," said Mr. Bishop, who will retain the chief executive position after the deal.

The fancier products come with higher price tags, making them more profitable for the companies that sell them.

Food makers have been investing in pet-food brands in recent years. Last year, Mars

Please see PETS page B2

17%

Premium being paid for Blue Buffalo Pet Products

sales have grown on average by 12% over three years to \$1.3 billion in its latest fiscal year.

Mr. Harmening, who became CEO of General Mills in June, said he and Mr. Bishop

Huawei's Breadth Raises Concern

Washington is cranking up pressure on **Huawei Technologies** Co., the Chinese telecommunications-equipment

By Stu Woo in London
and Dan Strumpf in Hong Kong

maker that U.S. officials view as a potential tool for state-sponsored spying.

Across the Atlantic, one of America's closest allies has taken a different approach. British Prime Minister Theresa May met Huawei Chairwoman Sun Yafang in Beijing earlier this month. Days later, Huawei announced it would invest £3 billion (\$4.2 billion) in the U.K. over the next five years.

Britain's embrace of Huawei is widening a gulf between the U.S. and several allies over American allegations that the company poses a cybersecurity threat. Some U.S. lawmakers have recently expressed worry that Huawei's inroads in countries with close security ties to the U.S. could make their telecommunications networks more vulnerable to Beijing snooping.

A 2012 U.S. congressional report labeled Huawei a national-security threat, saying its equipment could allow China to spy or disable telecom networks. While smaller U.S. carriers use Huawei gear, the report made it politically difficult for bigger ones, such as AT&T Inc., to do so.

Huawei is the world's third-largest smartphone company, after Samsung Electronics Co. and Apple Inc. It has become the world's largest maker of telecom equipment such as switches, routers and cellular-tower gear.

The broad concern in Washington is that Beijing could force Huawei to use its knowledge of its own hardware's de-

Please see HUAWEI page B4

East African Nation Kicks Out Port Operator



CARL DE SOUZA/AGENCE FRANCE PRESSE/GETTY IMAGES

Djibouti seized a container terminal run by one of the world's largest port operators Friday, as the small East-African country seeks to exploit a contest among several nations to

control a region of growing geopolitical and commercial importance. The Doraleh Container Terminal is run by Dubai-based DP World, which also owns a 33% stake in the port. Some ex-

ppect Djibouti, which owns the rest of the port, to strike a deal with Chinese investors that already have a foothold in the country. A government statement said it acted "to protect

strategic infrastructure." DP World said the government took control of the terminal after the port operator refused to renegotiate its concession granted in 2006.

Nikhael Lahade

Beijing Tightens Reins on Business

BY JAMES T. AREDDY

SHANGHAI—When **Anbang Insurance Group** Co. paid about \$2 billion to buy New York City's Waldorf Astoria Hotel three years ago, the deal seemed to define an era for China Inc. President Xi Jinping shortly afterward dropped in to stay at the Park Avenue landmark.

China's business priorities have since changed, turning real-estate trophies into symbols of risk. Regulators in Beijing on Friday said they seized control of Anbang to keep the closely held insurer from collapsing, while prosecutors in Shanghai said they indicted Wu Xiaohui, Anbang's swashbuckling ex-chairman, for alleged fraudulent fundraising and abuse of power.

China's government makes no secret of its penchant to guide commerce, even with private companies, but the

Please see CHINA page B2

THE INTELLIGENT INVESTOR | By Jason Zweig

The Sky Is Falling... Or Perhaps It Isn't

For years now, market strategists—and financial columnists, for that matter—have been warning investors to expect low returns. Nevertheless, stocks have delivered great results.

Over the five years through Thursday, the S&P 500 has earned an average of 15% annually, including dividends; in the past 12 months, it's up 17%. The louder the warnings became, the better stocks have performed.

In their latest survey of global investment returns, released this past week, financial researchers Elroy Dimson of Cambridge Judge Business School, and Paul Marsh and Mike Staunton of London Business School explore why.

For starters, investors are human.

The shock and fear set off by the financial crisis, when stocks worldwide lost 58% after inflation from October 2007 through March 2009, left many investors traumatized.

The harder the fall, the harder it becomes to visualize a large and lasting recovery. Security analysts persistently underestimated how well the stock market would

do after 2009, pension funds cut their exposure to stocks and many individual investors turned pessimistic or sold outright.

The result was a consensus that we were in for a long period of poor investment returns.

Imagine the stock market as a hobgoblin bent on tormenting all those who blunder into his lair and try to make sense of him. By going way up, the market hobgoblin made fools out of the maximum number of people.

More important, stocks did surprisingly well because interest rates went, and stayed, shockingly low.

As interest rates fell, the cash that stocks would generate in the long-term future became much more valuable than usual. Investors bid up stocks, bonds, real estate and almost all financial assets, even though most were already expensive by historical standards.

Now that interest rates have begun to go up, "one cannot discount the possibility that the stock market might be overpriced," Prof. Marsh says dryly.

Especially in the U.S., expectations of more good times are on the rise. Between Dec. 31 and Feb. 21, analysts' estimates for earnings

Please see INVEST page B6

Dropbox Sets Stage for Public Launch

BY MAUREEN FARRELL
AND JAY GREENE

Web-storage company **Dropbox** Inc. raised the curtain on its long-awaited initial public offering, which is set to be one of the biggest tech debuts of the past few years.

The 11-year-old company's financials, disclosed in a public filing, paint a picture of a firm with more than \$1 billion in revenue, shrinking losses and roughly 11 million paying users. Still, revenue growth has slowed and the vast majority of its more than 500 million users don't pay.

The San Francisco-based company, which lets users and businesses store and manage files online, is expected to seek a valuation of roughly \$7 billion to \$8 billion, according to people familiar with the offering.

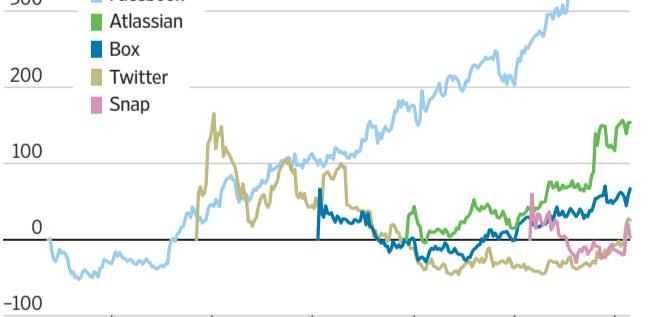
At that level, it would be the largest tech IPO since **Snap Inc.**'s debut in March 2017, according to data provider Dealogic.

While the company and its underwriters can change pricing up until the night before trading starts, at that valuation, Dropbox's IPO would land well below the \$10 billion valuation at which the company had raised private capital in 2014.

Dropbox, which had previously filed IPO papers confidentially with the Securities and Exchange Commission, made its filing public Friday ahead of a share sale that could take place as early as the week of March 19.

Hit or Miss

Share-price performance of some notable U.S.-listed tech firms, including companies similar to Dropbox, since going public



Sources: WSJ Market Data Group

The filing disclosed that Dropbox posted revenue last year of \$1.11 billion.

Its revenue growth has slowed recently; from 2016 to 2017, growth was 31%, slower than the 40% at which revenue increased from 2015 to 2016. Yet its losses have gotten smaller, shrinking from \$325.9 million in 2015 to \$210.2 million in 2016 to \$11.7 million last year.

The company said it has never turned a yearly profit, which isn't uncommon for investment-heavy tech startups seeking to go public.

Dropbox said in the filing that it expects costs to increase in the near term, and its operating expenses have jumped recently; they rose

28% from 2015 to 2016 and 31% from 2016 to 2017.

Dropbox, which lets users store, share and collaborate on documents, photos and other files online, is among the older of the billion-dollar startups. The company was founded by Massachusetts Institute of Technology computer-science students Drew Houston and Arash Ferdowsi in 2007.

Despite a pushback against dual-class shares from index funds and the SEC in recent months, Dropbox will have a dual-class structure that gives the founders and some investors 10 votes a share, compared with one vote a share for investors buying shares in the public markets.

Mr. Houston, the company's

chief executive, holds about 25% of its stock, which could be valued at up to \$2 billion at the company's targeted valuation, an amount that could fluctuate depending on how the IPO is priced. Mr. Ferdowsi holds roughly 10% of the company's shares.

Ahead of the IPO, in December 2017, Dropbox's board granted the co-founders some 22.1 million shares of Class-A stock that would partially vest over time if the stock price hit specific targets ranging from \$20 to \$60.

Dropbox's filing said the board "wanted to provide a meaningful incentive to the co-founders to continue to drive the growth of the business" after the IPO is complete.

The grant gives Mr. Houston the potential to earn as much as \$930 million in additional company stock over the next decade if Dropbox's shares reach \$60, and Mr. Ferdowsi could earn as much as \$396 million.

During its pitch to investors, Dropbox is expected to seek to differentiate itself from its smaller rival, online-storage company **Box Inc.**, which went public in January 2015 at roughly \$1.6 billion. While Box's stock price is now well above its IPO price and the firm is valued now at roughly \$3.1 billion, it still generates relatively steep losses and has yet to post a full year with revenue over \$500 million.

—Rolle Winkler
contributed to this article.

BUSINESS & FINANCE

Car Makers Race to Go Electric Cheaply

Industry aims to build affordable cars for drivers in emerging economies

BY ERIC BELLMAN

NEW DELHI—The world's auto makers are vying to build an affordable electric car to target drivers in emerging economies and potentially create a competitor to Chinese-made entries in those markets.

They need to radically reduce sticker prices for electric vehicles to around \$7,000 in places like India to entice the average buyer and sell enough cars to have a meaningful impact on emissions.

At India's Auto Expo held this month on the outskirts of New Delhi, there were 25 electric vehicles on display, up from just a handful at the last show two years ago. Toyota Motor Corp., Hyundai Motor Co., Renault SA, Kia Motors Corp. and other car makers showed their latest electric vehicles to the 600,000 potential car buyers who visited the expo. They unveiled models for the first time in India and pledged to have many on Indian roads in the next three years.

There are currently fewer than 10,000 electric vehicles on Indian roads. Car companies need to bring down the relatively high price of EVs,



Visitors at India's Auto Expo this month check out a Tata Motors electric vehicle.

because most consumers in India and other emerging markets won't pay extra to go green, according to EV-Volumes, which tracks electric-vehicle sales.

"The environmental benefit has to come for free," said Pawan Goenka, managing director at Mahindra & Mahindra Ltd., on the sidelines of the auto show, where the Indian car maker unveiled six electric models. While less-affluent buyers are interested in EVs, they are unwilling to sacrifice on performance or pay much more to buy or run them, he said.

Industry executives say that

for people to switch to electric cars, their price tags have to be comparable to regular cars, the most popular of which in India cost between \$6,000 and \$8,000. Battery costs are one of the main hurdles for companies trying to build cheaper electric cars.

In the U.S., the best-selling electric vehicles tend to cost more than \$30,000. Globally, some sell for less than \$10,000, but only after large government subsidies and rebates.

In China, the world's largest electric-car market, the Baojun E100—made by a joint venture between General Motors Co.

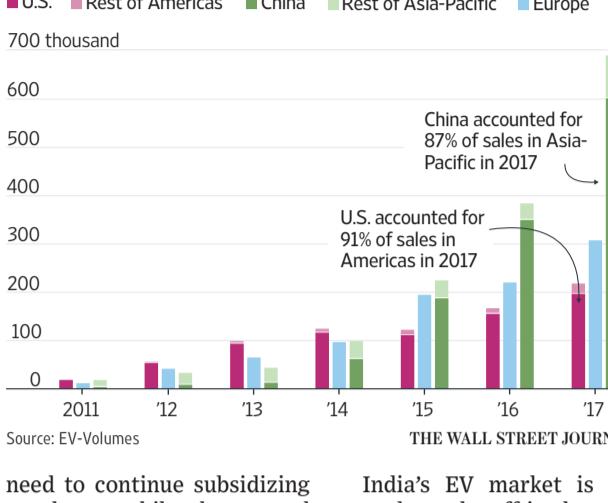
and SAIC Motor Corp.—sells for as little as \$6,500, but only after more than \$7,000 in government incentives. Such concessions helped push China's sales of electric cars to more than 600,000 last year—three times the number sold in the U.S. and half the 1.2 million in EV sales globally. The Chinese market is dominated by local brands that aren't big exporters yet. In India, the Mahindra e2o sells for around \$9,500 after more than \$4,000 in government incentives.

To create enough demand to reach the economies of scale that would bring prices down further, governments

Powered Up

Sales of electric cars have taken off in recent years, buoyed by Chinese demand.

Total sales of electric vehicles



China accounted for 87% of sales in Asia-Pacific in 2017

U.S. accounted for 91% of sales in Americas in 2017

India's EV market is expected to take off in the next decade, as New Delhi has pledged to use policy and tax incentives as well as spending on infrastructure to radically increase the number of electric vehicles in use. Some policy makers hope to make all new vehicles on the road electric by 2030, a tough target to reach without lower prices.

At the auto show, Tata Motors, which set new standards for affordability with its conventional \$2,000 Tata Nano some years ago, had six EVs on display. It already provides electric buses and passenger cars to the government.

PETS

Continued from the prior page
Inc. said it would pay \$7.7 billion to buy veterinary and dog day-care company VCA Inc. J.M. Smucker Co. paid more than \$3 billion in 2015 to buy Milk-Bone owner Big Heart, and Nestlé bought the maker of Purina pet food for more than \$10 billion in 2001.

Smucker said its pet-food business, led by the all-natural brands, has been a growth driver for the company, with sales up 2% in the latest quarter.

"Pet food and snacks have now become the largest center-of-the-store category in the U.S. food and beverage market," said Smucker Chief Mark Smucker at a conference this week, adding that Smucker could potentially acquire more.

Pet foods labeled all-natural and grain-free—especially those that use simple, whole ingredients like chicken, blueberries and sweet potatoes—are growing faster than mainstream varieties. And industry executives say there is still room for expansion.

Only 10% of American households buy natural pet food now, while 68% own pets, according to General Mills and the American Pet Products Association.

For consumers, the shift is motivated less by scientific evidence and more by a desire to treat their pets like family.

Blue Buffalo says its food uses higher-quality proteins, like chicken rather than poultry byproduct and that it doesn't "cut corners" by using corn like some of its competitors.

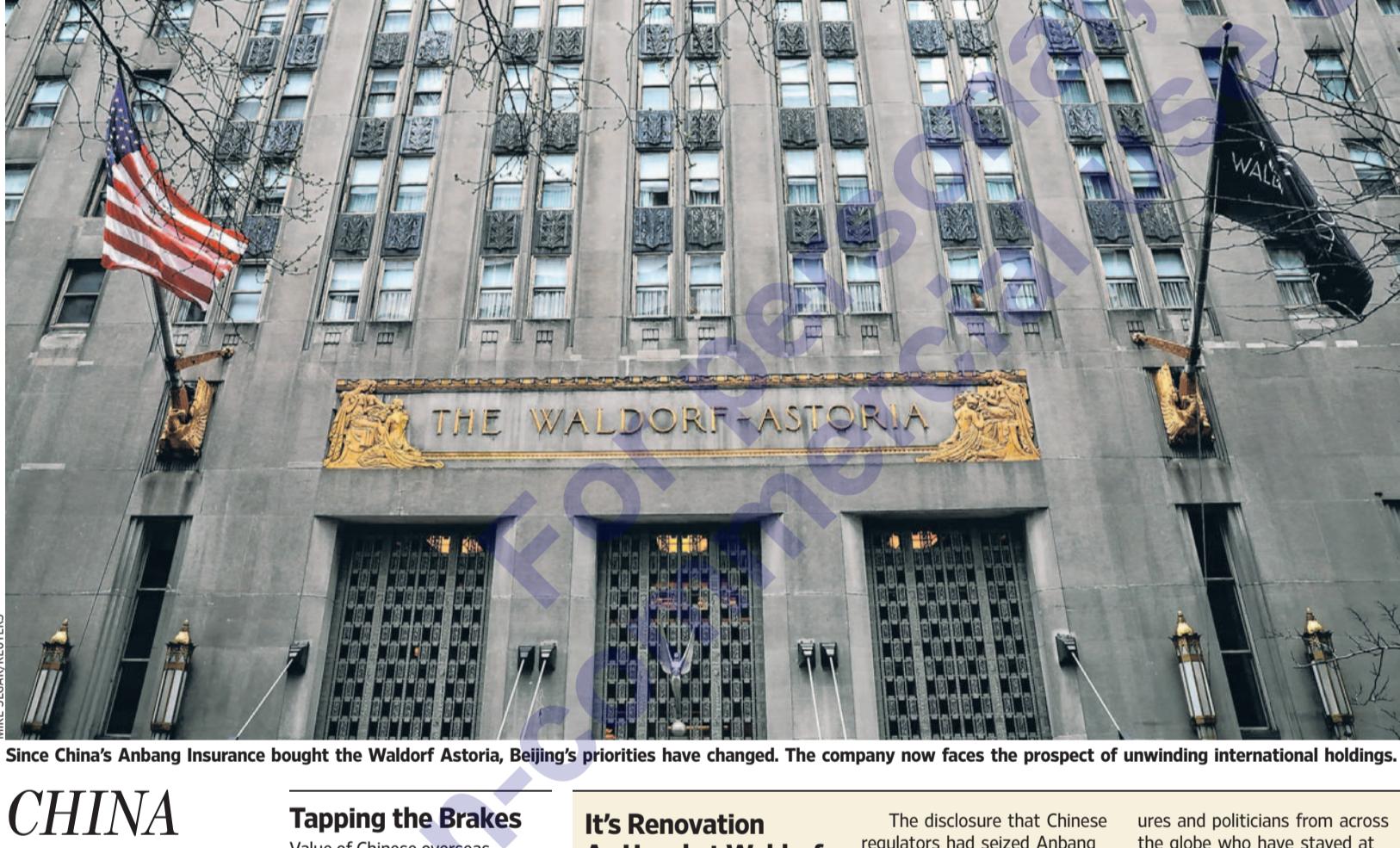
In 2014, rival Purina filed a legal complaint against Blue Buffalo, accusing it of making false advertising claims about what its products could do. Blue Buffalo countersued for defamation. The companies settled after two years, though the terms were confidential.

For General Mills, getting into pet food will be a return to its past. The company produced pet food as far back as the 1930s, when it sold dog food; it later added food for cats and birds.

The deal for Blue Buffalo is the first major takeover for Mr. Harmening as General Mills' chief. In previous roles at the company, he won acclaim for spearheading a shift toward natural foods, namely through the 2014 acquisition of Annie's Homegrown.

General Mills says it plans to expand Blue Buffalo by selling it in more places, including convenience stores and big-box retailers, a strategy it says helped make Annie's successful.

But competition is rising, especially as retailers seek to promote their own premium pet products under store brands, said Sikich Investment Banking director Thomas Davenport.



Since China's Anbang Insurance bought the Waldorf Astoria, Beijing's priorities have changed. The company now faces the prospect of unwinding international holdings.

CHINA

Continued from the prior page
boardroom takeover still rattled analysts used to Beijing's applying its influence more quietly. "This is an unprecedented step, putting into receivership a Chinese company in such a public direct way," said Scott Kennedy at the Washington-based Center for Strategic and International Studies. "They are so worried about risks that they will stop at nothing to avoid them."

The move, which some view as a quasi-nationalization of Anbang, sheds light on how far these companies have fallen out of favor with President Xi's government. Other high-profile private businesses were already signaling strategy shifts by selling assets and restructuring debt.

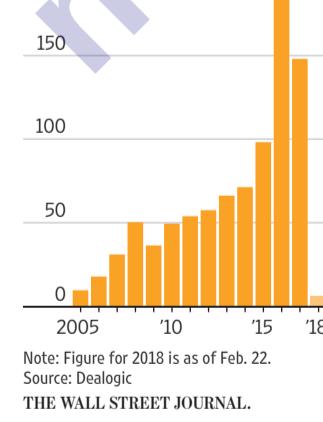
They included real estate developer-turned-Hollywood producer Dalian Wanda Group; HNA Group Co., a conglomerate founded from an airline; and Tomorrow Group, a warehouse of financial businesses that has donated millions of dollars to institutions such as Harvard University.

Anbang declined to comment on the latest government statements, but in recent months it has said its business remained solid. Mr. Wu was first detained last June and hasn't made any comment. It isn't known if he has a lawyer.

Authorities began leaning on companies such as Anbang, Wanda and HNA—dubbed "gray rhinos," or obvious-but-ignored risks—in late 2016, after the central bank spent some \$1 trillion in about 18 months to offset the effects of capital flight.

Insurers, some of which had turned to selling investment

Tapping the Brakes



THE WALL STREET JOURNAL.

It's Renovation As Usual at Waldorf

A large-scale renovation of the Waldorf Astoria Hotel continued to move forward after the Chinese government seized control of owner **Anbang Insurance Group Co.**

Construction vehicles removed rubble and workers milled about the interior of the property at 301 Park Ave. in Manhattan early Friday, amid a multimillion-dollar renovation of the landmarked hotel that will create about 350 new guest rooms and about 350 luxury condominium units.

years of its 1989 investment.

Chinese authorities allege companies such as Anbang got big through "regulatory arbitrage"—taking advantage of incomplete financial oversight to raise money in gray markets—and that a heavy hand is needed now to eliminate big threats to the broader financial system.

Pressure has been mounting for years on corporate China to manage debt, which International Monetary Fund analysts recently pegged at 135% of the underlying economy.

The new plan for Anbang aims to keep it from collapsing, according to the insurance regulator. But few analysts said they believe its potential demise would threaten China's financial system, the way regulators in the U.S. feared American International Group Inc. was "too big to fail" before rallying an \$85 billion bailout in 2008. A report last August from UBS pegged the Chinese insurer's assets at

The disclosure that Chinese regulators had seized Anbang came the same day as an announcement that the firm's former chairman, Wu Xiaohui, has been indicted on charges of fraudulent fundraising and abusing his position, according to a notice by prosecutors.

The seizure stoked uncertainty and raised questions about the future of the Waldorf Astoria. Anbang purchased the hotel in 2015 for almost \$2 billion, its splashiest transaction to date.

Completed in 1931 on a full city block between Park and Lexington avenues, the Waldorf draws its flashy reputation from the celebrities, cultural fig-

ures and politicians from across the globe who have stayed at the hotel. Residents of the Waldorf's towers have included Cole Porter and the Duke of Windsor, after he abdicated his claim to the English throne. The hotel closed for renovations last March.

Morale among Anbang's employees was low on Friday, said a person who works for the company, with workers unsure of what was going to happen.

"The work we are doing at

the Waldorf is continuing," said a spokesman at AECOM Tishman, the construction firm selected for the project.

—Keiko Morris

mercial bank.

At its peak, Wanda, controlled by billionaire Wang Jianlin, had more than a half-dozen real-estate projects in development across the globe. Its overseas portfolio included the AMC movie-theater chain, Hollywood producer Legendary Entertainment, British yacht maker Sunseeker and the Ironman Triathlon.

But since mid-2017, Wanda has been in retreat, selling property projects in the U.K. and Australia, plus its Chinese theme parks, movie theaters and film sound stages.

Not long ago, Anbang's hotel purchases, Wanda's forays into Hollywood and HNA's logistics bids around the world appeared to fit Beijing's desire to own brands. Now, China's political priorities have shifted toward technology such as artificial intelligence and electric vehicles.

—Chao Deng and Wayne Ma contributed to this article.

BUSINESS NEWS

Hipper Woolens Heat Up Prices

By LUCY CRAYMER

Wool isn't just for winter wear anymore, and its use in everything from shoes to underwear briefs is pushing prices of merino, the most popular type of wool fiber for clothes, to near-record highs.

Wool sneakers popular in Silicon Valley from startup Allbirds Inc. helped kick off a global trend. Brands from Adidas to Lululemon and Under Armour are selling wool apparel, touting the fiber's soft feel and odor-resisting properties. Merino wool, named for a breed of sheep, is even being woven into shorts, tank tops and short-sleeve T-shirts.

Demand has helped drive up merino wool prices at a time when the sheep population in Australia and New Zealand, the world's largest wool exporters, is near a 100-year low. Many sheep farmers here invested in converting their operations to dairy farming or higher-yielding crops after prices of wool collapsed in the 1990s.

In Australia, which produces the bulk of merino wool used by major clothing brands, benchmark wool prices were recently around \$14 a kilogram in U.S. dollar terms, up 56% from 2016. Prices last peaked in 2011, when an Australian dollar was more valuable than a U.S. dollar. Now, it is the reverse, indicating that supply-and-demand is the primary force boosting merino prices.

Some manufacturers say the limited supply of high-quality wool is creating sourcing challenges.

"It's a natural material so you can't just crank up machines and produce more," said Nicola Simpson, chief operating officer at Icebreaker, a New Zealand-based clothing brand that recently agreed to be acquired by VF Corp., the Greensboro, N.C., apparel company, for undisclosed terms.

Last year, as prices climbed, Icebreaker offered 10-year contracts to some farmers in New Zealand to lock in supply. It is



A sheep shortage in New Zealand and the popularity of such products as woolen sneakers is increasing the price of merino wool.

also buying wool in Australia and considering sourcing some from as far away as South Africa, Ms. Simpson said.

Driving demand for wool is a shift in consumer attitudes toward the fiber and efforts to market and promote it as breathable, moisture-wicking and environmentally sustainable compared with synthetic materials like polyester and nylon, which are derived from petrochemicals.

And then there are those wool sneakers. "Everyone in my office wears them. It's kind of part of the uniform," said Christine O'Brien, who works at a San Francisco tech company and owns several pairs of Allbirds wool shoes.

Kristoffer Ulriksen, category managing director at Norwegian sports brand Helly Hansen, said when the company outfitted the Spanish sailing team Mapfre for the current round-the-world Volvo Ocean Race, the sailors demanded merino. "It's the only thing



that doesn't smell after two weeks at sea," Mr. Ulriksen said.

Many brands that charge a significant premium for wool products say they are absorbing higher wool costs for now.

German sports-apparel giant Adidas AG has increased the number of wool items it

sells fivefold in five years, even as it has cut the total number of products it sells, according to Craig Vanderoef, the company's senior director of running apparel and customization.

"What is surprising is how willing people are to accept wool as 'new,'" he said.

Getting Fleeced

New demand and a shortage of sheep are leading to a sharp rise in fine wool prices.

Benchmark wool prices



Note: Monthly data; 2018 data through Feb. 9
Source: Australian Wool Exchange Eastern Market Indicator

THE WALL STREET JOURNAL.

Airlines Thrive, Shares Don't

By ROBERT WALL

Global airlines are cruising through one of the industry's big booms, but investors are growing worried they may end up squandering it.

British Airways parent International Consolidated Airlines Group SA reported Friday record profit, joining a host of carriers posting strong earnings amid greater-than-expected passenger growth.

But IAG, which also operates Ireland's Aer Lingus and Spanish carriers Iberia and Vueling, surprised investors by saying it would increase capacity at a rate ahead of the company's midterm target.

IAG shares fell 5.7% in London on Friday, as shareholders worried that the expansion plans could cut into profit.

Similar angst has undercut shares of U.S. carriers. United Continental Holdings Inc., the No. 3 U.S. airline, spooked investors last month with its expansion plans. Airline stocks slid further when American Airlines Group Inc. and Southwest Airlines Co. signaled that costs were rising.

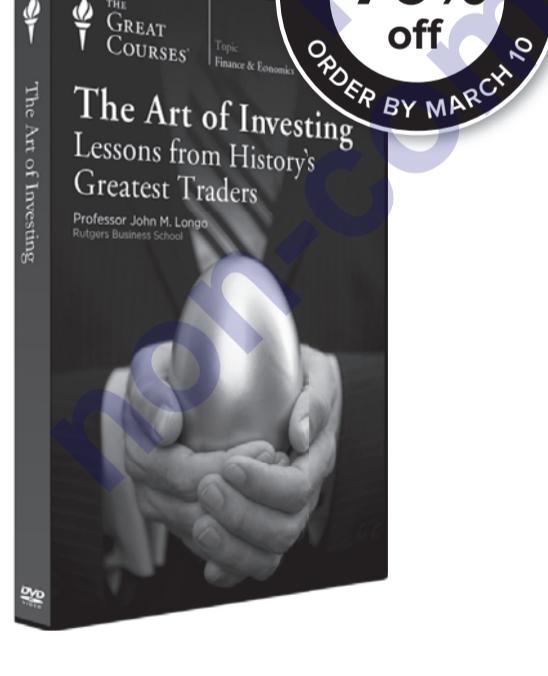
"Airlines have gone out of fashion, with weakening capacity discipline in the U.S. domestic market and the fuel price rallying," HSBC said recently.

In recent quarters, carriers in the U.S. and Europe have delivered bumper earnings through a combination of low fuel prices, cost controls and restrained capacity growth.

IAG Chief Executive Willie Walsh on Friday insisted the company would deliver "accelerated, sensible growth," and said British Airways, IAG's biggest profit contributor, would only expand about 3% this year. He also said operating profit should rise again this year to a record.

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BUSINESS & TECHNOLOGY



People signing up at the NRA booth at the Conservative Political Action Conference at National Harbor, Md., on Friday.

Some Companies Cut NRA Ties

BY VANESSA FUHRMANS

Several companies have cut ties to the National Rifle Association after consumers took to social media to voice outrage against the gun lobby, days after a Florida school shooting left 17 people dead.

Insurance giants Chubb Ltd. and MetLife, cybersecurity company Symantec Corp., and Enterprise Holdings, which operates the Enterprise, Alamo and National rental-car chains, were among those that said they would end partnerships with the NRA.

Companies are reacting partly in response to a social-media movement to pressure or boycott entities with NRA ties, energized by the emotional calls for gun-control action from survivors of the shooting rampage at Marjory Stoneman Douglas High School in Parkland, Fla., and students around the country. On Friday, the hashtag "#BoycottNRA" was among the top

trends on Twitter nationally.

One of the first companies to sever ties was First National Bank of Omaha, the largest privately owned bank in the U.S. The bank said Thursday it wouldn't renew its contract with the NRA for a co-branded credit card, which was promoted as the "official credit card of the NRA." The NRA Visa card offered a \$40 cash-back bonus, enough to pay for the gun lobby's \$40 annual membership fee.

"Customer feedback has caused us to review our relationship with the NRA," the bank said in a Twitter post, following which it decided not to renew its contract.

An NRA spokeswoman didn't immediately respond to an email seeking comment on the companies' decisions to cease such partnerships. But in a speech at the Conservative Political Action Conference on Thursday, NRA head Wayne LaPierre railed against "the elites" for renewing calls

on gun-ownership limits. "As usual, the opportunists wasted not one second to exploit tragedy for political gain," he said.

In recent years, companies and their leaders have become vocal on issues such as transgenderism, immigration policy and gay rights. In the aftermath of North Carolina's now-repealed "bathroom bill," which required transgender people to use public bathrooms based on their birth sex, companies including PayPal Holdings Inc., Deutsche Bank AG and Adidas AG scuttled or froze plans to add jobs in the state.

However, the business community has been more reluctant about wading into the gun-control debate. Many companies worry about the threat of boycotts from the NRA, which claims five million members, said Larry Hutch, a managing partner at New York law firm Davidoff Hutch & Citron, who has advised companies on public-relations crises.

That reluctance may be changing as public support for some gun-control measures appears to be building, Mr. Hutch said. A Quinnipiac University National Poll conducted earlier this week found two-thirds of American voters support stricter gun control, the highest level of support ever measured by the survey.

Enterprise Holdings, which had a partnership with the NRA to provide discounts to the association's members, said Thursday that its rental-car brands would end the program on March 26. Hertz Global Holdings and Avis Budget Group followed with similar announcements on Friday.

Symantec said it would stop a discount program for its LifeLock identity-theft and Norton anti-malware software for NRA members. Chubb said it planned to stop underwriting NRA-branded insurance policies for gun owners, though it said it had made the decision several months ago.

Japan Approves Drug Promising Fast Kill of Flu Virus

BY PREETIKA RANA

Japan has approved a drug that its maker says can kill the flu virus in 24 hours, advancing what health experts believe could be a breakthrough in the way the illness is treated.

Friday's fast-tracked approval from Japan's health ministry means Shionogi & Co. can begin selling the drug, called Xofluzza, in the country. But the pill may not be available in Japan before May because the national insurer has yet to set a price, a company spokesman said.

A late-stage trial showed Xofluzza was faster at killing the flu virus than any other available treatment, including Roche AG's Tamiflu, one of the best flu-fighting drugs on the market. Xofluzza, which works differently from existing flu medicines, requires a single dose. Tamiflu, by comparison, is administered in doses over five days.

Osaka-based Shionogi plans to file for U.S. approval this year, but doesn't expect a decision before 2019. Switzerland's Roche has already acquired the license to sell Xofluzza overseas, including in the U.S.

The current flu season has spread misery across the globe. The epidemic in the U.S. has been one of the worst in years, and transmissions are now the most intense since a pandemic in 2009.

Emergency wards have struggled to treat patients as the season's vaccines have

proven only mildly effective in shielding people from infection.

Only a handful of novel drugs, including Tamiflu, exist to treat people once they are infected. The flu virus is hard to tackle because it hijacks human cells and tricks them into producing viral material instead of human proteins.

Existing drugs allow the virus to occupy cells, working instead to block new viral material from escaping and infecting other cells. Some viral material still escapes, but the drugs can slow the rate of infection.

Xofluzza works to prevent the flu virus from taking over human cellular machinery, Shionogi Chief Executive Isao Teshirogi said.

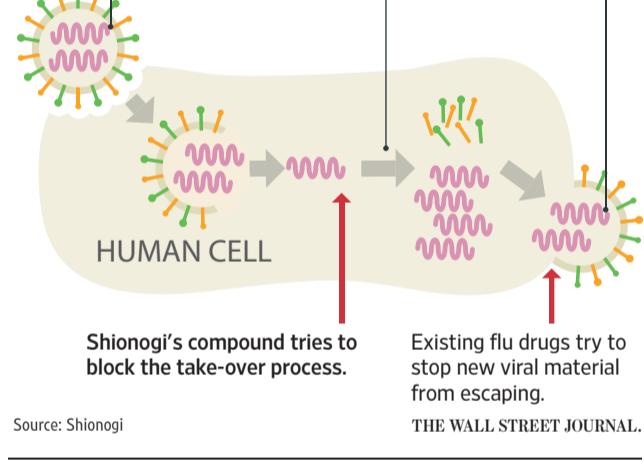
The 140-year-old company, which has created blockbuster drugs used to treat HIV and high cholesterol, shelved nearly 2,500 compounds before discovering Xofluzza.

A late-stage trial on Japanese and American flu patients found that the median time Xofluzza took to wipe out the virus was 24 hours. Tamiflu took three times longer to achieve the same result in the trial.

Shionogi also said its drug offers faster relief even though Xofluzza and Tamiflu took roughly the same amount of time to completely alleviate flu symptoms. Also, quickly killing the virus, the company said, reduces its contagious effects and could prevent the rapid spread of infection to others.

Flu Fighter

A Japanese company says it can prevent the flu virus from hijacking human cells.



Source: Shionogi

THE WALL STREET JOURNAL.

Starboard Seeks Seats at Cars.com

BY ALLISON PRANG AND DAVID BENOIT

Starboard Value LP has taken a step further as an activist investor in Cars.com Inc. by presenting candidates for the board of the car-search-engine company, to be voted on at its annual meeting next month.

The activist investor, which owns a 8.9% stake in Cars.com, said it is nominating four people: Starboard partner Gavin Molinari; Meredith Adler, former managing director at Barclays PLC; Michael Kelly, chief executive and co-founder of Kelly Newman Ventures LLC; and Bryan Wiener, 360i LLC's executive chairman.

Starboard thinks the stock is undervalued and could be a potential takeover target or buyout for a private-equity firm, The Wall Street Journal reported late last year.

Both sides said Friday they have held constructive talks and would continue to communicate, which could avert any proxy fight. Friday was the deadline for board nominations, and Starboard can still withdraw its candidates.

Cars.com Chairman Scott Forbes said the board would review the nominees as discussions continue. He also said the company is making rapid progress with strategic plans it believes will pay off for shareholders.

Cars.com has said it is well-positioned to capture growth in online advertising for auto dealers, pointing out that despite the website's significant

size, it only accounts for a small portion of the auto industry's total marketing spending. The company has been restructuring agreements with its former media owners, an effort that is expected to increase its margins and profits.

Starboard's stake in the business—which was spun off by Tegna Inc. in June—has fluctuated over a relatively short period. When disclosed in December, the New York hedge fund had a nearly 10% stake but sold down to 7% a

The activist investor says it will nominate four members to the company's board.

month later. It is now at nearly 9%. Such trading can open activist investors to the criticism that they are focused on short-term stock moves.

This past week, Starboard almost emptied itself of another holding—Monotype Imaging Holdings Inc.—after the stock had rallied sharply following Starboard's arrival and fight over that company's board. The activist said it believed the company had made progress. News of the sale, which yielded Starboard a sizable gain, sent Monotype's shares down 5% on Thursday.

Shares of Cars.com, which rose slightly to \$29.27 on Friday, have climbed 20% in the past three months.

HUAWEI

Continued from page B1

sign to spy on Americans or cripple communications. Some intelligence officials also fear Huawei's equipment might have security vulnerabilities that could be exploited to remotely control or disable the gear.

"We're deeply concerned about the risks of allowing any company or entity that is beholden to foreign governments that don't share our values to gain positions of power inside our telecommunications networks," said Federal Bureau of Investigation Director Christopher Wray, at a Senate committee hearing earlier this month.

Lawmakers in the House and Senate have introduced separate bills to bar the U.S. government and its contractors from using Huawei gear.

A Huawei spokesman said the company is employee-owned and no government has ever asked it to spy on another country. It said it poses no greater cybersecurity risk than other vendors.

"Huawei is aware of a range of U.S. government activities seemingly aimed at inhibiting Huawei's business in the U.S. market," the company said. "Huawei is trusted by governments and customers in 170 countries worldwide."

That is what worries some

in Washington. Of particular concern is Huawei's major presence in countries in the "Five Eyes" intelligence-sharing partnership with the U.S. Governments of Britain, Canada and Australia allow major phone carriers in their respective countries to use Huawei equipment but give special scrutiny to Huawei gear. New Zealand, where Huawei gear is also used widely, is the fifth coalition member.

"Our partners' willingness to jeopardize their systems in terms of infiltration puts at risk the information we share and the coordinated actions that might be developed," said Michael Wessel, a member of the U.S.-China Economic and Security Review Commission.

The body reports to Congress on the national-security implications of the trade and economic relationship between the two countries.

Britain's National Cyber Security Centre, an intelligence-agency division, said telecom systems related to U.K. national security are managed differently than carrier-operated networks the general public uses.

In a statement on behalf of the British government, the NCSC called Huawei "a globally important company." It said the "government and British telecoms operators work with Huawei at home and abroad to ensure the U.K. can continue to benefit from

new technology while managing cyber security risks."

The U.K. was the first major European market to welcome Huawei's telecommunications equipment. In 2005, Huawei landed a big contract to supply BT Group PLC with telephone switches and other infrastructure.

British intelligence officials at the time expressed reservations to BT about using Huawei equipment but lacked the authority to stop a private company from doing so, a person familiar with the matter said. A BT spokeswoman declined to comment.

Huawei last year opened a joint lab with the University of Edinburgh to research data management and processing.

Huawei has roughly 1,500 employees in the U.K. and has recruited British business and government luminaries, such as John Browne, former CEO of oil giant BP PLC, to the board of its U.K. business.

In 2009, British intelligence chiefs warned lawmakers that China could use Huawei to remotely disrupt or disable a telecommunications network.

To ease concerns, Huawei the next year opened a testing lab in Banbury, England, near Oxford.

Not in America

China's Huawei has quickly become the world's third-biggest smartphone maker, but it is largely shut out of the U.S. market amid security concerns.

World market

Year	Apple	Samsung	Huawei
2013	~28	~12	~2
2014	~25	~12	~3
2015	~22	~12	~4
2016	~20	~12	~5
2017	~20	~12	~6

U.S. market

Year	Apple	Samsung	Huawei
2013	~35	~28	~1
2014	~32	~25	~1
2015	~30	~22	~1
2016	~28	~22	~1
2017	~28	~22	~1

Source: IDC
THE WALL STREET JOURNAL.

Huawei funds and operates the lab, and the staff are Huawei employees. Overseeing the operation is a board composed of mostly senior British intelligence and government officials, as well as three Huawei representatives.

—David George-Cosh contributed to this article.



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WEEKEND INVESTOR

TAX REPORT | By Laura Saunders

Check Your Status, and Please Do the Math



The rarely used "married, filing separately" tax status is a boon for the few Americans who choose it each year. More will likely join that club for tax year 2018.

The reason: The tax overhaul's new 20% deduction for pass-through businesses should lower tax bills for some couples if they opt to file separately. The provision took effect in January.

Overall, most married couples will still file joint returns.

In 2015, according to the most recent data from the Internal Revenue Service, only about three million out of 150 million returns were "married, filing separately." An important reason for this dearth of filers is that this status doesn't allow spouses to file as though each is single. Instead, it often limits the tax breaks that joint-filing couples can take.

Here's an example: When Congress overhauled the tax code last year, lawmakers capped deductions for state and local taxes, or SALT, at

\$10,000 per return for 2018 and after. Thus, married couples get half the SALT write-off per person that singles do.

But spouses can't get two \$10,000 deductions by filing separately. If they do, the law allows only \$5,000 of SALT deductions to each spouse. To qualify for two

20%

Tax overhaul's deduction for pass-through businesses

\$10,000 write-offs, the couple would have to divorce.

This result might seem unfair, but such outcomes are common for married couples filing separately. Most can't claim the American opportunity education credit or certain other breaks, and the ability to deduct a traditional IRA contribution or to make a Roth IRA contribution often phases out at \$10,000 of income. For a list of limits, see IRS Publication 501.

Why did Congress enact rules that push couples to file jointly?

According to tax policy specialist Dennis Ventry of the University of California, Davis, the tax code for decades favored families in which one spouse earned most of the income, giving them a "marriage bonus." That was unfavorable to single filers, and subsequent efforts to help them created burdens for two-earner married couples.

This tilt has persisted in many provisions, Mr. Ventry says.

Meanwhile, "married, filing separately" provides benefits for some couples filing for 2017. The tax overhaul will likely enhance it.

Tax specialists stress the necessity of doing the math in each case, but here's when this option could be a smart choice.

◆ **To reap a 20% pass-through deduction.** The tax overhaul provides a 20% write-off to owners of pass-through businesses such as S corporations and sole proprietorships. But important limits kick in above \$157,500 of taxable income for single fil-

ers and \$315,000 for married couples.

Say that one spouse earns \$150,000 as a pass-through owner and the other earns \$300,000 of wages, putting the couple above the \$315,000 limit. By filing separately, this couple might get the break for the business owner.

Under the law, the 20% deduction applies to spouses filing separately up to \$157,500. This strategy could save some couples several thousand dollars a year, says analyst Scott Greenberg of the Tax Foundation.

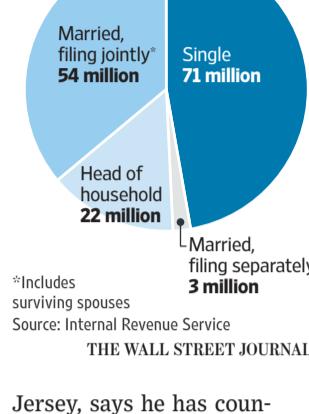
Janet Hagy, a certified public accountant in Austin, Texas, says clients are already asking about this move. "It's a huge new incentive for couples to file separately."

◆ **To sever liability.** Signing a joint return makes each spouse liable for the other's tax misdeeds, which can be disastrous. Filing separately ends liability for the other spouse's taxes.

But it may raise the couple's overall tax bill. To help with this issue, Douglas Stives, a CPA who teaches at Monmouth University in New

State of Nation

How 150 million tax returns for 2015 were filed.



*Includes surviving spouses

Source: Internal Revenue Service

THE WALL STREET JOURNAL.

will lower the couple's taxes.

For example, the threshold for deducting medical expenses for 2017 and 2018 is 7.5% of income. If one spouse has high medical expenses, filing separately might increase the deduction.

A 2% threshold applies for miscellaneous itemized deductions on Schedule A, but these write-offs are repealed after 2017.

◆ **To lower state taxes.**

Some states have lower levies if spouses file separately. Jeffrey Porter, a CPA in Huntington, W.Va., says his married clients in nearby Ohio who file separately often save more from lower state taxes than they lose to higher federal taxes.

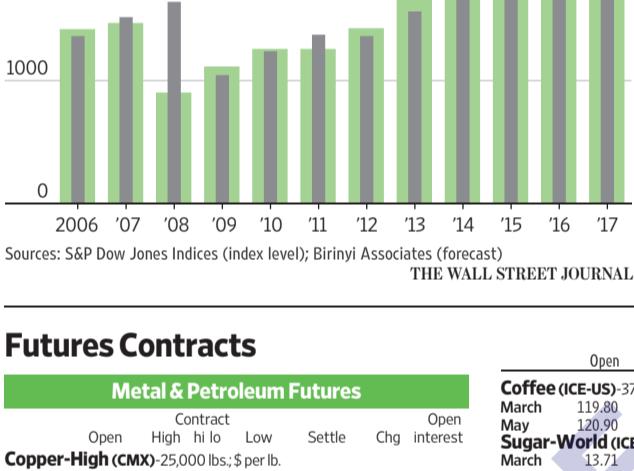
◆ **Caveats.**

This status has many quirky rules, such as that if one spouse itemizes deductions, the other has to as well. Filing separately in community-property states like Texas or California can also require special effort. In addition, tax specialists say there are often processing glitches at the IRS if one spouse pays estimated taxes for both but they file separately. Untangling them takes time and raises fees.

Errant Expectations

Analysts predicting the stock market are often too pessimistic in good years and too optimistic in bad years.

S&P 500 year-end index level



INVEST

Continued from page B1

ings on all the companies in the S&P 500 have risen 7.1%, according to FactSet analyst John Butters, by far the biggest increase so early in the year for more than two decades.

Some of that may be a rational response to the change to lower corporate tax rates.

Advisor Perspectives, a research and publishing firm in Lexington, Mass., recently conducted a survey of expected returns among investment advisers. Among the 505 who provided estimates, more than half expect large U.S. stocks to earn an average of at least 5% annu-

ally over the next decade. More than an eighth of these advisers expect stocks to return at least 8% annually.

Even after adjusting for their average estimate of 2.7% inflation, that seems aggressive. (To be fair, many officials overseeing pension funds make these folks look conservative.)

Unfortunately, there is no precision tool for predicting exactly when investors have lost their heads.

The London Business School and Cambridge researchers studied the returns on stocks in 21 countries from 1900 through 2017. You might expect unusually good years to be followed by patches of bad performance, and vice versa. Under realistic assumptions,

however, investors who bought after returns were high didn't do markedly worse in the long run than those who bought after returns were low.

That's puzzling, but the puzzle is extremely old.

A new book by financial historian William Deringer of the Massachusetts Institute of Technology, "Calculated Values," shows that the tools for estimating what assets are worth had already assumed their modern form at least 300 years ago.

European and British investors and speculators in the early 1700s knew "how to value a share of future profits more or less the same" as financial analysts do today, Prof. Deringer says in an interview. The idea,

then as now, was to eliminate as much uncertainty as possible from calculations.

No formula, however, can subtract all surprises from the future. "There's only so much uncertainty any valuation measure can control," says Prof. Deringer, himself a former financial analyst. "You're always left with imprecise, qualitative assessments of something, and it's often the very thing that makes all the difference."

One reason stocks tend to have high returns over the long term is to compensate investors for the risk of losing 50% or more in the short term. Another is that there never has been, and probably never will be, a foolproof way of telling exactly when that risk might materialize.

Futures Contracts

Metal & Petroleum Futures

	Contract	Open	High	Low	Settle	Chg	Open interest
Copper-High (CMX)- 25,000 lbs.; \$ per lb.							
Feb	3,199.00	3,205.00		3,198.50	3,208.50	-0.0290	332
May	3,252.50	3,250.00		3,212.00	3,230.00	-0.0285	117,590
Gold (CMX)- 100 troy oz.; \$ per troy oz.							
Feb	1,328.00	1,332.10		1,327.70	1,328.20	-2.40	1,084
April	1,333.70	1,334.20		1,327.70	1,330.30	-2.40	353,593
June	1,339.30	1,339.30		1,333.00	1,335.80	-2.30	90,295
Aug	1,339.00	1,344.00		1,339.00	1,341.50	-2.30	25,679
Oct	1,345.40	1,349.00		1,345.40	1,347.10	-2.30	5,420
Dec	1,354.00	1,355.30		1,350.90	1,353.10	-2.30	36,807
Palladium (NYM)- 50 troy oz.; \$ per troy oz.							
March	1,034.65	1,042.00		1,028.75	1,041.15	7.65	7,764
June	1,033.80	1,041.35		1,027.60	1,040.40	7.80	19,891
Sept	1,028.55	1,033.30		1,021.80	1,034.30	7.40	619
Platinum (NYM)- 50 troy oz.; \$ per troy oz.							
April	999.80	1,002.30		991.90	998.80	-0.60	76,666
Silver (CMX)- 5,000 troy oz.; \$ per troy oz.							
Feb	16,950	16,555		16,550	16,476	-103	21
May	16,655	16,665		16,525	16,549	-0.089	118,204
Crude Oil, Light Sweet (NYM)- 1,000 bbls.; \$ per bbl.							
April	62.60	63.73		62.33	63.55	0.78	498,650
May	62.44	63.54		62.16	63.41	0.81	260,209
June	62.08	63.17		61.82	63.10	0.85	280,332
July	61.66	62.72		61.37	62.67	0.89	139,689
Dec	59.02	60.17		58.86	60.13	0.86	238,609
Dec'19	55.14	56.10		54.94	56.07	0.83	116,283
NY Harbor ULSD (NYM)- 42,000 gal.; \$ per gal.							
March	1,946.1	1,976.0		1,936.0	1,969.4	0.167	32,136
April	1,947.6	1,978.1		1,937.0	1,972.6	0.190	124,678
Gasoline-NY RBOB (NYM)- 42,000 gal.; \$ per gal.							
March	1,766.1	1,813.6		1,753.3	1,808.5	0.048	39,914
April	1,957.9	1,994.0		1,946.3	1,989.6	0.0289	135,031
Natural Gas (NYM)- 10,000 MMBtu.; \$ per MMBtu.							
March	2,619	2,633		2,555	2,625	-0.09	27,467
April	2,661	2,674		2,612	2,657	-0.05	316,610
May	2,691	2,702		2,648	2,686	-0.18	197,691
June	2,724	2,735		2,685	2,719	-0.18	282,520

NEW HIGHS AND LOWS

WSJ.com/newhighs

The following explanations apply to the New York Stock Exchange, NYSE Arca, NYSE American and Nasdaq Stock Market stocks that hit a new 52-week intraday high or low in the latest session. % CHG=Daily percentage change from the previous trading session.

Friday, February 23, 2018													
Stock			Stock			Stock			Stock				
52-Wk %		Sym	52-Wk %		Sym	52-Wk %		Sym	52-Wk %		Sym		
Highs			CentralisElbrasP	EBRB	9.04	5.5	FirstCash	FCFS	75.95	1.5	Micron	MCRN	
AcornIntl	ATV	21.84	2.3	CentralisElbras	EBRB	7.63	4.4	Fiserv	FISV	146.26	2.9	MobileTeleSys	MOT
AdobeSystems	ADBE	209.78	3.5	ComputerIndustries	GIT	59.12	8.7	Fortive	FTV	77.23	0.6	ModineMfg	MDT
AmerSoftware	AMSWA	13.69	-1.4	Cintas	CTAS	170.13	3.2	Godaddy	GDDY	8.60	0.9	NiceCo	NICE
AmerCarMart	CRM	51.55	3.3	ComputerTask	CTG	7.52	3.2	Harsco	HBIQ	18.93	2.5	NationalInstruments	NATI
Amrep	AXR	7.71	7.1	Conduent	CNDT	18.93	2.5	Berkeley	BH	87.44	3.0	TAL	TAL
Apprio	APTI	28.11	4.1	CoStar	CSGP	356.77	0.9	HewlettPackard	HPE	18.19	10.5	TechTarget	TGT
Azul	AZUL	20.31	2.2	CurtissWright	CW	137.93	0.1	ILG	ILG	32.78	5.9	TesscoTech	TESS
Bancorp3D	BCFT	15.35	0.3	DynCorp	DYN	10.21	0.5	PlanetFitness	PLTF	37.41	1.2	ThruState	TS
BankofButterfield	NTB	47.00	3.4	CytomXtherap	CTMX	29.26	2.6	QAD	QAD	46.10	4.2	USPharmacy	USPH
Barington/HilcoWt	BHAC	0.28	-3.8	DFB Healthcare	DFBU	10.05	0.4	Ovista	OVIS	15.39	6.4	UrbnOutfitters	URBN
Bioverativ	BIVV	104.75	0.4	DyadicPharma	DYX	7.63	4.4	PagSeguroDig	PAGS	32.75	0.5	Virtus	VTR
BloomBrands	BLMN	24.44	1.5	Edgewood	EDGE	7.15	10.9	PaycomSoftware	PAYC	98.43	2.4	Wayfair	WFW
BlueBirdPetrol	BBP	40.08	17.2	Edgepoint	EPIC	15.19	1.7	PetroleoBrasil	PBRA	14.04	2.0	WWE	WWE
Bonso	BNSO	38.39	19.0	Edgepoint	EPIC	15.19	1.7	PetroleoBrasil	PBRA	13.07	2.4	Xcora	XCOR
BriderfordFoods	BFD	19.15	2.4	EsteeLauder	EL	142.45	4.6	PlatinumFitness	PLTF	37.41	1.2	ZebraTech	ZBRA
BroadridgeFds	BDF	101.40	1.5	Exponent	EXPO	78.40	0.8	QAD	QAD	46.10	4.2	ZebraTech	ZBRA
CF Industries	CF	44.20	2.7	FARO Tech	FARO	62.15	-0.6	QuadGraphics	QUAD	31.14	4.6	ZTS	ZTS
CRA Intl	CRAI	52.06	1.7	FTI Consulting	FCN	49.41	2.7	Qualcomm	QCOM	103.98	0.1	ZTS	ZTS
Capcolindustries	CVCO	174.75	3.2	FateTherap	FATE	11.84	11.2	Roku	ROKU	10.80	-0.3	ZTS	ZTS

Exchange-Traded Portfolios

Largest 100 exchange-traded funds, latest session

Friday, February 23, 2018

ETF	Symbol	Closing	Chg	YTD	Price (%)
AlerianMLPETF	AMLP	10.37	0.68	-3.9	
CnsmDiscSector	XLY	105.91	1.40	7.3	
CnspStapleSelSector	XLP	54.35	0.97	-4.5	
EnSelectSectorSPDR	XLE	68.80	2.17	-4.8	
FinSelSectorSPDR	XLF	29.12	1.50	4.3	
Gugg&S&P50EW	RSP	102.51	1.53	1.5	
HealthCareSelSector	IHEFA	67.26	0.84	1.8	
Ish3-Y3CreditBond	CSI	103.94	0.04	-0.6	
IshCoreMSCIEAFE	IEFA	59.91	1.61	1.5	
IshCoreMSCIImgM	IEMG	59.91	1.61	1.5	
IshCoreMSCITott	IXUS	64.60	1.13	2.4	
IshCoreS&P50	IVV	276.72	1.69	2.9	
IshCoreS&P M	IWH	190.42	0.27	0.3	
IshCoreS&P SC	IR	77.76	1.29	1.2	
IshS&PTotUSShMkt	ITOT	62.71	1.52	2.6	
IshCoreUSAggBd	AGG	106.63	0.25	-2.5	
IshSelectDividend	DYV	98.23	1.76	-0.3	
IshEdgeMSCIMinA	EFIV	74.09	0.88	1.5	
IshEdgeMSCIMinusA	SMZ	58.72	1.42	0.2	
IshMSCIAFE	EFAV	71.34	0.79	1.5	
IshMSCIAFE SC	SCZ	66.31	0.99	2.8	
IshMSCIEmgMarkts	EEM	49.72	1.78	5.5	
IshMSCIEurozone	EZU	44.41	0.65	2.4	
IshMSCIJapan	EVJ	61.66	1.46	2.9	
IshNasdaqBiotech	IBB	110.68	2.05	3.7	
IshNatlMuniBd	MUB	108.62	0.22	-1.9	
IshRussell1000Gwth	IWF	141.81	1.59	5.3	
IshRussell1000	IWB	152.73	1.57	2.8	
IshRussell1000Val	IWD	124.52	1.50	0.1	
IshRussell2000Gwth	IWR	191.87	1.26	2.8	
IshRussell2000	IWN	155.98	1.30	1.0	
IshRussell2000Val	IWN	124.43	1.23	-1.0	
IshRussell3000	IWB	162.35	1.59	2.6	
IshRussellMid-Cap	IWR	210.57	1.41	1.2	
IshRussellMid-Cap	IWR	88.37	1.52	-0.9	
IshRussellMcValue	IWV	125.14	1.36	3.7	
IshRussellMcGrowth	IWV	220.47	1.55	2.1	
IshS&P500Growth	IVW	161.72	1.68	5.9	
IshS&P500Value	IVE	114.06	0.57	-0.1	
IshUSPfdEq	PFF	37.30	0.32	-2.0	
IshShrsLpnPtf	BKLN	23.13	0.04	0.4	
SPDR BlmBarChYbd	JNK	36.26	0.25	-2.0	
SPDR Gold	GLD	126.14	-0.13	2.0	
SchwabIntlEquity	SCHX	65.62	1.59	2.9	
SchwabUS Div	SCHX	65.62	1.59	2.9	
SchwabUS LC	SCHX	65.62	1.59	2.9	
SPDR DJIA Tr	DIA	252.91	1.37	2.2	
SPDR S&P MidCap	MDY	346.40	1.22	0.3	
SPDR S&P 500	SPY	274.71	1.59	2.9	
SPDR S&P Div	SDY	93.25	1.33	-1.6	
TechnSelectSector	XLC	68.29	2.05	6.8	
UtilitiesSelSector	XLU	50.35	2.61	-4.4	
VanEckGoldMiner	GDX	21.97	1.15	-0.5	
VangDInfoTech	VGT	177.51	2.03	7.8	
VangDStg Val	VBR	131.83	1.16	-0.7	
VangDStg Grwth	VBK	164.88	1.44	2.5	
VangDValApp	VIG	103.90	1.24	1.8	
VangDFTSEDevMk	VIV	45.40	1.00	1.2	
VangDFTSE EME	VWO	48.65	1.63	6.0	
VangDFTSE Europe	VGK	59.93	0.72	1.3	
VangDFTSE	VH	105.47	1.50	1.7	
VangDFTSE	VOE	112.58	1.62</		

BANKING & FINANCE



The lender said the issue affected roughly 1.75 million U.S. credit-card accounts over a period ranging from 2011 to 2017.

Citi's Refund Tab: \$335 Million

Bank's internal review found fault in how it adjusted rates for credit-card customers

By ANNAMARIA ANDRIOTIS

Citigroup Inc., one of the largest U.S. credit-card issuers, said it failed to lower interest rates for some credit-card customers as required by federal law.

The bank on Friday said that it plans to issue about \$335 million in refunds to affected customers, or about \$190 on average per affected account.

Citigroup said the issue stemmed from the bank increasing annual percentage rates on cards after customers missed payments as well as other reasons. The Credit Card Accountability Responsibility and Disclosure Act requires

card issuers who increase rates to review those accounts every six months.

Issuers are then supposed to reduce the rate if the reason for the increase is no longer a problem. That could include, for example, a cardholder establishing a pattern of again paying the bill on time.

Citigroup said the issue affected roughly 1.75 million U.S. credit-card accounts over a period ranging from 2011 to 2017.

Some of those accounts received smaller rate reductions than they should have, while others didn't receive any reduction, the bank said. They included the bank's regular credit cards, co-branded cards that it has with merchants, and credit cards that can be used only at specific stores.

The bank said it delivered about 90% of the savings to customers as required by the interest-rate reduction re-

quirement, resulting in more than \$3 billion in savings.

The bank has about 120 million U.S. credit-card accounts and had a total of about 250 million U.S. credit-card accounts during the period in which the problems occurred. Citigroup is the third-largest U.S. credit-card issuer by total volume and by outstanding balances, according to the Nilson Report.

The bank, which disclosed the issue in its annual securities filing made Friday, said a periodic internal review identified the flaws in its methodology. Citigroup reported the issue to its regulators, including the Consumer Financial Protection Bureau.

"While we believed our methodology was sound, a periodic internal review identified potential flaws in the methodology," a bank spokeswoman said. "We informed our regulators, revised our

methodology going forward and conducted a comprehensive review of our process." She added that the bank found no evidence of employee misconduct, but that it "should have identified these issues sooner."

Citigroup hasn't finalized the list of consumers affected and said they include current and former cardholders.

The bank's credit-card division generated more than \$100 billion in revenue from 2011 to 2017. The bank stands out from many of its competitors by offering long promotional zero percent interest rates on its cards to entice consumers to sign up.

It also sends out many balance-transfer offers with zero-percent promotional rates to entice existing customers to transfer credit-card balances they have with other issuers.

—Christina Rexrode contributed to this article.

U.S. Markets Push Lifts RBC's Profit

By VIPAL MONGA

NEW YORK—Royal Bank of Canada has focused its U.S. ambitions on its capital-markets unit. Its first-quarter results suggest the efforts may be starting to pay off.

The bank's unit, its second-largest by profit, reported record net income of 748 million Canadian dollars (US\$589 million) in its fiscal first quarter, up 13% from a year earlier.

Those results helped propel quarterly earnings at RBC, which has the largest market capitalization of the Canadian banks, to C\$3.01 billion, or C\$2.01 a share. That compared with C\$3.03 billion, or C\$1.97 a share, in the year-earlier period, which had a C\$212 million benefit from the sale of payment processor Moneris Solutions Corp.'s U.S. operations.

The bank also recorded a C\$178 million charge during the quarter from U.S. tax overhaul as it wrote down the value of net deferred-tax assets.

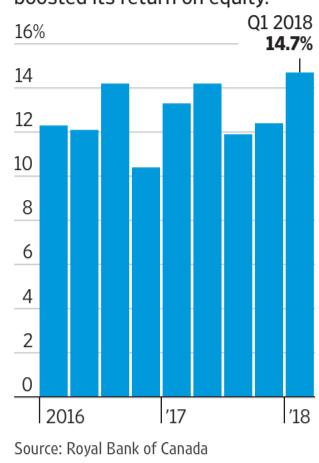
While noninterest expense in the capital-markets unit, which includes compensation, rose 8% from a year earlier to C\$1.21 billion, return on equity, a measure of how well the bank uses investments to boost profit, rose to 14.7% from 13.3% a year earlier.

Despite the strong quarter, RBC Capital Markets recorded a 3% drop in its loan balances compared with a year earlier. Since the first quarter of 2016, loan balances have dropped 9%. The declines suggest that the bank has been pulling back on its lending, as it isn't getting as much other business from borrowers as it would like, said Gabriel Dechaine, analyst at National Bank of Canada.

In a call with analysts Friday, Doug McGregor, group head of RBC Capital Markets, said the bank would grow the balance sheet again but "more modestly

Efficient Equity

RBC Capital Markets has boosted its return on equity.



Source: Royal Bank of Canada

THE WALL STREET JOURNAL.

than we did several years ago."

RBC is finding a tough competitive environment on Wall Street. The bank slipped out of the top 10 investment banks by revenue in the U.S. last year, based on Dealogic, with Jefferies LLC leapfrogging the Canadian bank in the league tables by aggressively lending money to highly indebted companies.

To counter its decline and nudge its U.S. market share from 2.8% to its goal of 4%, RBC has been taking fresh steps to bolster its investment-banking arm.

Behind the moves is the head of the U.S. investment bank, Blair Fleming, who has led RBC in luring bankers from rivals and snagging advisory and lending roles in multibillion-dollar acquisitions for clients. Recently, the bank has worked to create a restructuring group and one to advise companies on defending themselves against activist shareholders.

On Friday, RBC said it was raising its quarterly dividend to C\$0.94 from C\$0.91.

—Allison Prang in New York contributed to this article.



Omar Lodhi, right, shown in 2011, will be one of two men leading Abraaj's fund-management unit.

Abraaj Unit Halts Investing

Abraaj Group, a Dubai-based private-equity firm involved in an investigation by its investors into claims of missing funds, said it is temporarily suspending all investment ac-

tions at its main private-equity business and that its founder is stepping down as chief executive of the unit.

Abraaj, which manages nearly \$14 billion, said on Friday that founder Arif Naqvi was handing over the reins at the fund-management unit immediately to two current executives, Omar Lodhi and Selcuk Yorgancioglu. Each have been with Abraaj for more than a decade.

The firm said it has commissioned a comprehensive review into the operations of the fund-management business and had suspended its investment activity in that business while the review is continuing.

"I'll be the first to admit, maybe our communications were nowhere as good as they should have been, maybe our manner in which we came across was not as it should have been," the 57-year-old Mr. Naqvi said in an interview at his office in Dubai. "If I sit there and tell you everything was done and operates to perfection, I would be lying, clearly," he added. "In my book, our approach to valuations is justified and our approach to business is justified."

Founded in 2002, Abraaj has become one of the world's largest emerging-market investment firms by assets under management. The \$6 billion that the firm is trying to raise is for a fund to invest in less-developed countries.

The Bill & Melinda Gates Foundation and the World Bank's International Finance Corp. unit are among four investors that hired a forensic

accountant to examine what happened to some of their money in Abraaj's \$1 billion health-care fund, people familiar with the situation have told the Journal.

Between October 2016 and April 2017, Abraaj asked the health-care fund's investors to send \$545 million of their pledged money in three tranches, according to quarterly reports for the fund sent to investors and reviewed by the Journal. Instead of collecting money upfront, private-equity firms such as Abraaj typically ask investors to send cash to pay for deals when they occur.

Abraaj said in the fund reports that the cash would be used for medical projects in India, Pakistan, Kenya and Nigeria.

By the end of September 2017, only \$266 million of that money had been spent, according to the quarterly reports. Typically, private-equity firms spend money within weeks of requesting it. In October, the Gates Foundation and the three other investors asked Abraaj to explain what happened to the rest of the money.

Abraaj didn't send investors the bank statements they asked for, people familiar with the matter said. In December, Abraaj returned \$140 million to the fund's investors, but the repayment didn't appease all of them so four investors asked U.S. advisory firm Ankura Consulting Group LLC to audit the fund and trace their money, according to people familiar with the situation.

Bourse Steps Up Its Game

By GREGOR STUART HUNTER

Hong Kong's stock exchange is advancing a plan to permit initial public offerings that restrict shareholders' voting rights in an effort to better compete with bourses in New York and London.

Hong Kong Exchanges & Clearing Ltd. is beginning a public-comment period on a proposal to permit listings by companies with weighted voting-rights structures. The structure, which allows founders to exercise disproportionate voting powers, is used by many U.S. technology companies.

The consultation period will close March 23, with conclusions expected in late April.

The Hong Kong exchange also proposes allowing secondary listings by Chinese and international companies already listed in the U.S. or U.K., as well as primary listings by biotech companies that haven't turned a profit. Both are forbidden under current rules.

The proposals were first unveiled in December.

Asset managers in the West have pushed back against structures that favor controlling shareholders at the expense of new investors. Last week, a U.S. Securities and Exchange Commission member said companies should be required to give up the system after a limited number of years.

Index firms including FTSE Russell and MSCI Inc. have sought to exclude some companies that limit voting power



The Hong Kong exchange is moving ahead with plans that would allow public offerings that limit voting rights of shareholders.

from their global benchmarks, a decision triggered by the listing of social-media company Snap Inc., which offers no voting power to shareholders.

News Corp., the owner of The Wall Street Journal's parent, Dow Jones & Co., has two classes of shares, giving Rupert Murdoch and his family greater influence.

The Hong Kong exchange hopes to attract companies such as smartphone maker Xiaomi Corp., which is seeking a \$100 billion valuation for its IPO this year. The change could also draw internet stocks that trade elsewhere, such as China-based e-commerce company Alibaba Group Holding Ltd., which in 2014 opted to list on the New York Stock Exchange.

"We are proposing a listing regime that will boost Hong Kong's attractiveness for a

new generation of companies as well as investors, bringing more dynamism to our stock market," said Charles Li, Hong Kong Exchanges' CEO.

A previous "concept paper" on weighted voting rights was struck down in 2015 by the Securities and Futures Commission, the city's markets regulator. It warned of damage to the city's reputation.

At the behest of the Hong Kong government—headed by a new chief executive since July 1—the exchange and regulator sought a compromise to avoid losing out to other financial centers.

Hong Kong Exchanges has proposed safeguards, including limiting restricted voting rights to "innovative companies" with market capitalizations of at least 10 billion Hong Kong dollars (US\$1.28 billion) and capping voting power at 10 votes a share.

BB&T Online Woes Persist

By CHRISTINA REXRODE

BB&T Corp. was grappling with technical problems on Friday that left customers unable to use online-banking services, but it resolved a glitch that had locked customers out of ATMs since Thursday.

Starting sometime on Thursday, customers hadn't been able to use either service, as well as automated phone services.

A bank spokesman said Friday that ATMs and automated phone services had been restored. He also said the bank

would waive or reimburse any fees that customers incur as a direct result of the outage.

Friday afternoon, the bank said customer-account information wasn't fully updated, meaning customers checking their accounts might not see all of their balances and transactions. The company said then that it expected the accounts to become current later Friday. That evening, the bank said it was "hoping to fully restore all of our systems in the coming hours."

"We understand our clients are frustrated, and we're com-

mitted to making this right," the spokesman said.

The bank said the issue was caused by "an equipment malfunction in one of our data centers."

It said it had "no reason to believe this issue is related to cybersecurity."

BB&T, based in Winston-Salem, N.C., is one of the largest regional banks in the U.S. It has about 2,000 branches throughout most of the East Coast and Texas, and has total assets of about \$222 billion.

The bank's stock rose 1.9% to \$55.36 on Friday.

MARKETS

Indexes Cap Off the Week With a Gain

BY CORRIE DRIEBUSCH
AND MIKE BIRD

U.S. stocks rallied Friday to end a bumpy week with slight gains, as falling bond yields provided a reprieve for investors concerned about rising inflation.

Major indexes surged into the close, with all 11 sectors in the S&P 500 climbing higher. Companies that pay out hefty dividends, such as utilities, led the way.

Trading volumes, however, were light with roughly six billion shares changing hands, well below the daily average volume of 7.6 billion shares, according to the WSJ Market Data Group.

The S&P 500 has gained 4.9% over the past two weeks, its largest two-week gain since February 2015. The index has risen eight of the past 10 trading sessions since falling into correction territory on Feb. 8.

"We're going through a feel-through period," said Stephen Carl, principal at Williams Capital Group. "The market is trying to figure out if we're headed back to correction territory or if we're going back up to records."

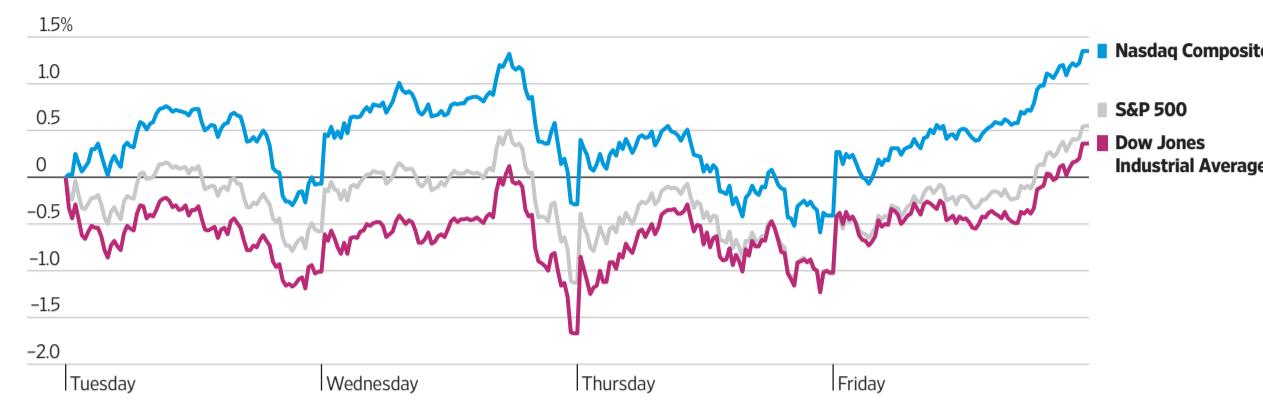
Stocks have been under pressure this month amid signs of a pickup in long-dormant inflation and worries that solid U.S. economic growth could spur the Federal Reserve to raise interest rates more times than anticipated heading into 2018.

Traders said they expected stock and bond moves to be relatively quiet in the sessions ahead of Fed Chairman Jerome Powell's first monetary-policy update to Congress on Tuesday.

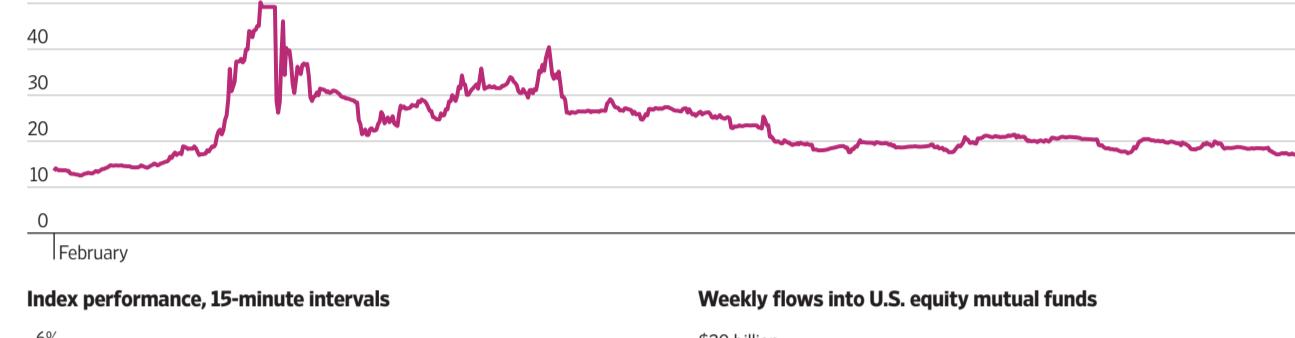
The Fed held short-term interest rates steady in January, but investors widely expect the central bank to raise rates following its March meeting. They are still trying to gauge whether that will be one of three or four increases this year.

Investors are waiting for Powell and to hear his commentary on the likelihood of three versus four rate hikes this year," said Justin Wiggs, managing director in equity trading at Stifel Nicolaus.

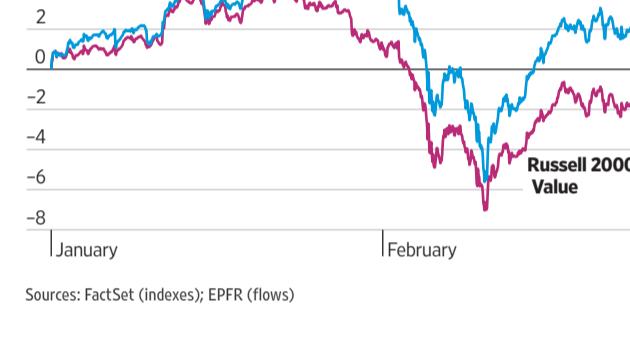
Index performance, five-minute intervals



Cboe Volatility Index, 15-minute intervals



Index performance, 15-minute intervals



Sources: FactSet (indexes); EPFR (flows)

Weekly flows into U.S. equity mutual funds



THE WALL STREET JOURNAL.

On Friday, the Dow Jones

Industrial Average climbed 347.51 points, or 1.4%, to 25309.99. The S&P 500 added 43.34 points, or 1.6%, to 2747.30, and the Nasdaq Composite rose 127.30 points, or 1.8%, to 7337.39.

After sell-offs on Tuesday and Wednesday, the Dow ended the week up 0.4%, while the S&P 500 gained 0.6%.

The U.S. 10-year Treasury yield fell slightly Friday to 2.871% from 2.917% on Thursday, but has risen from 2.4% at the end of 2017.

For much of the nine-year bull market, investors have bought up high-yielding stocks, viewing them as a better bet than lower-yielding government bonds. But that trend may stall as interest

Interest rates rise. Some analysts fear that when government-bond yields exceed 3%, it could send stocks into a greater tailspin.

Historically, the probability

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when the 10-year

Treasury yield rises above 3%,

Bank of America Merrill Lynch

strategists said in a research note this past week.

The concern about stock-

market declines and rising

rates is exacerbated by just

how long bond and stock

prices have climbed following

the financial crisis.

The S&P 500 has roughly quadrupled

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ILLUSTRATION BY PEP MONTSERRAT

An Attitude of Gratitude

A sense of entitlement is a big problem among young people today, but it's possible to teach gratitude—not least by expressing it more often yourself.

BY JENNIFER BREHENY WALLACE

Kathleen Cormier, a mother from suburban Minneapolis, is trying to instill a sense of gratitude in her sons, ages 12 and 17. But sometimes she wonders if other parents have given up.

Some of her sons' peers, she says, are lacking in the basics of gratitude, such as looking adults in the eye to thank them. The saddest part, she says, is that many parents don't even expect their children to be grateful anymore. They are accustomed to getting no acknowledgment for, say, devoting their weekend to driving from activity to activity. There is "such a lack of respect," she says.

Every generation seems to complain that children "these days" are so much more entitled and ungrateful than in years past. This time, they might be right. In today's selfie culture, which often rewards bragging and arrogance over kindness and humility, many people are noticing a drop-off in everyday expressions of gratitude.

In a 2012 national online poll of 2,000 adults, commissioned by the John Templeton Foundation, 59% of those surveyed thought that most people today are "less likely to have an attitude of gratitude than 10 or 20 years ago." The youngest group, 18- to 24-year-

olds, were the least likely of any age group to report expressing gratitude regularly (only 35%) and the most likely to express gratitude for self-serving reasons ("it will encourage people to be kind or generous to me").

"In some communities, specifically among the white middle and upper-middle class, there's good reason to believe that kids are less grateful than in the past," says psychologist Richard Weissbourd, fac-

A growing body of research points to the many benefits of regularly counting your blessings.

ulty director of the Making Caring Common initiative at Harvard's Graduate School of Education. He places much of the blame on the self-esteem movement.

As Dr. Weissbourd sees it, parents were fed a myth that if children feel better about themselves—if parents praise them, cater to their every need and make them feel happy—it will help them to develop character. "But what we're seeing in many cases is the opposite: When parents organize their lives around their kids, those kids expect everyone else to do well, and

that leads to entitlement," he says. And when children are raised to feel entitled to everything, they are left feeling grateful for nothing.

A growing body of research points to the many psychological and social benefits of regularly counting your blessings. The good news for parents: It also suggests that it's never too late for their children to learn the subtle joys of appreciating the good in their lives. Gratitude can be cultivated at any age, whether it finds expression as a mood, a social emotion or a personality trait.

Researchers find that people with a grateful disposition are more thankful for a wider variety of things in their lives, such as their friends, their health, nature, their jobs or a higher power—and that they experience feelings of gratitude more intensely. For them, gratitude isn't a one-off "thank you." It's a mind-set, a way of seeing the world.

"Gratitude is also a spiritual emotion, whether it's implicitly or explicitly expressed," says David Rosmarin, director of the Spirituality and Mental Health Program at McLean Hospital in Belmont, Mass., and an assistant professor at Harvard Medical School. Almost every world religion includes gratitude as part of its value system, he says, citing familiar practices such as prayers of thanks or blessings over food.

Please turn to the next page

Ms. Wallace is a freelance writer in New York City.

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The country is unlikely to see another Christian leader with Billy Graham's wide appeal.

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REVIEW

The Benefits of Counting Blessings

Continued from the prior page

In a study led by Dr. Rosmarin, published in 2011 in the Journal of Positive Psychology, researchers surveyed more than 400 adults online, assessing their religious and general gratitude, their religious commitment, and their mental and physical well-being. The researchers found, in keeping with past studies, that general gratitude was associated with less anxiety, less depression and greater well-being. They also found that religious gratitude—toward God—was associated with additional reductions in anxiety and depression and increases in well-being.

It can be difficult to remember to be grateful, for adults and children alike. Kristen Welch, a mother of three children between the ages of 11 and 18, lives outside of Houston and is the author of "Raising Grateful Kids in an Entitled World." She admits that she was once "constantly comparing myself and my home to what others had." If she visited a neighbor who was remodeling her kitchen, she would come back wanting to redo hers too, even though her kitchen didn't need it. She noticed a similar attitude in her children. "Whenever I'd give them something, it was never enough. They always wanted more," she says.

Most of the research on the benefits of gratitude has been focused on adults, but researchers are now turning their attention to how gratitude can better the lives of children, too. They're finding that the experience of high levels of gratitude in the adolescent years can set a child up to thrive.

Gratitude initiates what researchers call an "upward spiral of positive emotions." Adolescents who rate higher in gratitude tend to be happier and more engaged at school, as compared with their less grateful peers, and to give and receive more social support from family and friends. They also tend to experience fewer depressive symptoms and less anxiety, and they are less likely to exhibit antisocial behavior, such as aggression.

Counting your blessings may provide a built-in coping strategy, as research among adults suggests. Grateful people experience daily hassles and annoyances just like everyone else, but they tend to view setbacks through a different lens, reframing challenges in a positive light.

Dr. Weissbourd gives the example of one of his students, who comes from a low-income community in South America: "We were talking about gratitude, and he said that whenever he gets frustrated about waiting for the bus, he reminds himself that where he's from, most people have to walk," he says.

For a study published last year in the Journal of Positive Psychology, researchers tracked the role of gratitude in the lives of more than 500 adolescents from an affluent area of Long Island in New York over the course of four years, as they moved from middle school to high school. At four different points, students filled out questionnaires, rating on a scale of 1 to 7 how strongly they agreed with statements such as, "I have so much to be thankful for"; "If I had to list everything that I felt grateful for, it would be a very long list"; and "I am grateful to a wide variety of people."

The researchers also measured antisocial and prosocial behaviors. They asked the students to rate how often (never, sometimes, often) they "stuck up for another kid who was in trouble," for example, or made "a kid upset because you were mean to them." The researchers looked as well at the students' satisfaction with different aspects of their lives (school, self, family, friends), how much support they received from family and friends, and their levels of empathy and self-regulation.

The study found that a growth in gratitude over the four years not only predicted a growth in prosocial behavior, it also predicted a decrease in negative social behavior compared with students whose gratitude levels stayed level or decreased. Being grateful might "undercut the motives for acting antisocially among adolescents," the researchers suggest.

Students who were more grateful were also better at managing their lives and identifying important goals for the future, says lead researcher Giacomo Bono, assistant professor of psychology at California State University, Dominguez Hills. "When adolescents regularly express gratitude," he adds, "it's a good litmus test that they're thriving."

Grateful adolescents enjoy stronger relationships with their peers, in part perhaps because their positive disposition makes them more attractive and likable. In a 2015 study published in the journal Emotion, researchers conducted an experiment with 70 undergraduate students. They found that acquaintances were more likely to want to stay in touch with a student who expressed gratitude toward them (in writing) than students who didn't show appreciation. Grateful students were perceived by peers as having a

warmer personality and being more friendly and thoughtful.

As parents, we do our best to teach our children to be grateful, by doing things such as nagging them to write thank you notes. Experts warn, however, that our best efforts can backfire and actually become a barrier to genuinely experiencing gratitude. Children need to learn how to "think" gratefully, they say, not just to mindlessly go through the motions of giving thanks.

Ms. Cormier says that she has worked hard to make gratitude a family habit since her children were little—and now it has become the norm. She encourages finding gratitude in the "everyday stuff," she says, not just in response to birthday and Christmas presents. She also tries to teach gratitude by example. When her children help out around the house, like noticing when the trash is full and taking it out, or holding the door open, she thanks them. And now, she says, "my kids thank me every single time I put fresh sheets on their bed," chaperone a field trip or make them dinner.

In a paper published in 2014 in the journal School Psychology Review, researchers describe an educational program that they developed to train elementary-school students, ages 8 to 11, in gratitude. More than 200 students participated. Half were assigned to a control condition, while the other half were assigned to the gratitude intervention, which some received for one week and others for more than five. The program's lessons included, for example, reading "The Giving Tree" by Shel Silverstein and asking students to write down one thing they would do to show the generous tree in the story that they were grateful for what she had done.

Researchers found that students who received the training, even for just one week, were not only better at "thinking" gratefully, they also reported experiencing more grateful emotions and greater increases in positive social behavior (such as writing thank-you notes) and emotional well-being than students in the control group. When researchers followed up five months later with students who had stayed in the program longer, these positive effects had continued to grow. With intentional practice, experts say that gratitude can move from a fleeting state to a habit and can eventually become a personality trait.

Casey Rummel, an 11th-grade English teacher at Leadership Public Schools in Richmond, Calif., used the gratitude curriculum in his class as part of an upcoming study. It made such an impact that he's continuing to use it even though the study ended.

Using a computer program developed by their school, students spend the first four minutes of each class expressing gratitude to their classmates in writing. These notes have included such simple messages as: "thanks for always being there bro appreciate it much love" or, "Thanks for being a welcoming person...." Some of the notes Mr. Rummel has read, particularly between the boys, are things "they likely wouldn't feel comfortable saying out loud," he says.

The research points to several ways that parents can help children to think gratefully. Parents can spur their children to appreciate and reflect on the time and thought behind the gifts and kindness they receive, as in: "Jack really knows how much you love football. How thoughtful that he gave you a jersey of your favorite team" or "Wow, Grandma just took a five-hour train ride to come and see you perform in that play."

A turning point for the Welch family came when they started volunteering as a family to assist poverty-stricken communities, at home and overseas. Two years ago, her daughter went on a volunteer trip to help rebuild homes in rural Texas. One house had floors so rotted that you could see the ground. When her daughter came home, Ms. Welch says, she got down and hugged the floor and said, "I've never been grateful for a floor, but now I am."

Last year, Kathryn Virmani, mother of two from Westfield, N.J., helped to organize a fundraiser with an educational component at her children's school to teach responsible citizenship and encourage gratitude. "A bad day for kids in our town is a parent not letting them use their Xbox," she says. The students raised money for Heifer International, a nonprofit that aids struggling communities world-wide. When the kids heard some of the villages had no access to water or electricity, they asked "why don't the people just go to the supermarket?" The very thought that supermarkets don't exist in some places was an eye-opener," says Ms. Virmani.

For some parents, a good starting point is simply to set a better example themselves. In the Templeton poll, less than half of respondents said that they express thanks or gratitude daily to their spouse or partner.

It's also important for children—and adults—to notice and acknowledge the larger circle of people who benefit their lives, like the school secretary or janitor, says Dr. Weissbourd. "In a society that has become so splintered and self-focused," he says, "gratitude is a common bond and offers one of the best ways for us to connect with one another."



Gratitude is a good litmus test of whether teens are thriving.

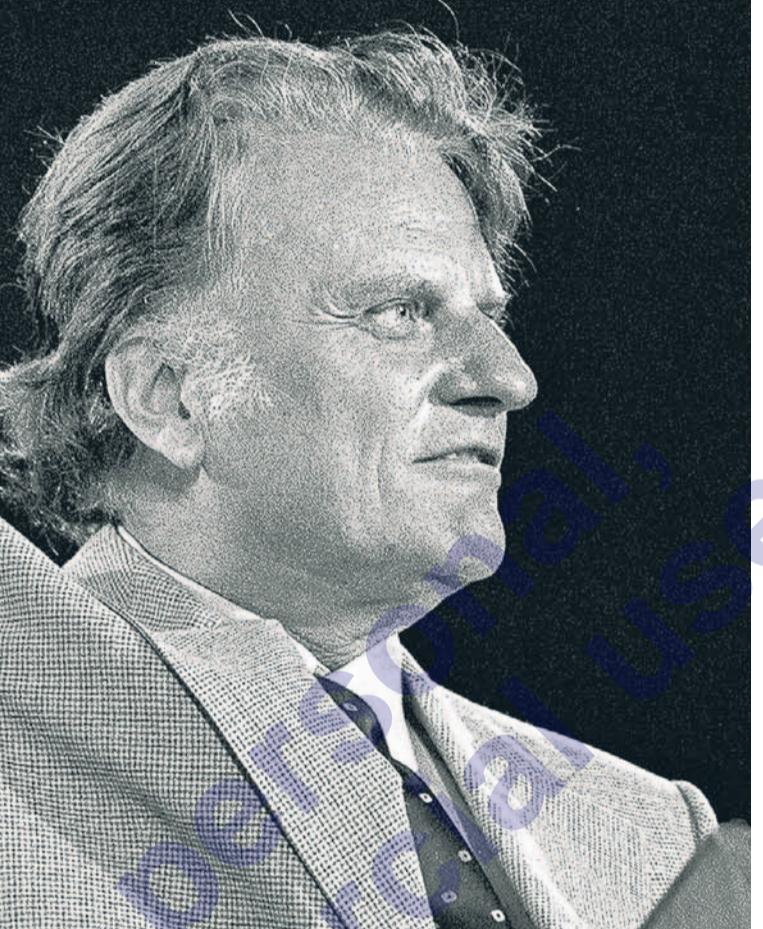


KRISTEN WELCH of Texas, pictured with her family, says that volunteer work has helped to teach her children to be more grateful.

REVIEW

Will There Ever Be Another?

With the passing of Billy Graham, Christians doubt whether another religious leader could again enjoy such wide appeal and political influence



BY IAN LOVETT

EVEN BEFORE Billy Graham died on Wednesday, Christians in the U.S. had been asking for years, "Who can be the next Billy Graham?"

Now that the celebrated evangelical preacher is gone, the answer seems clear: There isn't one now, and there may never be again.

A towering figure of American life in the 20th century, Mr. Graham preached to millions in person and through the media, becoming the first celebrity spiritual leader of the television age. His simple, optimistic message of redemption won him respect from Christians of many denominations, including non-evangelicals, and from American political leaders. For a half-century, both Republican and Democratic presidents sought his counsel. He reached more than 200 million people world-wide with his message. Hollywood honored him in 1989 with a star on the Walk of Fame.

Mr. Graham's widespread appeal and political influence would be difficult to replicate today, with our fractured media landscape, polarized political climate and declining levels of religious involvement. Many Christian leaders were quick to acknowledge as much in the wake of his death.

"There simply will never be another Billy Graham," Beth Moore, an evangelical author who draws huge crowds in her own right, wrote Wednesday on Twitter.

Mr. Graham was telegenic and scrupulous in his personal life, which kept him away from the scandals that knocked some of his contemporaries off course. But he also happened to come along at the right time, according to biographer William Martin, author of "A Prophet With Honor: The Billy Graham Story."

Interest in Christianity was booming in the U.S. after World War II, as the country was becoming a superpower. The evangelical movement was starting to coalesce but did not yet



BILLY GRAHAM at the Liberty Bowl Memorial Stadium in Memphis, May 8, 1978, left; his son Franklin Graham in 2016, below left.

have a leader, Mr. Martin said. Mr. Graham stepped into that role, making himself the face of evangelicalism on television and at his "crusades" in stadiums. His reach grew alongside his country's, and on trips abroad he was seen as an ambassador from the most powerful nation on Earth.

"Evangelical Christianity has become so large and diverse and multi-faceted that no one person can dominate it," Mr. Martin said. "The reason that's true is in large measure because of what Billy Graham did."

The media landscape, too, is now too vast and diverse for anyone to dominate it the way that Mr. Graham did in the 1950s, when there were only three television networks.

Diane Winston, a professor of media and religion at the University of Southern California, said that although there were many evangelists working in the 1940s and '50s, Mr. Graham "crossed over from the religious world to the secular world" because media moguls like William Randolph Hearst backed him, putting him on the front page of newspapers and the cover of Time Magazine.

Mr. Graham's eldest son, Franklin Graham, said that, in some cases, his father would make sure he was the only thing on television in certain parts of the country. "In some markets, he would buy all three stations one night, so if you wanted to watch TV, you had to watch Billy Graham," he said. "I've met people who were not happy about that." Mr. Graham's media presence made him a household name in homes that were not evangelical or even Christian.

Today, pastors are still able to draw huge audiences, both on television and social media, where many live-stream their weekly sermons to people all over the world. But viewers have far more choice, making it harder for any one religious leader to command their attention.

Successful televangelists such as Joel Osteen and Benny Hinn compete with each other for audience—as well as with hundreds of other stations, Netflix and YouTube. "None of them enjoys the sort of mainstream popularity that Graham had," Ms. Winston said.

The change since Mr. Graham's heyday can be seen in his own family and ministry. Franklin Graham has positioned himself, in some ways, as a successor to his father. He is president of the Billy Graham Evangelistic Association, which his father founded in 1950, and he gave the benediction at President Donald Trump's inauguration, something his father did for presidents of both parties. In 2016, he led a series of rallies around the country urging Christians to vote for "candidates who uphold biblical principles."

But Franklin Graham is a more partisan—and divisive—figure than his father was. He criticizes political liberals on social media and has called for a total ban on Muslims entering the country. Last year, he denounced critics of Roy Moore's campaign for senate in Alabama after charges of sexual misconduct emerged—leading to criticism from some fellow evangelicals, who are increasingly divided over how to engage in politics. It is difficult to imagine him advising a Democratic president.

Franklin Graham said it would be "much harder today," in the polarized political environment, to play the kind of non-partisan role his father played. "My father preached the gospel. He never politicized his message."

Many pastors continue to emulate the elder Mr. Graham. Sam Rodriguez, president of the National Hispanic Christian Leadership Conference, first felt called to the ministry while watching Mr. Graham on television. Like Mr. Graham, he has advised presidents of both parties (on immigration and other issues) and has met with foreign leaders about religious freedom. "I want to be just like Billy Graham when it comes to engaging in the political sphere," Mr. Rodriguez said.

Still, he said, no one person would likely fill the role Mr. Graham long played. "Instead of one Billy Graham, we're going to see a number of Billy Grahams," he said. "If we define Billy Grahams as preachers of the gospel committed to truth, grace and love, his legacy will give birth to many spiritual sons and daughters."

Franklin Graham said that his father always hoped that many preachers, not just one, would pick up his work. At a gathering of evangelists in Europe in the 1980s, he said, his father looked out at the crowd, pointed at them and said, "You are the next Billy Graham...Go and preach."

Single Ladies, It's Time to Pony Up

BY PEGGY DREXLER

DATING in the age of women's marches and #MeToo can be complicated, especially for men, as not a few have lamented to me. Can they be the pursuers—and what should that look like? Can they open the door—or does that imply she can't do it on her own? When men and women are supposed to be equals in the boardroom and the bedroom, can a man still do something as old-fashioned as buying dinner for a woman?

He can—and, it seems, many men and women still believe that he should.

It's one of the last holdouts of old gender norms: That when a man and woman go out on a date, the man is the one who pays—at least for the first date and often for those that follow. In a survey published in 2015 of 17,000 men and women ages 18 to 65

(conducted by researchers at California State University, Wellesley College and Chapman University), 84% of men and 58% of women reported that men paid for most expenses, even after dating for a while. A 2013

survey of 2,000 men and women by the financial planning company LearnVest found that a majority of men, and an even larger majority of women, think that the man should pay on a first date.

Some might argue that this is justified by the fact that men still outearn women. According to the American Association of University Women, women may not reach

pay equity with men until the year 2119. On a broad economic level, it perhaps makes sense for men to bear more of the responsibility for paying for dates.

But not from the point of view of women's progress. Just as we're supposed to dress for the job we want, so too should we act for the reality

we want. Historically speaking, a man paying for a date isn't merely an act of courtship, or a way to be gentlemanly. It's also a way to show dominance and the ability to fulfill the role of breadwinner.

Men seem willing to give up that show. In the Cal State study, nearly two-thirds of them believed that women should contribute to paying for a date, and half said that they would stop dating a woman who never paid. Still, they're conflicted: 76% reported feeling guilty in accepting women's money.

For women, though, the mentality has been harder to shake. While more than half claimed to offer to help pay, 39% hoped that their offer would be rejected. And though it is no longer true that a man who pays for a date

will necessarily become the family provider—a historically high number of coupled women are now their household breadwinners—nearly half of women say that they're bothered if men expect them to help pay for a date, regardless of who makes more.

Even millennials, progressive as they are, are not bucking this trend. A recent survey of 700 male and female millennials by the website Refinery 29 found that nearly 60% thought that men should still pay on the first date, and 54% say that he should always or sometimes pay for subsequent dates. An astonishing 44% of millennial women say they never pay.

Some of this has to do with

learned behavior. One 50-something woman I recently met at a dinner party, twice divorced and plenty well-off, refuses to see a man a second time if he doesn't treat her on the first date. "And I tell my daughter the same thing," she says. "You don't want a man who can't buy you dinner."

In the fight for equality, such easy acceptance of old norms is a very bad idea, especially when it comes to money. Just because he can pay for you doesn't mean you should let him. Which means, single ladies, it's time to pony up.

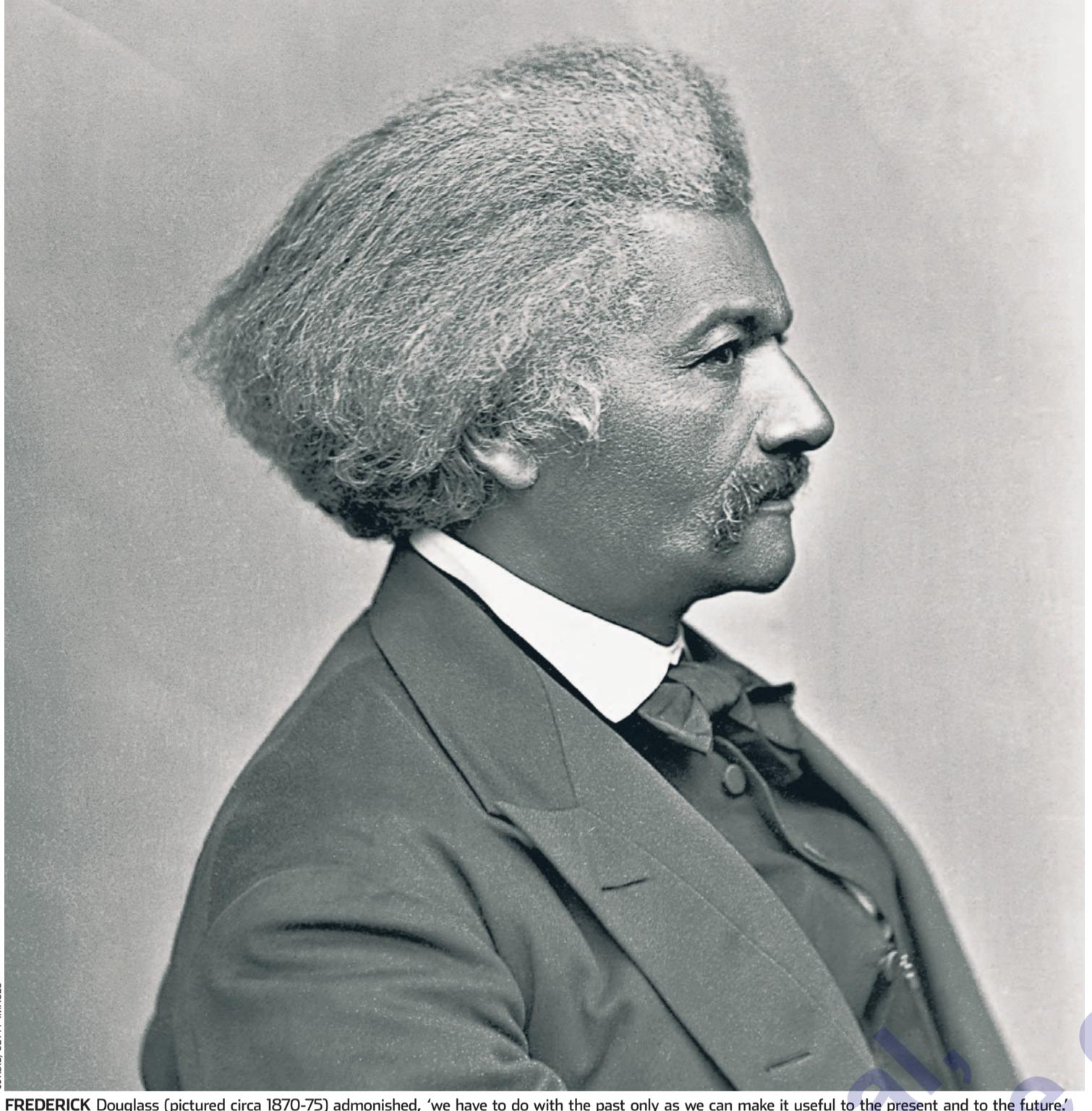
A record number of women are running for office, and the number of women with \$1 million or more in their retirement plans has doubled over the past decade. You can't have your six-figure salary and free dessert too. The power that men used to gain when they treated a woman to a fancy dinner? It can be yours, too.

Dr. Drexler is a New York City-based research psychologist and the author of two books about gender and families. She is currently at work on a book about the failings of feminism.



GETTY IMAGES

REVIEW



FREDERICK Douglass (pictured circa 1870-75) admonished, 'we have to do with the past only as we can make it useful to the present and to the future.'

THE AMERICAN EXPERIENCE OF FREDERICK DOUGLASS

The famed reformer saw the country as a work in progress, even amid the 'wail of millions'

BY ANDREW DELBANCO

FEBRUARY is Black History Month, which happens to coincide this year with the 200th anniversary of the birth of Frederick Douglass, the most distinguished and influential African-American public figure in the first century of our country. A reformer and writer who thought deeply about the place of African-Americans in the broader American experience, he demands attention today as much as he did in the ominous years leading up to the Civil War and the period of unresolved racial conflict in its aftermath. As he admonished students of American history, "we have to do with the past only as we can make it useful to the present and to the future."

Douglass was born in Maryland in February 1818 to an enslaved black woman and a white father. With the help of his owner's wife, he learned to read; and at the age of 20, he escaped by train and boat to New England, where he was recruited to the abolitionist lecture circuit.

An imposing man with a booming voice, he had the explosive force, in the words of a contemporary, of a "tornado in a forest." His experience under slavery had made him an angry man, but he did not confine his anger to the South. Aboard ship on Long Island Sound, he found himself forced to sleep on the freezing deck, and while traveling by railroad through New England, he was "dragged from the cars for the crime of being colored."

Yet northern white audiences flocked to hear him. At the behest of his abolitionist managers, who scolded him when he strayed from the script ("Give us the facts," he was told, "we will take care of the philosophy"), he gave them largely what they wanted—shocking accounts of girls and women abused by masters or overseers, and of boys and young men brutalized. But he grew weary of the prurient interest of some who came to hear him and tried to get them to understand that "it was slavery, not its mere incidents—that I hated."

It was the psychological horror of slavery that most enraged him. He spoke of enslaved young people starved not of food but of hope. He reminded white Americans of the liberties they took for granted, beginning with the "freedom to go and come, to be here and there" as they pleased. The slave, by bitter contrast, "is a fixture...pegged down to a single spot," and the

very idea of moving from one place to another "comes, generally, in the shape of a threat, and in punishment of crime. It is, therefore, attended with fear and dread."

Douglass settled in Rochester, N.Y., a center of antislavery activity, where he became the most famous black man in America, perhaps the world, through his speaking and writing. As racism deepened between North and South, he saw that a final reckoning with slavery was imminent. While some friends and allies continued to believe that slave owners could be convinced to give up their slaves through "moral suasion," Douglass believed it necessary to "reach the slaveholder's conscience through his fear of personal danger. We must make him feel that there

pay as whites, and to retaliate in kind against the Confederacy for its brutal practice of executing captured black soldiers as criminals rather than treating them as prisoners of war.

It might reasonably be said that Frederick Douglass thought of himself first as a black man and second as an American. At a gathering in Rochester celebrating Independence Day in 1852, he told his mainly white audience that "This Fourth [of] July is yours, not mine." He even told them it was a "mockery" to "call upon him to join you in joyous anthems" because "above your national, tumultuous joy, I hear the mournful wail of millions!"

Years later, at the unveiling of the Freedman's Monument in Washington, D.C., in 1876, Douglass was still speaking to his white audience with sharp severity. "You are the children of Abraham Lincoln," he told them. "We are at best only his stepchildren."

Yet even as he decried the unbridged gulf between white and black Americans, he always stressed their common humanity. In three memoirs published over 40 years, he told his own life story as a quintessentially American young-man-makes-good story—a tale of beating the odds, of rising from low to high circumstances. He wrapped himself in the mantle of honored patriots like Benjamin Franklin, who, in his own memoir, had recounted his life as a journey from servitude to independence. "In coming to a fixed determination to run away," Douglass declared, "we did more than Patrick Henry, when he resolved upon liberty or death."

And by casting his story as a "glorious resurrection...from the tomb of slavery, to the heaven of freedom," he deployed the language of religious conversion by which so many Americans—white and black—understood the arc of their lives. In all these respects, he presented himself, as his friend the black abolitionist James McCune Smith remarked, as a "Representative American man—a type of his countrymen."

Douglass thought of America as a work in progress. Soon after Lincoln's assassination, in a speech delivered in New York City, he spoke of the freedom not yet attained but "made attainable" by the Civil War. The postwar constitutional amendments banning slavery and guaranteeing citizenship to all persons "born or naturalized in the United States" advanced that goal, but Douglass saw how short they fell. Though former slaves had achieved liberty as a legal matter, they were a long way from achieving moral recognition as persons fully free and equal to their former masters.

Douglass believed in the American creed of personal responsibility and self-reliance. He was as proud of his work as a stevedore, by which he earned his first wages on the docks of New Bedford, as of his work as a writer and editor, by which he earned great renown. But he also knew that by asking its citizens to commit to the individualist creed of self-improvement, the nation made an implicit promise to accord them equal dignity regardless of their origins, color or means. Surely he would want us to ask ourselves today how close we are to keeping that promise.

Mr. Delbanco is Alexander Hamilton Professor of American Studies at Columbia University. His new book, "The War Before the War: Fugitive Slaves and the Struggle for America's Soul from the Revolution to the Civil War," will be published by Penguin Press in the fall.



A 1943 LITHOGRAPH of Douglass appealing to Lincoln and his cabinet to enlist black soldiers in the Civil War.

is death in the air about him, that there is death in the pot before him, that there is death all around him."

When the Civil War broke out in April 1861, most white northerners understood it as a war to

suppress the secessionists and restore the Union. To prosecute the war successfully, President Lincoln needed the support of the border states (Maryland, Delaware, Missouri and Kentucky) where slavery remained entrenched—so he was slow to push for emancipation. Douglass was among those who denounced Lincoln as a prevaricator.

But as slavery began to break down with the advance of Union troops into Confederate territory, and it became clear that the war to save the Union and the war to destroy slavery were becoming one and the same, the two men developed a deep mutual respect. Douglass shifted from public critic to private adviser. He lobbied the president to open up enlistment in the Union Army to blacks, to give black soldiers the same



WORD ON THE STREET: BEN ZIMMER

Is Wit to Be Found in the 'Unwitting'?

WHEN SPECIAL COUNSEL Robert Mueller handed down an indictment late last week in the probe of whether Russia meddled in the 2016 presidential election, one word in particular stood out: "unwitting."

The indictment, announced by Deputy Attorney General Rod Rosenstein, singled out 13 Russian citizens and three Russian companies. One allegation claimed that some defendants, having disguised their identities, "communicated with unwitting individuals associated with the Trump Campaign" in an attempt to "coordinate political activities."

As news outlets scrambled to figure out who those "unwitting individuals" might be, the word "unwitting" itself, meaning "not knowing" or "unaware," came under the spotlight. Merriam-Webster said that 220 times more people than usual looked up "unwitting" in its online dictionary after the announcement of the charges.

So what exactly does it take to be "unwitting"? And if you hold on to your wits, does that make you "witting" instead?

The etymological story of "unwitting" goes all the way back to a proto-Indo-European root, "weid-," meaning "to see," which would eventually spawn a wide array of words, including "vision," "wise," "guide," "idea" and "history."

In Old English, the root took on a few different forms, including the verb "witan," meaning "to know," and the noun "wit," meaning "intelligence," or more broadly, the capacity to perceive and understand. The old sense of the noun survives in expressions like "at your wits' end" and "have your wits about you." The noun eventually moved in more playful directions, to describe the ability to express oneself in a sharp or amusing fashion.

From a proto-Indo-European root for 'to see.'

The verb, meanwhile, generated new forms, like "witende" and "unwitende," meaning "knowing" and "unknowing" respectively, which became "witting" and "unwitting" in Middle English. They often showed up as the adverbs "wittingly" and "unwittingly," which could be used together—as when the theologian John Bramhall, in an attack on the philosopher Thomas Hobbes in the 1650s, wrote that those who argue against an eternal divinity "do, wittingly or unwittingly, destroy the nature of God."

Both "witting" and "unwitting" faded from the language, but by the early 19th century, "unwitting" started making a comeback to describe someone who is unaware of a fact or situation. (In the meantime, another variant had a burst of popularity: "unweeting," though you're unlikely to run into that forgotten word unless you enjoy reading Edmund Spenser's "Faerie Queene.")

While "witting" never experienced the same revival of usage that "unwitting" did, it still shows up from time to time, including in commentary about the Russia indictment. In an opinion piece in the Washington Post, columnist Jennifer Rubin quoted a "Russia guru" as saying, "on the 'unwitting' Trump campaign officials, we know there was a hell of a lot of 'witting.'"

Moscow has denied any government effort to influence the U.S. election, and Mr. Trump has denied that he or his campaign colluded with Russia. For him, the word "unwitting" appears to signal that the Mueller investigation lacks evidence of collusion.

When it comes to accusations of knowing too much, unwittingness is bliss.

Answers
to the News Quiz on page C13:

1.C, 2.A, 3.B, 4.A, 5.B, 6.B, 7.D,

8.B

BOOKS

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Saturday/Sunday, February 24 - 25, 2018 | C5

From Schlubs to Stars

A rollicking, overstuffed oral history traces the rise of a new American archetype, the celebrity chef

Chefs, Drugs and Rock & Roll

By Andrew Friedman

Ecco, 464 pages, \$27.99

BY EUGENIA BONE

THE SON OF a friend of mine decided, upon receiving a degree in philosophy, to go to cooking school and become a chef. His parents were thrilled, as excited as they would have been 40 years ago had he said he planned to become a doctor.

How times have changed.

A profession that wasn't even considered a profession in the U.S. until 1976 (the Labor Department categorized all chefs as service workers) is now fully emancipated. What was once a career path for punks and grunts and ex-cons is today a potential pathway to riches and stardom, fueled by a nationwide appetite for culinary acrobatics. According to a 2017 report from Charles Schwab, more millennials fork over paychecks to trendy restaurants than they do for cultural events such as concerts. Eating a famous chef's food has become an act of art appreciation, like going to the theater.

So how did this happen? How did chefs, once unrepresentable, go from schlubs to stars? Andrew Friedman, a master of the chef-cookbook genre and expert in the family tree of American restaurant chefs, explains it all in his rambunctious history "Chefs, Drugs and Rock & Roll: How Food Lovers, Free Spirits, Misfits and Wanderers Created a New American Profession." Or rather, he lets the chefs themselves explain, in their own rowdy, sometimes long-winded and often raunchy words, the anarchic evolution of a new American cuisine and the individual paths of the chefs and restaurateurs behind it.

It's hard to imagine now, but in the early 1970s a middle-class college kid could travel around Europe with little more than a rail pass and a backpack. Folks like Alice Waters and Bruce Marder, who didn't know what a freshly baked baguette tasted like until they went to Paris, were suddenly asking: Why can't I eat like this at home? When some of them returned to the States, they decided to open their own restaurants, and others became their customers.



RAGTAG Alice Waters (center) and staff in front of Chez Panisse, 1982.

They were children of the counterculture and the women's movement, both important factors in the rise of the American chef. Collective food spaces that rejected the authoritarian French-style kitchen hierarchy, like FOOD in New York and Chez Panisse

Thanks to the restaurant revolution of the 1970s, the U.S. has a national cuisine to rival those of Europe.

in Berkeley, Calif. (both opened in 1971), reflected the progressive politics of the time, and stoves were, in the beginning anyway, helmed by artists. They rejected the products of industrialized agriculture (and by doing so, stood fast with the anti-establishment values of the hippie

subculture) and embraced handmade and organically farmed and foraged foods.

Indeed, the celebration of American ingredients was one of the first stops on the path to culinary enlightenment. It was an obsession of the Chez Panisse crowd. In 1976, the restaurant offered an all-Northern California dinner that included Monterey Bay prawns, geese from Sebastopol, and "walnuts, almonds and mountain pears from the San Francisco Farmers' Market." Larry Forgione, of New York's River Café, went a step further by declaring (with encouragement from James Beard) American cuisine to be a cuisine of "great home cooking." That's how mashed potatoes made it onto the menu of his Michelin-starred restaurant.

Women chefs broke the women-cook-at-home/men-cook-in-restaurants binary, and mixing genders in the kitchen proved inspired. "You

want to have this balance of female energy in the kitchen and male energy," the chef Joyce Goldstein observes. And indeed, some of the most successful restaurants of the 1980s were husband-and-wife operations in New York, like Chanterelle and the Quilted Giraffe (which nurtured a new kind of foodie, the "optometrist who was willing to shell out \$200 on white truffles").

But the American star chef didn't arise only from a pool of amateurs, Mr. Friedman explains. In the 1970s, the Culinary Institute of America transitioned from being a trade school, "a notch up from where you might become an auto mechanic," to catering to a "more ambitious breed"—young chefs who, in 1975, took note that Paul Bocuse, an innovative chef from Lyon, France, got the cover of *Newsweek*. Equally important were Europeans who came to the U.S. seeking the freedom to do their

own thing, like the Austrian-born Wolfgang Puck, and Americans who were French-trained but unhappy with the stuffy Escoffier style that defined haute dining in the U.S. at the time, like Thomas Keller of the French Laundry in Napa Valley. They were inspired by nouvelle cuisine, which simplified recipes, reduced cooking times, focused on seasonality and took advantage of the nouvelle innovation of plating food in the kitchen (versus tableside productions like Steak Diane). This allowed chefs to show off their individual food styling—the "stacked" food at Alfred Portale's Gotham comes to mind—and reinforced the notion there was an artist in the kitchen.

There was some pushback from restaurateurs who didn't want to see their chefs "front and center," but by the early 1980s chef-centric restaurants started to appear in California.

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The Humanist and the Evangelical

Fatal Discord

By Michael Massing

Harper, 987 pages, \$45

BY JEFFREY COLLINS

TO THE GRAVE misfortune of the Roman Catholic Church, the Protestant Reformation unfolded during the pontificate of Leo X. One of the four Medici popes, Leo became a cardinal at age 13 and in 1513, at age 37, pope. His hedonism, perhaps, prevented a long reign. He spent lavishly on gambling and his papal zoo. He dined on peacocks and other exotic creatures. A lover of the hunt, but too corpulent to participate, he would waddle over to spear prey already ensnared by his servants. As the Reformation tore apart Latin Christendom, Leo rusticated at his country villa. He died in 1521, an emblem of ecclesiastical decadence.

The dissipation of the Renaissance papacy serves as a backdrop to Michael Massing's "Fatal Discord." His subjects are the humanist scholar Desiderius Erasmus and the reforming theologian Martin Luther, representatives, respectively, of the northern Renaissance and the Protestant Reformation. Erasmus and Luther shared causes and enemies, not least Vatican corruption. In time, however, they became harsh foes. Mr. Massing has produced an enormous parallel biography, using the rivalry of Erasmus and Luther to navigate the roiling intellectual cross-currents of the Reformation era.

"Fatal Discord" is a striking departure for Mr. Massing, a distinguished journalist whose work has appeared in outlets like the *New York Review of Books* and the *Columbia Journal*.

ism Review. This new book derives, he tells us, from interests cultivated long ago during his undergraduate days at Harvard. It is a work of synthesis, offering neither archival discoveries nor particularly original interpretations. But it is certainly no mere vanity project. Mr. Massing has read widely and intelligently, and he writes superbly. "Fatal Discord" is surely the only book on either Erasmus or Luther that general readers will ever require. It reads like a lively lecture series in that most beleaguered of university subjects, Western Civilization.

The rivalry of Erasmus and Luther gave rise to two enduring traditions in European thought.

Erasmus was born in 1466 in the Dutch city of Rotterdam, the son of an unmarried priest. In his day this circumstance was not unusual but was still shameful. Latin and Greek offered Erasmus a ladder out of obscurity. After several years as an uninspired monastic, he pursued literature in earnest. Erasmus would become Northern Europe's most celebrated practitioner of the scholarly humanism first cultivated in Renaissance Italy. Fitfully supported by court and university patrons, he translated ancient texts, recovered works of literature buried in obscure collections, and produced critical editions of pagan and Christian classics.

Erasmus also, surprisingly, became a best-selling author. His "Adages," a gathering of Greek and Latin proverbs, went into 10 editions and 60 printings

in his lifetime. It popularized countless long-lived sayings. "Breaking the ice," "teaching an old dog new tricks" and "leaving no stone unturned" are all Erasmian recoveries. Meanwhile, he became a dynamic critic of contemporary religion. He lashed the venal princes of the church and the recondite theology of medieval scholasticism. His "Enchiridion Militis Christiani" ("Handbook of the Christian

official, fourth-century translation of St. Jerome—the Vulgate, as it was known. Subjecting Holy Writ to the new criticism, Erasmus eradicated medieval textual corruptions, sometimes with unsettling theological effects. Translating Paul's words on sexual union, Erasmus preferred "mystery" to "sacrament." Gabriel's greeting to Mary—"Hail, full of grace"—was translated by Erasmus as

Erasmus's revolutionary New Testament inspired another wayward monk turned reformer: Martin Luther.

Luther, the son of a Saxon miner, was 17 years Erasmus's junior. Ardently spiritual, he pursued monasticism more seriously than Erasmus but no more successfully. He staggered beneath the demands of medieval Catholic practice, with its profound insistence on confession and repentance, its exacting sacramentalism, and its fixation on purgatory. This system presumed free will and demanded a relentless spiritual striving that Luther found impossible. He was further disgusted by efforts to monetize salvation, as when dubious relics, such as the Virgin Mary's hair or dishware from the Last Supper, could be venerated for a price. Worse still were the "indulgences" granted to absolve sins, theoretically for good works but increasingly for cash.

Luther's revolt broke with a terrific fury. First in his 95 Theses against indulgences, then in pamphlets, sermons and books, he warred on "salvation through works." His readership soon dwarfed that of Erasmus, propelled by both Luther's message and the sheer force of his writing. Centuries later, none other than Nietzsche would write of Luther's style: He "alone knew what a syllable weighs, or a word, or how a sentence strikes, leaps, plunges, runs, runs out; he alone had a conscience in his ears."

Luther's message never wavered; nor was it ever delivered with cool Erasmian irony and paradox. No individual, he argued, could earn salvation through a disciplined "free will" and heroic spiritual practice. Only recognition of abject human corruption, and faith in the divine power to

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BRIDGEMAN IMAGES

TWO CULTURES Portraits of Martin Luther (by Lucas Cranach the Elder, 1533) and Erasmus (Hans Holbein the Younger, ca. 1523).

Soldier") cast Christianity as an ethical system of charity, love and generosity. His "Praise of Folly" was, explains Mr. Massing, a scathing tirade" full of "fury and scorn" at the "shallowness and materialism of the Church."

Towering over all was Erasmus's retranslation—from the original Greek into Latin—of the New Testament. This vast undertaking challenged the

"Greetings, beloved one." These changes, to traditionalists, undermined the marital sacrament and Mary's sinless state.

Partly for offenses of this kind, Erasmus's works would eventually land on the papal Index of Forbidden Books, where they would remain until the late 19th century. One major reason for this long banishment was that

BOOKS

'And was Jerusalem builded here, / Among these dark Satanic Mills?' —William Blake

The Very Symbol of Modern Times

Behemoth

By Joshua B. Freeman

Norton, 427 pages, \$27.95

BY JONATHAN ROSE

WHEN WE SAY that we have a "postindustrial" economy, we are lying to ourselves. With the possible exception of artisanal cheese, nearly everything we consume is produced in a factory—still. True, manufacturing now accounts for just 8% of the American workforce, but world-wide the figure is about 30%, as high as it has ever been.

And yet you may have no detailed knowledge of factories, except that they can be converted into cool lofts. In that case, you'll learn much from Queens College historian Joshua Freeman. One of his earlier books, "Working-Class New York" (2000), recalled a city that, in 1950, was still a mill town. Back then, even if you had a white-collar job, you couldn't ignore factories, because your folks probably worked in one. That city has long since vanished, and now urban sophisticates can get almost anything they want from faraway production plants.

In "Behemoth," Mr. Freeman walks us through a world history of industrial capitalism and industrial communism. (On the shop floor, as he shows, they were not all that different.) Seven chapters examine seven case studies: the pioneering factories in 18th-century Britain; the mill towns of 19th-century New England; Andrew Carnegie's steel; Henry Ford's cars; Joseph Stalin's Five-Year Plans; the production rivalry of the Cold War; and those gargantuan Chinese plants that now produce stuff for us. What is striking is how much these industries had in common.

First, they were all astonishing. Europeans flocked to gape at the first factories, at once dazzled and terrified. The immense machinery, the hellish furnaces, the vast mobilization of workers and capital and motive power under one roof, the complex coordination of productive processes, the seemingly unlimited output capacity—nothing like that had ever existed. The British knew that they were creating a radically new society, and everyone else realized that their turn would come. No wonder Arnold Toynbee called industrialism a revolution.

The communists succeeded in creating what they called "the new Soviet man"—and the capitalists created their own version. Throughout the world, factories drew workers from the countryside and transformed them. Former farm laborers acquired unprecedented work disciplines and technical skills, carrying out tasks cooperatively and by the clock. They learned to live in an urban environment and began to enjoy consumer goods. When thousands of workers were concentrated in one place, they could wield fearsome bargaining power. And because each factory had so many workers carrying out tasks interdependently, the entire operation could be shut down by militant minorities, variously called "agitators" or "the vanguard of the proletariat."



RUBBER PLANT A Ford Motor factory in Detroit, 1929.

To accommodate and control those laboring forces, factories had to develop support services: company housing, company stores, company recreations. The mill girls of Lowell, Mass., had boarding houses, a library, a lecture hall and a church. Carnegie provided cheap workingmen's homes near his Homestead, Pa., plant. (That was before he mobilized Pinkerton guards and the National Guard to crush their union.) For its state-of-the-art plant east of London, Ford Motors created model housing and schools. Shortly after it opened for business in 1931, Aldous Huxley began a novel about mass-produced human beings, "Brave New World." It imagined a future where the calendar starts with the birth of the Model T, rather than Jesus.

Especially in the early stage of industrialization, there was virtual slavery in the factories, manned by workhouse orphans in England and gulag prisoners in the U.S.S.R. (Before the American Civil War, thousands of actual slaves were employed in Southern mills.) "To tend machinery," observed Friedrich Engels, "is nothing

less than torture of the severest kind . . . in the service of a machine which never stops." The English artist William Morris read Marx and could see only one way out: Return to a medieval craft economy. Henry Ford tried something similar when he dispersed parts production to small workshops in rural Michigan. That didn't work either. The killing monotony of the shop floor is a problem that no economic system (certainly not Marxism) has ever solved.

Historians have long debated whether the Industrial Revolution was a net benefit to those who labored in the mills. The first generation of workers generally enjoyed higher wages and liberation from the confines of rural life. Yes, there was child labor, but one girl who entered a New England mill at age 11 recalled: "It was paradise here because you got your money, and you did whatever you wanted to with it." In her book "Liberty's Dawn" (2013), Emma Griffin studied those early industrial workers longitudinally and found that their living standards improved mark-

edly over a lifetime. Granted, there were phases of brutality and deprivation: the "Hungry Forties" of Dickensian England, the First Five-Year Plan in Russia, open class warfare in 1930s Detroit. But later there would be better times for Victorian workers—and for Soviet workers once Stalin was safely dead.

For a brief shining moment, the workers' state was created—in America, roughly between 1940 and 1970. Labor unions, once treated at nests of radicals, became as mainstream as churches. The people who built the weapons of World War II and the Cold War were celebrated as heroes of capitalist production. As Mr. Freeman notes, "things once unusual or unknown among workers—home ownership, modern appliances, vacations, cars and second cars, children sent to college, retirement while still healthy—became common."

It couldn't last. Historically, whenever labor costs rise and transportation costs fall, factories relocate to low-wage regions. American corporations, tech companies especially,

increasingly get out of manufacturing and focus on research, design and marketing: the hip face of capitalism. Henry Ford had to hire, train, pay, house and occasionally bludgeon his workforce; now all that can be outsourced to China and Bangladesh. Ford blazoned his name on every one of his factories and vehicles, but the Chinese firm of Foxconn, which today owns some of the world's largest factories, strives for invisibility, to head off embarrassing questions about their labor practices.

Workers' paradise or soul-deadening dystopia? Why society remains of two minds about the factory.

When Foxconn was set to produce the first iPhone in 2007, and Steve Jobs decided at the last minute that its screen should be glass rather than plastic, 8,000 workers were roused from their dormitories in Shenzhen after midnight and put in 12-hour shifts to make the switch. A few years later there was a momentary glitch when 14 Foxconn workers committed suicide. Amid the awful publicity, Jobs assured everyone that "we're all over this" and continued to contract out to Foxconn.

William Blake's "dark Satanic Mills" are now brightly lit in China, but are they still infernal? Today, Mr. Freeman reports, Foxconn offers "a library, bookstores, a variety of cafeterias and restaurants, supermarkets, . . . swimming pools, basketball courts, soccer fields, and a stadium, a movie theater, electronic game rooms, cybercafés, a wedding-dress shop, banks, ATMs, two hospitals, a fire station, a post office, and huge LED screens that show announcements and cartoons." But Chinese worker dormitories impose a positively Victorian regime of moral supervision: no drinking, gambling or visiting the opposite sex. Work rules are draconian. And surveillance cameras are everywhere (though, come to think of it, we have plenty of those in the West).

Ultimately, Mr. Freeman can't decide whether industrialism represents progress or dystopia, and that ambivalence reflects his clear eyes and fair-mindedness. He often lets workers speak for themselves, and they don't always agree. Xu Lizhi, one of those Foxconn employees who killed himself, was also a poet: "They've trained me to become docile / Don't know how to shout or rebel / How to complain or denounce / Only how to silently suffer exhaustion." But another worker from a small Hunan village was amazed by his company dormitory: "I had never lived in a multi-story building, so it felt exciting to climb stairs and be upstairs." Mr. Freeman reminds us that, benevolent or tyrannical, the factory was an exponential leap in the human experience. And anyway, he concludes, "we seem to be stuck with it."

Mr. Rose teaches history at Drew University. His most recent book is "Readers' Liberation."

How Chefs Became Respectable

Continued from page C5

The California-style restaurant's airy modernism, informality, open kitchen and daily change of menu set the mold for what a contemporary restaurant should look like. This crowd-pleasing cooking, called "California nouvelle" by some, featured grilling, baby vegetables, salsas, pizza and pasta. It made a few chefs and their restaurants, like Wolfgang Puck's Spago in Los Angeles and Jonathan Waxman's Jams in New York, crazy famous.

Chefs in other cities were likewise exploring their regional foods, their culinary roots and their own creativity. The food of New Orleans and the Southwest hit big, making celebrities of chefs like Paul Prudhomme and Bobby Flay. But they didn't really know about one another until 1983, when chefs from all over—OK, mainly California—participated in a dinner at the Stanford Court Hotel in San Francisco. The event and the ensuing media attention proved that you didn't have to go to Europe anymore for a world-class meal, and the chefs' subsequent notoriety inspired other young cooks to follow the same pursuit. Indeed, today you can skip "honchoing" at a restaurant altogether and cut right to the fame if you win a season of "Food Network Star."

It's not easy to describe the effects of many things that were all happening at about the same time, but Mr. Friedman does an admirable job. The reader gets a strong sense of the main forces behind the food revolution of the 1970s and '80s, though not very much about the food itself. Food porn addicts hot for greasy, carbony chewiness should look elsewhere. That said, I loved reading "Chefs, Drugs and Rock & Roll." It was fast, furious and fun, falling neatly into the canon of pop histories along with "Please Kill Me: The Uncensored Oral History of Punk" and Patti Smith's memoir "Just Kids." Just as the artists and chefs of that era were controlling their own narratives, so they are again, controlling the narration of their history.

But please don't ask me too many specifics because I had a hard time keeping track of who was who. There are so many voices—Mr. Friedman conducted more than 200 interviews—that at times it was like being in a noisy restaurant where everyone is speaking at once. The author's editorializing is insightful and interesting but insanely rich in personal names, like a bread pudding with way too many raisins. In one paragraph I counted 25 people and found myself wishing for a glossary just to keep

them all straight. It should be noted that the voices of farmers and foragers are missing, which is a shame, since they are integral to the evolution of the American food scene, but considering how many people are in this 400-page kitchen, I don't blame the author for drawing a line. And, thankfully, each chapter opens with a summary narrative epigraph in the manner of "Don Quixote."

Histories of recent decades are engaging to read because the chances are pretty good that you were alive at that time and paying some attention. This book is back-story heaven if you are from New York, San Francisco or Los Angeles, though other cities, like New Orleans, Chicago and Boston, get some play as well. For baby boomers and Gen X'ers, "Chefs, Drugs and Rock & Roll" will help explain why it was so hard to get into SoHo's Blue Ribbon for a piece of fried chicken in 1992. For fans of "Top Chef," those guest judges will henceforth appear three-dimensional. And for foodies, well, get out your napkins, because "Chefs, Drugs and Rock & Roll" is as irresistible as a bowl of house-made chips.

Ms. Bone's "Microbia: A Journey Into the Unseen World Around You" will be published in April.

Pages From Chez Panisse

JEREMIAH TOWER

was the chef of Alice Waters's Chez Panisse in Berkeley from 1972 to 1978, seminal years for the restaurant where many of the ideas that still fuel the American food scene—like sourcing food locally—were germinated. Mr. Tower left the restaurant after falling out with its board and went on to open the blockbuster restaurant Stars. But competing claims to the ideas that launched the restaurant revolution continued at a low simmer for years. Mr. Tower and Ms. Waters's recent memoirs shed some light on the dispute.

In his spicy *'Start the Fire: How I Began a Food Revolution in America'* (Ecco, 391 pages, \$17.99), Mr. Tower recounts his life-long love affair with foods from all over the world. Born in Connecticut, he lived as a child in Australia, where he was enraptured by juice from pineapples 'picked only a few hours before in the cool morning.' The Northern California Regional Dinner he devised in 1976 may have been the first time a menu described the source of an ingredient. That innovation, for which Mr. Tower claims credit, is largely attributed to Chez Panisse and Ms. Waters, in his view an error of history that Ms. Waters

has not cleared up to his satisfaction. But there's more to the autobiography than the settling of scores. The book is loaded with surprising menus that are a record of Mr. Tower's glamorous career and hedonistic fascinations and that illustrate his creative palate.

In her hushed memoir *'Coming to My Senses: The Making of a Counterculture Cook'* (Clarkson Potter, 306 pages, \$27), Ms. Waters explains that her forte was ultimately more the politics surrounding food than the ability to identify a perfect peach. Though she's willing to take credit for the propagation of real salad in the United States, she describes the restaurant she opened in 1971 as a team effort that embodied an egalitarian philosophy: that food should be prepared for the benefit of the community within the restaurant, the neighborhood and the surrounding farms. Her interactions with the many great chefs who have worked at Chez Panisse are characterized as a collaboration between 'Panisse's' vision and their talent. Maybe that's why the dreamy, idealistic and demanding Ms. Waters is seen as the mother of the movement. She held fast to an idea, one that was defined by, and came to define, what is American.

—E.B.

BOOKS

'A young Mexican, looking to the future, lives in neither hell nor paradise. He lives on earth. And earth, with the limits and contradictions of real history, is purgatory.' —Octavio Paz

Border Crossings

The Line Becomes a River

By Francisco Cantú

Riverhead, 250 pages, \$26

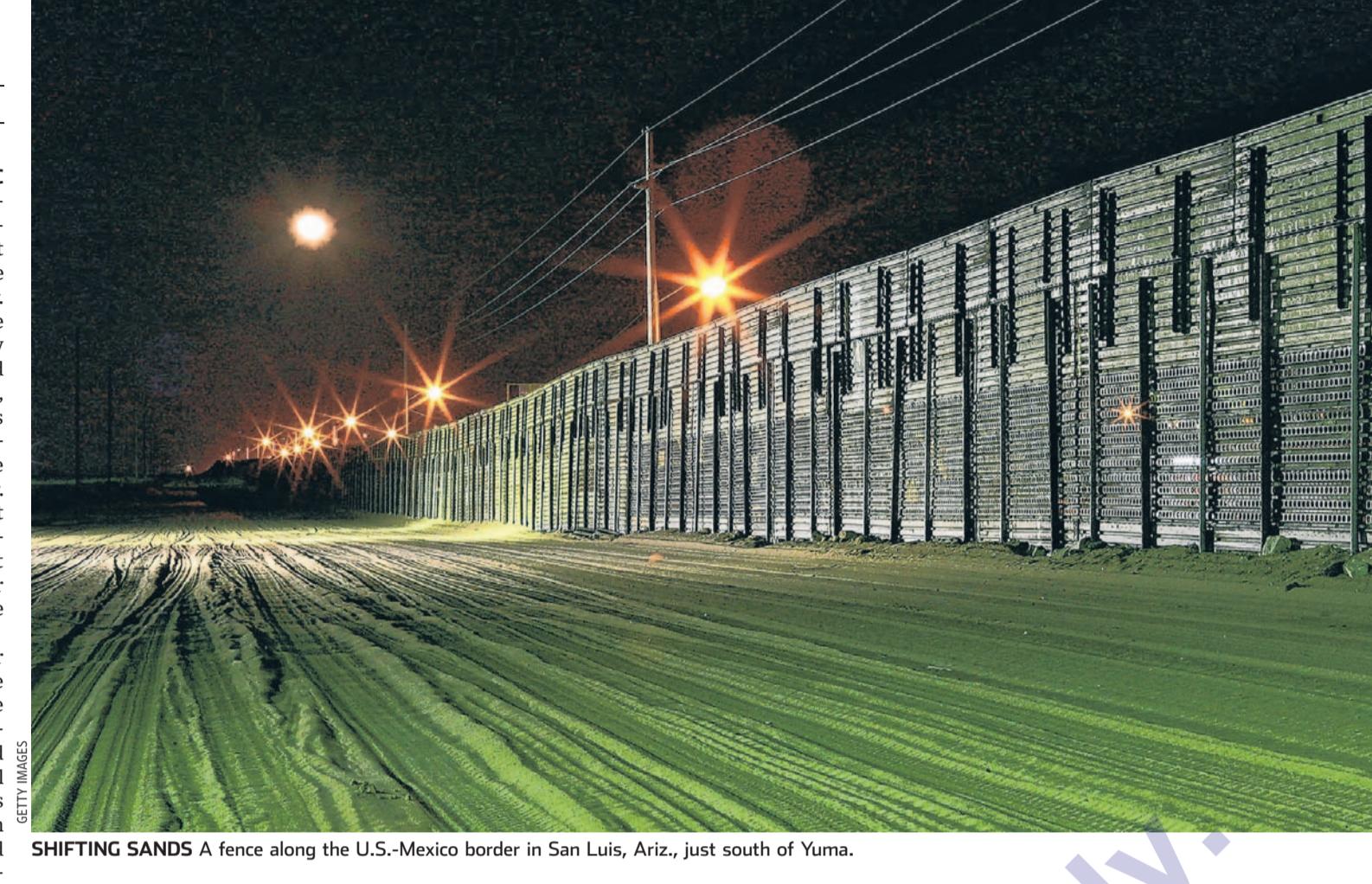
BY MELISSA DEL BOSQUE

WHEN THE POLITICAL RHETORIC around the complex, ruggedly beautiful and scarred U.S.-Mexico borderlands is reduced to talk of a 30-foot concrete wall, it's time to take a more nuanced look at our southern border. Francisco Cantú's new memoir, "The Line Becomes a River," veers away from propaganda and stereotypes and into the wild deserts and mountains, and, especially, the hearts and minds of the people who traverse the increasingly militarized borderlands. No one crosses unscathed, including Mr. Cantú, who as a Border Patrol agent begins to suffer nightmares as he recovers bodies, searches for the lost and detains desperate people day after day, watching their hope evaporate like rain in the Sonoran desert.

When Mr. Cantú joins the Border Patrol in 2008, he is a recent college grad obsessed with what makes the border pulse. It's rare to be given insight into the lives of the men and women who patrol our international borders, especially by a writer as gifted as Mr. Cantú, who last year won a Pushcart Prize and a Whiting Award for excerpts from this book. In passages alive with detail, Mr. Cantú, a third-generation Mexican-American who was raised by a single mother in southwestern Arizona, describes his job on the Border Patrol as a solid rung on the ladder to middle-class security. But it's security won at a soul-corroding cost.

A former border agent recalls his time in a desert that is both graveyard and beacon of a better life.

The agents are merciful and at other times cruel, and Mr. Cantú bears witness to and takes part in a system he admits "crushes" the people he tracks through the desert. In one particularly harrowing passage, he describes what happens when agents come upon the hidden water jugs and backpacks full of food that will sustain migrants on their clandestine journey. As he launches into the telling, however, Mr. Cantú switches from a more confessional first person into the second to distance himself from the act, which seems like an easy out in a book that is otherwise so unflinchingly focused on the author's own self-examination of his role as an agent.



SHIFTING SANDS A fence along the U.S.-Mexico border in San Luis, Ariz., just south of Yuma.

"What you do," Mr. Cantú writes, "depends on who you're with, depends on what kind of agent you are, what kind of agent you want to become, but it's true that we slash their bottles and drain their water into the dry earth, that we dump their backpacks and pile their food and clothes to be crushed and pissed on and stepped over, strewn across the desert and set ablaze."

The agents do this, Mr. Cantú explains, with the idea that when the migrants find their food and water ransacked that they'll give up and turn themselves in. "They'll realize their situation . . . that it's hopeless," he writes. "They'll quit right then and there, they'll save themselves and struggle toward the nearest highway or dirt road to flag down some passing agent."

A year or so into his job, Mr. Cantú knows that many of them won't, because they've come too far, and made too many sacrifices, to give up when they're so close. The Arizona desert is as much a graveyard as it is a beacon for a better life. So Mr. Cantú trains as an EMT in the Border Patrol and in his new role wraps blister-ravaged feet and pumps fluids into the arms of men and women hallucinating from heat-stroke. He saves lives but it doesn't assuage his troubled conscience.

He becomes afflicted with nightmares of death, of missing bodies in the desert, and of his teeth crumbling into pieces. These passages, which are

interspersed with dispatches from his daily patrol, are both beautifully written and terrifying. It's fascinating to read how Mr. Cantú navigates such difficult physical and mental terrain, becomes whoever he needs to be at the time to fulfill his duties. Soon he retreats from the field for a desk job in intelligence where the monotony and detachment from the desert wilderness that he loves—and one of the primary reasons he'd joined in the first place—becomes too much.

In one particularly wry moment, a falcon lands on one of the surveillance towers he is monitoring hundreds of miles away. "I looked up to behold the massive image of a prairie falcon in one of the camera feeds at the front of the room," he writes. The bird was looking "directly into the lens of the camera, as if to peer into the fluorescent airlessness of the office. I stood up from my chair and walked closer to meet the bird's interrogating gaze."

Much like the surveillance cameras, Mr. Cantú takes it all in, and "The Line Becomes a River" gives us an intricate portrait of a complicated region: There are his personal dispatches, lines of poetry, and even an examination of "moral injury"—the trauma of "learning to accept the things you know are wrong"—as well as history lessons on the Gadsden Purchase, the Mexican-American War and the 1848 Treaty of Guadalupe Hidalgo. Despite these

many digressions, the book is never scattered or aimless.

By 2012, Mr. Cantú is out of the Border Patrol, which comes as little surprise. He goes back to school. And it's the latter part of the book that is most compelling, especially when describing the human cost of migration. At the café where he works part-time, he becomes friends with an older man named José, a father of three, who has lived in Arizona for the last 30 years. José works two jobs, and is a devoted husband and father. One day he is called back to Mexico to be with his dying mother. After the funeral, he tries to return to his family and realizes that the border is now a place riven with surveillance towers, walls, agents and roaming cartel members on the Mexican side. It doesn't matter if he spent three decades in the United States and that his family is there. Without documents, he can't cross. Mr. Cantú embarks on a journey to help his friend find some legal remedy to reunite with his family, but the ending, as in many such cases, isn't a happy one.

Undeterred, José vows to keep trying to cross, even if it kills him. And his desperate monologue at the end of the book is a passionate argument for why a 2,000-mile border wall will never work. "I know I'm breaking the rules, but it is necessary because my family is there," José tells him. "I will walk through the desert for five days, eight

days, ten days, whatever it takes to be with them . . . They can take my money . . . they can lock me away, but I will keep coming back. I will keep crossing, again and again, until I make it."

Much like the book's title, Mr. Cantú starts at the beginning guarding a line, literally drawn in the sand little more than 170 years ago. The border we know now, which seems so intractable and so inescapable, is a relatively recent construct. Eventually the line in the Arizona desert becomes the once-mighty Rio Grande in Texas, and in his epilogue Mr. Cantú reminds us that the river and the land have been there for millennia, and will still be there long after we're gone.

In a final passage, he lowers himself into the gentle current of the Rio Grande in Boquillas Canyon, at the tranquil and majestic Big Bend National Park, and swims alone back and forth between the two countries. "I stood to walk along the adjacent shorelines, crossing the river time and again as each bank came to an end, until finally, for one brief moment, I forgot in which country I stood. All around me the landscape trembled and breathed as one."

Ms. del Bosque is a reporter who covers the U.S.-Mexico border and the author of "Bloodlines: The True Story of a Drug Cartel, the FBI, and the Battle for a Horse-Racing Dynasty."

Erasmus, Luther and the Fight for the Western Mind

Continued from page C5

save the unworthy through "grace," could rescue our lost souls. Salvation flowed from faith in divine mercy. "The will alone," wrote Luther, "is always a whore and has all the qualities of a whore."

Promoting this doctrine required Luther to sweep away the theological legacy of the scholastics. Deploying the method of *sola scriptura* (Scripture alone), he exhorted all Christians—not just the Latin-reading clergy—to study the Word. Inspired by Erasmus, Luther translated the entire Bible into German. Renaissance humanism and Reformation piety were thus born as twins. Or, as a contemporary saying had it: "Luther hatched the egg that Erasmus laid."

The drama of Mr. Massing's book is provided by the civilizational crisis that unraveled across Europe in the decades between Luther's revolution and his death in 1546. We often celebrate both the Renaissance and the Reformation for destroying the "persecuting culture" of medieval Christendom and prefiguring liberal modernity. Mr. Massing himself is not above this habit. But the vivid narrative of his book often belies such complacent optimism. The Reformation succeeded sufficiently to divide Christendom but not to reunite it in a new image. As Protestantism spread, it fractured. The result was a dark age of religious persecution and war: of believers tortured and burned, churches ransacked and desecrated, Jews viciously persecuted, and new sects born ready-armed for battle.

Mr. Massing captures all of this. His accounts of the low moments of the Reformation era—the heresy

increasingly caustic letters, but they never met, and their rivalry played out at a distance, before the eyes of the reading public.

Partly they differed over Luther's theology. However critical of Rome, Erasmus remained attached to free will and ethical effort. Luther recognized this divergence early on. In 1517 he wrote: "I am reading our Erasmus but daily I dislike him more and more. . . . Human things weigh more with him than the divine. . . . I see that not everyone is a truly wise Christian just because he knows Greek and Hebrew."

Eventually Luther and Erasmus would come to blows in print on the question of free will, but long before this they had drifted apart.

In many ways their differences were less philosophical than temperamental. Appreciative of Luther's sincerity and intellectual bravery, Erasmus nevertheless feared the sheer disorder risked by the "evangelical way." He remained a circumspect Catholic. "Let others court martyrdom," he wrote; "it is an honor of which I find myself unworthy." Luther's impetuosity fascinated and appalled him. Urged to publish support for the Protestant cause, Erasmus refused. The pope's party "have no ideas except to eat Luther alive, and it is not my business whether they prefer him boiled or roast[ed]."

But Erasmus also had principled objections to Protestantism. Its denial of free will undermined ethics; its crusading vehemence affronted Erasmus's own pacifism; its biblicalism often encouraged a contempt for pagan antiquity. Erasmus was shaken by Protestant iconoclasm, which flaunted a freedom from "idolatry" by

vandalizing religious images and art.

For his part, Luther scorned Erasmus's fussy erudition and intellectual trimming. His was a war, and there could be no neutrals. He derided Erasmus as "a he-goat with his horns caught in a thornbush." Luther wrote: "The discord, dissension, and disturbance produced by God's word are blessed events." By them the world was "shaken and shattered on account of the Word of God."

Where Erasmus amused and instructed, Luther hurled the hard truths (and invective) of the enraged prophet. Observed one contemporary, Luther "teaches openly and freely" while Erasmus "only insinuates." Erasmus might have accepted this claim. He favored a sort of "holy cunning" to introduce reform gradually. As Mr. Massing puts it, Erasmus "sought to train a specialized caste—an aristocracy of culture and taste—that could lead the rest of society into an era of humanist enlightenment." This characterization perhaps minimizes Erasmus's sincere Christian devotion, but it captures his demeanor and rhetorical style.

Mr. Massing plays no favorites. Moderns generally find Erasmus's personality more appealing than Luther's, but Mr. Massing doesn't shy from portraying Erasmus's self-regard, his exasperating delicacy, his sycophancy with grandesse of church and state. Nor does he deny Luther's intellectual clarity and self-sacrificial courage. These traits earn Mr. Massing's admiration, though his account demonstrates how thoroughly they were overwhelmed by the wrathful pessimism and anti-Semitism of Luther's later years.

In scattered passages Mr. Massing advances the thesis that Erasmus and Luther anticipated a bifurcation in modernity itself. Erasmus is said to have informed the composed cosmopolitanism and liberal ethic of the European Union, Luther the rowdier fundamentalism and biblicalism of America. "I try," writes Mr. Massing of his project, "to trace the modern-day echoes of the rivalry between Erasmus and Luther—between humanism and evangelicalism—and show how that competition continues to shape our world." This is the sort of plea for relevance that even serious books will nowadays advance. Mr. Massing would have been wise to abandon it, but fortunately it plays little role in his book until two misfired epilogues.

The consequence of the history he tells requires no such special pleading. "Fatal Discord" conveys the profound violence and loss that accompanied the birth of modern Europe. To witness the Reformation crisis through the eyes of Erasmus and Luther proves at once instructive and oddly foreboding. The church they loved had disillusioned them, but their own vitriolic disagreements were themselves a scandal to the reformers they had inspired. Neither the republic of letters nor the priesthood of all believers would restore Europe's lost coherence. Had they lived to see it, the posterity that Erasmus and Luther helped to shape would undoubtedly have fulfilled their fears more than their hopes.

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SCRIPTURA The title page of a 1561 printing of Luther's Bible.

wood" rampaging to "destroy the vineyard."

In Erasmus and Luther, Mr. Massing finds two men who embodied the causes of the Reformation but also its limitations. Together they were the first literary celebrities of Europe's new print culture. The presses afforded them an audience and influence never before enjoyed by the solitary writer. They exchanged a few

BOOKS

'Chicago is not the most corrupt of cities. [It's] just more theatrical, more colorful in its shadiness.' —Studs Terkel

That Famous Rat-a-Tat Style

Chicago

By David Mamet

Custom House, 332 pages, \$26.99

BY BILL SAVAGE

FOR NEARLY A CENTURY, thanks to newspapers, fiction and film, the word "Chicago" has often invoked a menacing image: that of the Thompson submachine gun wielded by bootlegger Al Capone's minions and rivals. David Mamet's novel "Chicago" takes that association for granted and adds a vivid new story to a legendary tradition.

The narrative follows Mike Hodge, a Great War veteran pilot, now a reporter for the Chicago Tribune. Hodge drinks with his city-desk colleague Clement Parlow, a sort of Ben Hecht-A.J. Liebling mashup, when he isn't consorting with African-American madam Peekaboo or seeking stories on gangland Chicago. One such story—who does the flowers for all of the opulent gangster funerals?—leads him to fall in love with Annie Walsh, the daughter of an Irish mob florist. As Mike tries to figure out how to deal with Annie's potentially violent father and brothers, a gunman bursts into his apartment and kills her—but not him. So, the mystery: not just who killed Annie but why was Mike left alive?

Mike's character and his situation play to the author's strengths. Mr. Mamet's plays are renowned for their rat-a-tat style of dialogue, and his work in television and film has made his sense of plotting keener than a bayonet. But in all forms he shows a fondness for a particular sort of scene: He revels in depicting moments where someone truly in-the-know explains the inner workings of some mysterious practice (poker, politics, burglary, real estate, con games, journalism) to someone not as in-the-know—and so to his audience. Mr. Mamet did so perhaps most famously in his 1987 screenplay for "The Untouchables," where street-smart cop Jimmy Malone explains "the Chicago Way" to the naive T-man Eliot Ness: "He pulls a knife, you pull a gun! He sends one of yours to the hospital, you send one of his to the morgue! That's the Chicago way, and that's how you get Capone!" In teaching his work, I have come to call that sort of narrative moment "mametsplaining."

Prohibition-era Chicago abounds with opportunities for such scenes, which is perhaps why Mr. Mamet decided to return to the turf of "The Untouchables." On his quest for the killer of his love, Mike has to ask many people for help, and they explain many things to him. How bur-



ACTION SHOT Police re-enacting the St. Valentine's Day Massacre in Chicago during the inquest into the killings.

glars can use funerals to gain entry to, or useful knowledge about, potential targets. How styles of overcoats can reveal national origins. How unusual guns can do the same: With a nod to Floyd Thursby of Dashiell Hammett's "The Maltese Falcon," we learn that British-manufactured Webley handguns aren't used in the U.S. due to their unusual .455-caliber ammunition.

Tommy guns, bootleggers and hard-living newsmen: Mamet adds a vivid novel to a legendary tradition.

But all this insider knowledge is called into question by the way Mr. Mamet plays fast and loose with history. Generous readers of novels set in particular eras don't expect precise fidelity to every fact, and small changes to the historical record are not dealbreakers. But Mr. Mamet scrambles his 1920s setting in ways even casual readers could balk at. Inner evidence sets a date for the main action: Mike Hodge has a good-luck charm that he obtained in 1918 and has had for nine years: So the novel opens in 1927. But it ends with mention of the Leopold and Loeb trial, which took place in 1924. Dion O'Banion is still boss of the Irish bootlegging operations on the city's north side; in real life he was killed in his own flower shop in 1924. Mike takes Annie to an air show to see African-American aviatrix Bessie Coleman, who died in 1926.

Assuming one can put such concerns aside, Mr. Mamet's narrative has a powerful momentum as he explores Hodge's conflicted inner life, his friendship with his fellow reporter Parlow, his despair over Annie's murder, his unsuccessful attempt to drink himself to death and his halting recovery toward revenge. Every character is defined, and defines everyone else, by race, class, gender and ethnicity. But Parlow, Peekaboo and others speak with complex, three-dimensional, fully human voices.

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Trying to get Mike to leave his loss behind, ever-cynical Parlow, recalling Mike's wartime service as a pilot, tells him: "Yeah. Well, she's dead. So find something else, as it ain't funny anymore. You bore me. And I am sure you

Two characters refer to the St. Valentine's Day Massacre, which did not take place until 1929.

It's unclear exactly what Mr. Mamet is up to, and the book's far-from-standard disclaimer complicates matters further: "Received chronology, having been, at some points, an impediment to narrative, has been jostled into a better understanding of its dramatic responsibilities." It seems to be saying that history has a responsibility to fiction, rather than the other way around, which might be true. But historical events have their inherent magnitudes, and Mr. Mamet alters arguably the most dramatic moment in American organized crime history to enable his plot to pivot on the theft and sale of tommy guns, and to make a joke about the busiest day of the year for florists. That might be a jostle too far.

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BOOKS

'When we build, let us think that we build forever.' —John Ruskin

Construction Sights

Built

By Roma Agrawal

Bloomsbury, 300 pages, \$28

BY KATE ASCHER

BOOKS CAN be many things—from the informative to the frivolous to the immensely practical. In the last category, I still treasure David Macaulay's classic "The Way Things Work" (1988). Living alone in my first tiny apartment in New York City, I found myself with an uncooperative toilet at an hour unsuited to a repair call. Opening Mr. Macaulay's marvelously explanatory book to the appropriate page, I somehow managed to identify the parts, grasp his explanation of the mechanism and reconnect the floating bobble—giving life to a wayward appliance.

Roma Agrawal's "Built," in a similar spirit, aims to show us how things work in a world of structures we largely take for granted, but she takes a slightly different tack. Part travelogue, part history lesson and part tutorial, her book infects us with the passion she feels for what she does all day as a London-based engineer for a multinational firm. The journey is an ambitious one—through 2,000 years and across multiple continents—addressing virtually every kind of project that civil and structural engineers encounter in their daily lives, from sewers and tunnels to bridges and aqueducts, and a few that are less common, like castles and the domes of cathedrals.

Ms. Agrawal deftly uses explanatory graphics (as Mr. Macaulay did) to look at how gravity and other earthen forces influence the design of what we build. The trail diverges from its discussion of "force" to a series of musings on the materials that engineers rely on. Chapter titles such as "Clay," "Metal" and "Rock" allow her to jump back in history to explore the pioneering technologies that propelled societies forward: things like the brick, which allowed for the construction of durable monuments like the Colosseum and the Great Wall of China; steel, whose commercialization in the second half of the 19th century gave birth to both the railroad and the skyscraper; and concrete, which apparently was discovered by the Romans but then disappeared and was not rediscovered until the 19th century.

The Roman arch has stayed with us for thousands of years, and most of us who travel are vaguely familiar with how much it has contributed to the development of bridges, cathedrals and the like. But only a few of us understand how its more full-bodied relation—the dome—works. Thus Ms.



HIGH LINE The Millau viaduct over the River Tarn in southern France, completed in 2004, is the tallest bridge in the world, reaching some 1,100 feet.

Agrawal's discussion of the Pantheon in Rome and Brunelleschi's cathedral in Florence makes for instructive reading. Her digressions are often enlightening, too: Who knew that the average Roman, circa A.D. 300, lived in one of 45,000 apartment buildings, or "insulae," rather than in one of only 2,000 private houses?

Buildings serve as one spine of her story—how they are designed to be cost-effective, functional and safe even in less than ideal conditions. Here she is most persuasive sticking with the structural elements of designing buildings: the foundation, the columns and beams that carry load, the concept of a building's "core" and the way all these elements work together to address conditions associated with shifting soils, fire or even great height. She notes that a tall building is designed to sway like a tree in the wind—but only to a lateral distance that matches 1/500th of its height and no more, or its users might begin to feel seasick.

Bridges serve as another recurring theme, perhaps because Ms. Agrawal's first job as an engineer involved working on a pedestrian bridge in Newcastle, in northern England. She spotlights several of them, including the floating pontoons of the Persian king Xerxes and the Falkirk Wheel, which connects

canals in Scotland. She even investigates a spider's web, whose silk is among the most elastic and toughest material that engineers know. While some of her examples might not be classified as bridges by many in her profession, they are her personal favorites and as such not intended as a representative sampling.

An engineer offers a spirited tour of the wonders of building, from the Roman Colosseum to the London sewers.

Indeed, the book as a whole is a decidedly personal one. It includes regular, and somewhat distracting at times, references to Ms. Agrawal's childhood in upstate New York and Mumbai, her trips abroad with her parents, and ultimately her experience of finding a husband. These digressions—meant to describe the formation of her identity and, not least, the evolution of her career ambitions—can perhaps be explained by the fact that she herself is a rarity, a female engineer in a profession dominated by men. She goes to great pains throughout the book to remind

us of that fact, including devoting an entire chapter (titled "Idol" no less) to the story of Emily Roebling, the industrious wife and daughter-in-law of Washington Roebling and his father, John Roebling, the designers and builders of the Brooklyn Bridge. We end up knowing as much if not more about Emily than about the engineering feat that the glorious suspension bridge represents.

Not all the achievements that the author celebrates are well-known today. We learn about Joseph Bazalgette and his London sewers and Marc Brunel and his tunnel under the Thames, both from the 19th century. Reaching back further, we are shown the genius behind the cisterns of Istanbul and the aqueducts of southern France. Ms. Agrawal tells the story of these pioneering structures well and in detail, devoting considerably less attention to the modern wonders of civil engineering. While she looks at a number of ambitious current projects, including Crossrail, the high-speed train across London that will open later this year, they are in some sense a postscript to the history she tells.

One question that Ms. Agrawal never addresses directly is how the profession of structural engineering changed over the course of the 20th century. The magnificent structures

that she takes pains to describe—the tunnels, aqueducts, bridges and cathedrals—were all built on the back of instinct, trial and error, and traditional forms of mathematical calculation. The advent of the computer and computer modeling, which she acknowledges as a key component of her work today, has surely allowed us greater flexibility, speed and accuracy in design. But the implications of this change for society—in terms of the structures we can now build and the places where we can build them—are never discussed.

That said, "Built" conveys insight into the built environment in an unusually accessible style—the kind of insight that will help lay readers look differently at the world around them. Readers may not find themselves infused with the spirit and curiosity that makes Ms. Agrawal bounce up and down on bridges, but that's to be expected: We are not engineers, after all. Still, one wonders if all of our young engineers are as enthusiastic about their profession as Ms. Agrawal seems to be. If so, the future of our built environment is in very good hands indeed.

Ms. Ascher is a principal at BuroHappold, a consulting engineering firm, and teaches at Columbia University.

CHILDREN'S BOOKS: MEGHAN COX GURDON

Animals Curious and Clever



ADMIRERS of Brian Selznick are used to having to exert a bit of muscle to enjoy his books, which are thick and heavy and filled with extended scenes of full-page, soft-pencil drawings. "The Invention of Hugo Cabret" (533 pages), "Wonderstruck" (640 pages) and "The Marvels" (672 pages) delighted the minds and taxed the athletic capacities of readers ages 9 and older. Now, in collaboration with David Serlin, Mr. Selznick brings his weighty approach to a younger cohort with "*Baby Monkey, Private Eye*" (Scholastic, 191 pages, \$16.99), a chunky early reader abounding in short words and cross-hatched drawings of a very young, very determined and exceedingly cute primate detective.

Baby Monkey has enormous eyes and a pert stance, and in repeated comic sequences we see him struggling, with his tongue poking out, to get into the dungarees he must don before embarking on a case. Adults unmoved by Baby Monkey's extreme cuteness will find recompense in the charming, sophisticated details that Mr. Selznick has slipped into his illustrations of the little sleuth's office.

Just before the tiny shamus solves a case of missing pizza, for instance, we see him on the sofa engrossed in a book titled "Famous Pizza Crimes," and the pictures on the office wall behind him depict the Colosseum and Leonardo's "Mona Lisa." Later, when Baby Monkey tackles the theft of a spaceship, his

artwork includes a scene of the launch of Apollo 13, and the bust on his desk is of John F. Kennedy. A final, snuggly scene of Baby Monkey tucked into his crib reveals the degree to which imagination has guided the pint-size gumshoe in his professional endeavors.

Fashion can be an imperious master, never satisfied in the hunt for novelty. With witty pictures and spare text, Emily Gravett explores both the tyranny and the glory of style in "*Old Hat*" (Simon & Schuster, 32 pages, \$17.99), a picture book for 4- to 8-year-olds. Harbet is a

pint-size monkey sleuth solves crimes; a wary cat, bear and wolf make new friends.

furry, doglike fellow who happily wears a bright, knitted bobble hat: "It was warm and cozy, and it kept his ears toasty." But when animals in voguish Carmen Miranda-style fruit toppers get a look at Harbet, they cry out with malicious delight: "Old hat!" So Harbet chooses a new hat just as fruity as theirs. Unfortunately, that fad is soon over, as is the next, and there seems no way for Harbet to keep ahead of either trends or mockery—until he embraces the possibility that he may be above vanity fair's changing fancies and indeed a true original.

Themes of likeness, dissimilarity

and belonging find refreshing expression in two picture books for children ages 3-8. On the first page of Galia Bernstein's "*I Am a Cat*" (Abrams, 32 pages, \$16.95), a gray tabby introduces himself: "Hello, my name is Simon. I am a cat. Just like you!" On the next page, the whiskered faces of a lion, tiger, jaguar, cheetah and puma stare in blank amazement—and then crack up, roaring with laughter. "Don't be silly, dear boy," says the lion. "You can't be a cat because I am a cat, and you



are nothing like me at all." The other big cats in Ms. Bernstein's crisp, humorous pictures have their own critiques: Simon can't run faster "than all the animals in the world," nor "leap far, jump high, and act tough"; nor is he "big and very strong." The tiger muses: "You might be some kind of rat, but a cat? I don't think so." Of course, this is Simon's cue to note all the things that felines do have in common, making a delight of a practical lesson in classification.

In "*Bear and Wolf*" (Enchanted

Lion, 48 pages, \$17.95), two wild animals meet one night in a snowy forest. In Daniel Salmieri's illustrations, there is a sense of apprehension, even menace, as we see an approaching stranger at a distance, first from the bear's perspective and then from the wolf's. When the two draw near (see below), their amber eyes are narrowed as each takes in the other's appearance. The colors are muted and soft in these gouache, watercolor and colored-pencil pictures, but the creatures' fur looks



sharp and blown-back; we assume that these are dangerous animals. "Are you lost?" the bear asks. The wolf replies, "I'm not lost, are you?" And suddenly we realize that there is no risk, nothing to fear, only an unexpected and peaceful encounter between new acquaintances who decide to walk together for a time, "using their eyes, and ears, and noses to take in the snowy woods." Hushed and lovely, this is a picture book to calm and inspire.

In another winter night, "the stars shine in the sky; it is biting

cold," as a bright-eyed gnome called a Tomten trots around an isolated Swedish farm, checking on the slumbering inhabitants of bedroom, kennel and sheepfold and talking in "tomten language, a silent little language" that animals can understand. First published in Swedish in 1960, Astrid Lindgren's tale of the farm's secret protector, "The Tomten," and a companion story from 1965, "The Tomten and the Fox," return in a single volume: "*Astrid Lindgren's Tomten Tales*" (Floris, 64 pages, \$25), with the original illustrations by Harald Wiberg.

Lindgren (1907-2002) is of course best known for her books about the anarchic redhead Pippi Longstocking. Here she turns to a figure from Nordic folklore. The farm's Tomten "has seen the snow of many hundreds of winters," we're told, but all anyone ever sees of him are the footprints he leaves behind in the snow. In Wiberg's paintings, moonlight strikes silver on the frozen ground and illuminates the Tomten, with his bulbous nose, red cap and a long white beard reaching to his ankles. He's a genial figure but to the contemporary eye perhaps also a little creepy: At one point the Tomten stands at the bedside of two snoozing children, "looking for a long time." In the second story, which is sharper and has a better shape, the Tomten intercepts a fox and diverts him from the henhouse by offering him porridge. "You're not allowed to steal our hens," the Tomten warns. "I was only looking," the toothy schemer objects. "Nothing wrong with looking."

BOOKS

Secret agent: 'A man permanently isolated in his deceit.' —John le Carré

MYSTERIES: TOM NOLAN



Agony in Blue



JOE KING OLIVER, the former NYPD detective turned private investigator who narrates Walter Mosley's *"Down the River Unto the Sea"* (Mulholland, 322 pages, \$27), was named after Louis Armstrong's early jazz mentor. Yet Mr. Mosley's Oliver prefers the music of pianist Thelonious Monk: "the madman in the corner pounding out the truth between the fabrications of rhythm and blues."

Kicked off the police force after being framed for abusing his power, he feels like a broken man. "Human connection only reminded me of what I could lose," he observes. But a young woman's plea to help exonerate an imprisoned activist known as A Free Man gives Oliver a case he can believe in. And when he also receives an apologetic letter from the woman who helped set him up all those years ago, Oliver is inspired to link this new investigation with his own redemption: "If Man is innocent and I freed him, then it would be in some way, like freeing myself."

That doubly daunting mission is made all the more awkward when Oliver must ferret out rotten apples from the police force he still feels part of. "Few civilians understood how hard it is to be a policeman," he says, "when almost everybody is... willing to believe the worst of us." Yet the bad actors who wrecked Oliver's life to protect their foul rackets left a corrupt heritage that still wields fatal power.

Like many of Mr. Mosley's protagonists, Oliver seems to be as much on a spiritual quest as a crime-solving one. As he starts down this treacherous path, he can boast a number of allies, including his grandmother's wealthy boyfriend, his supportive adolescent daughter and a semi-reformed criminal willing to lend a violent hand. "[My] grandmother always tells me that every man gets what he deserves," the detective notes. If that's true, then the righteous Joe King Oliver—and those he's fighting for—should come out just fine.

Two tales of soulful cops, one former, one current, who are haunted by the burdens of the job.

It's increasingly dangerous turf, with gun-trafficking having joined drug sales as a local scourge. In the first confrontation of this action-filled book, Salt is wounded in a freeway shootout stemming from a routine traffic stop. No sooner does she return to work than she's called to the scene of the murder of a female crack addict she knew.

In the rough neighborhood that Ms. Boyce—a retired Atlanta police officer—depicts with heartbroken affection, a loving partner may also be violent, and "youth" is rarely a synonym for "innocence." Is the killer the victim's boyfriend, who's nowhere to be found? Or might it be one of the young gang members who terrorize the community?

"You have to be mighty careful how you unravel a mystery," a wise neighborhood woman warns Salt. "You go pulling one thing and we all feel a tug. We're all bound together." And bound up right with them is Salt, who worries over all these citizens as if they were her own family, because the oath she swore to protect and defend was a sacred one.

Best-Selling Books | Week Ended Feb. 18

With data from NPD BookScan

Hardcover Nonfiction

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK	TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Fire and Fury Michael Wolff/Henry Holt & Company	1	2	StrengthsFinder 2.0 Tom Rath/Gallup Press	6	8
12 Rules for Life Jordan B. Peterson/Random House Canada	2	1	Astrophysics for People in a Hurry Neil deGrasse Tyson/W.W. Norton & Company	7	—
Enlightenment Now Steven Pinker/Viking	3	New	All-American Murder J. Patterson & A. Abramovich/Little, Brown and Company	8	7
The Subtle Art of Not Giving a F*ck Mark Manson/HarperOne	4	5	All the Pieces Matter Jonathan Abrams/Crown Archetype	9	New
The Legend of Zelda Piggyback/Piggyback Interactive	5	New	Obama: An Intimate Portrait Pete Souza/Little, Brown and Company	10	3

Nonfiction E-Books

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Enlightenment Now Steven Pinker/Penguin Publishing Group	1	New
12 Rules for Life Jordan B. Peterson/Random House Canada	2	1
A Higher Call Adam Makos & Larry Alexander/Penguin Publishing Group	3	—
The Black Count Tom Reiss/Crown Archetype	4	—
The Subtle Art of Not Giving a F*ck Mark Manson/HarperCollins Publishers	5	—
Fire and Fury Michael Wolff/Henry Holt & Company	6	8
The 33 Strategies of War Robert Greene/Penguin Publishing Group	7	—
American History Revised Seymour Morris, Jr./Crown Archetype	8	—
The Chinese Takeout Cookbook Diana Kuan/Random House Publishing Group	9	—
Elephant Company Vicki Croke/Random House Publishing Group	10	—

FIVE BEST: A PERSONAL CHOICE

Jason Matthews
on secret agents of the Cold WarThe Spy Who Saved the World
By Jerrold L. Schecter & Peter S. Deriabin (1992)

1 OLEG PENKOVSKY is widely considered the most consequential spy of the Cold War. He was a colonel in Soviet military intelligence who, in 1960, volunteered himself to Western intelligence and was jointly handled by MI6 and the CIA. Penkovsky had become disillusioned by Khrushchev's Soviet Union and fearful of war between the superpowers. Described in this fascinating book as a driven idealist, he resolved to act. He produced 5,000 photographs of classified military documents, along with information about Soviet missile systems and, most famously, about the Russian deployment of nuclear missiles to Cuba, including detailed plans and descriptions of launch sites. Penkovsky's intelligence reporting during the Cuban Missile Crisis enabled President Kennedy to stare Khrushchev down and avert war. Despite signs that the KGB was watching him, Penkovsky continued passing secrets to the West. He was arrested in 1962 and, reportedly, executed in 1963 by being rolled alive into a crematorium oven as a warning to would-be spies.

A Secret Life
By Benjamin Weiser (2004)

2 RYSZARD KUKLINSKI was a colonel in the Polish army who in the 1970s worked in the strategic command planning division coordinating Warsaw Pact war plans. Increasingly incensed at Moscow's pervasive meddling in his



DOOMED Oleg Penkovsky at his trial.

country, Kuklinski volunteered, in 1972, to work with the CIA. Over the next nine years he passed 35,000 pages of classified documents on Soviet nuclear-weapons-use doctrine; the locations of Red Army command-and-control bunkers; Soviet techniques for hiding military assets from surveillance satellites; and Moscow's plans to crush Poland's burgeoning Solidarity movement. This gripping spy tale ends in 1981 when Polish counterintelligence agents began a mole hunt. Kuklinski's handlers managed to get him safely to the U.S., where he died peacefully in 2004. He lies buried today in the row of honor in the Powazki Military Cemetery in Warsaw.

Farewell
By Sergei Kostin & Eric Raynaud (2009)

3 VLADIMIR VETROV was a lieutenant colonel in the KGB's shadowy Line X, the division whose sole mission was to steal technology from the West, which it did on a massive scale in the 1980s. An engineer by training and morose by nature, Vetrov was a Francophile. Passed over for promotion and stuck in Moscow, a vengeful Vetrov volunteered—improbably—to the DST, the French internal security service, a law-enforcement agency utterly unschooled in handling spies in the counterintelligence cauldron of Moscow. This wry history, drawn from the files of the DST and the KGB, careers between the insouciance of the French handlers (in two years they never were caught) and their mercurial agent Vetrov. Vetrov gave the French the names of 250 Line X officers posted abroad, the names of 100 Line X sources, and 4,000 pages of documents that exposed the entire Soviet technology-transfer infrastructure. This information inspired the CIA to begin a covert action in which the Soviets were enticed into stealing technology designed to fail. Vetrov's adventures came to a bizarre close. Having stabbed his mistress, he was sent to prison in 1982, where he bragged to a cellmate about his spying. The KGB having thus discovered his past, he was executed in 1985.

Circle of Treason
By Sandra Grimes & Jeanne Vertefeuille (2012)

4 WRITTEN BY two members of the small team of CIA officers who eventually uncovered CIA traitor Aldrich



MR. MATTHEWS, a retired CIA officer, is the author, most recently, of the novel 'The Kremlin's Candidate.'

Ames, this book includes the tragic story of the Russian who was reckoned to be the best source ever recruited by any intelligence service and who was reverently called "the crown jewel."

He was Dmitri Polyakov, a major general in Soviet military intelligence who, in 1961, volunteered to spy for the U.S., not for money or ego but "for his country." Disgusted with Soviet corruption, he also nursed a grudge. During an early assignment to the United Nations, Polyakov had been denied permission by Moscow to take his sick son to a New York hospital. The child later died. Throughout his military career, Polyakov provided a stream of intelligence on Soviet strategic doctrine, the names of Americans and Britons spying for Moscow, and details of the Sino-Soviet split. Six years after his 1980 retirement, he was invited to GRU headquarters, ostensibly for a medal ceremony. He was arrested, tried and executed in 1988. Aldrich Ames had passed his name to Moscow.

The Billion Dollar Spy

By David E. Hoffman (2015)

5 TAKEN FROM the case files of the CIA, this story reads like a high-tech thriller. Adolf Tolkachev, an electronics engineer who worked at a Soviet radar-design bureau, tried for two years to volunteer to the CIA in Moscow. He finally made contact and in 1979 began providing hundreds of rolls of film of technical documents describing top-line Soviet fighter electronics and radar systems. Analysts characterized his reporting as of "incalculable" value, and the U.S. Air Force radically revised a number of projects based on the intelligence, claiming that he saved the country \$1 billion. Aldrich Ames passed his name to the KGB, probably in 1985, and Tolkachev was stopped on a rural road and arrested. He was executed in 1986.

Methodology

NPD BookScan gathers point-of-sale book data from more than 16,000 locations across the U.S., representing about 85% of the nation's book sales. Print-book data providers include all major booksellers (now inclusive of Walmart) and web retailers, and food stores. E-book data providers include all major e-book retailers. Free e-books and those sold for less than 99 cents are excluded. The fiction and nonfiction lists in all formats include adult, young adult, and juvenile titles; the business list includes only adult titles. The combined lists track sales by title across all print and e-book formats; audio books are excluded. Refer questions to Peter.Saenger@wsj.com.

Hardcover Business

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
StrengthsFinder 2.0 Tom Rath/Gallup Press	1	1
Crushing It! Gary Vaynerchuk/HarperBusiness	2	2
When: The Scientific Secrets Daniel H. Pink/Riverhead Books	3	4
Principles: Life and Work Ray Dalio/Simon & Schuster	4	3
Total Money Makeover Dave Ramsey/Thomas Nelson	5	6
Extreme Ownership Jocko Willink/St. Martin's Press	6	4
Emotional Intelligence 2.0 Travis Bradberry & Jean Greaves/TalentSmart	7	7
Rise and Grind Daymond John/Currency	8	—
Who Moved My Cheese? Spencer Johnson/Penguin Putnam	9	—
The Energy Bus Jon Gordon/Wiley	10	—

Hardcover Fiction

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
The Great Alone Kristin Hannah/St. Martin's Press	1	1
Dog Man and Cat Kid (Dog Man 4) Dav Pilkey/Graphix	2	2
Love from The Very Hungry Caterpillar Eric Carle/Grosset & Dunlap	3	9
Wonder R.J. Palacio/Alfred A. Knopf Books For Young Readers	4	3
The Getaway (DWK #12) Jeff Kinney/Amulet Books	5	6

Fiction E-Books

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Unraveled Helen Hardt/Waterhouse Press	1	New
Night Moves Jonathan Kellerman/Random House Publishing Group	2	New
The Great Alone Kristin Hannah/St. Martin's Press	3	1
Rough Ride Kristen Ashley/Kristen Ashley	4	New
The Alchemist Paulo Coelho/HarperCollins Publishers	5	—
The Woman in the Window A. J. Finn/HarperCollins Publishers	6	4
Justice Lost Scott Pratt/Thomas & Mercer	7	New
The Letter Kathryn Hughes/Headline Book Publishing, Limited	8	—
Milk and Honey Rupi Kaur/Andrews McMeel Publishing	8	9
The Sun and Her Flowers Rupi Kaur/Andrews McMeel Publishing	6	8
You Are a Badass Jen Sincero/Running Press Book Publishers	7	10
The Subtle Art of Not Giving a F*ck Mark Manson/HarperOne	4	3
The 5 Love Languages Gary Chapman/Northfield Publishing	5	—
The Sun and Her Flowers Rupi Kaur/Andrews McMeel Publishing	6	8
You Are a Badass Jen Sincero/Running Press Book Publishers	7	10
The Subtle Art of Not Giving a F*ck Mark Manson/HarperCollins Publishers	4	3
The 5 Love Languages Gary Chapman/Northfield Publishing	5	—
The Sun and Her Flowers Rupi Kaur/Andrews McMeel Publishing	6	8
You Are a Badass Jen Sincero/Running Press Book Publishers	7	10
The Subtle Art of Not Giving a F*ck Mark Manson/HarperOne	4	3
The 5 Love Languages Gary Chapman/Northfield Publishing	5	—
The Sun and Her Flowers Rupi Kaur/Andrews McMeel Publishing	6	8</

REVIEW



nity and our most important relationships."

That is also how Dr. Wu describes her own path into science. Her father, Nelson Ikon Wu, was a renowned art historian, teaching Asian art and architecture. Dr. Wu grew up in New Haven, Conn., and St. Louis, where her father held university posts. She loved art and in college initially considered pursuing sculpture or print-making.

But she also had a longstanding interest in genetics, sparked by her mother, Mu-lien H. Wu, a researcher in the field. To help pay for her studies at Radcliffe College, Dr. Wu took a job washing glassware in a genetics lab. One evening, a scientist running an experiment needed an extra pair of hands and asked

her to help measure out liquids. "I loved it," she says.

She was soon majoring in biology and spending all of her free time in the lab, working late into the night on experiments before falling asleep on a cot in the women's restroom. The

head of the lab found someone else to wash the glassware and hired Dr. Wu as a research assistant.

She sees a connection between her interests in genetics and art: Both involve trying to recognize patterns, even unexpected ones. "It is very aesthetically pleasing," she says.

Studying for a Ph.D. in genetics at Harvard Medical School, Dr. Wu met her future husband, George Church. The couple frequented the library and took long walks discussing their shared scientific passions. In recent years, many of their conversations have touched on Crispr. Dr. Church and his lab at Harvard were among the first to demonstrate how to use the Crispr tool to edit human cells, and he has helped found several Crispr companies.

Dr. Wu says that even now, she likes nothing better than to stay up late with friends and family, cooking and talking about science. She and Dr. Church share an adjoining backyard with their grown daughter, her husband and their two children. When the grandchildren come over, Dr. Wu says, "everything else stops."

In the summer of 2006, Dr. Wu, Dr. Church and their daughter, then age 14, set out on a 2,000-mile road trip across the U.S. and Canada. Dr. Church had just started the Personal Genome Project, which aimed to collect the medical records of volunteers and sequence their genomes, and then to put the data online. The couple was worried that people might not understand the ethical implications of the technology, so they took the trip to meet and talk with some of the early volunteers.

When she and Dr. Church returned to Harvard, Dr. Wu and two collaborators founded the education project. "The idea was to listen," she says. Genetic technology has changed a great deal over the past decade, but her goal has not, Dr. Wu says. "Genetics has to be open to everyone."

Alexandra Wolfe is on vacation this week.

WEEKEND CONFIDENTIAL

Ting Wu

BY AMY DOCKSER MARCUS

TING WU, a professor at Harvard Medical School, fields lots of questions at the public meetings and workshops that she helps to run on recent advances in genetics. Should scientists, for example, have the right to run experiments that create heritable genetic changes in embryos, sperm or eggs? Or, is it too risky to the environment to use genetic technology to try to eradicate a species of disease-carrying mosquito?

Dr. Wu is eager to help non-scientists understand the complexities—and to hear their concerns. "That's why we are here," she says.

As one of the co-founders of the

Personal Genetics Education Project, Dr. Wu, 64, has promoted the need for wider discussion about her field—beyond the closed doors of scientists' labs—for more than a decade. Today, she says, informed public discussion of genetics is more urgent than ever before.

Rapid advances in gene-editing technology—especially Crispr-Cas9, a tool that allows scientists to insert, modify or delete genes not only in an individual's DNA but potentially in the DNA of future generations—gives scientists tremendous power to change the way that life progresses. "All people need to have a voice in how genetics is used," Dr. Wu says.

In recent years, Dr. Wu and her

The Harvard geneticist wants to draw the public into discussion of the field's ethical dilemmas

organization's small team of teachers, scientists and community activists have stepped up their efforts to raise awareness and spark dialogue. They have focused on communities that often end up getting left out of conversations about genetic technology—people of color and faith and those who live in rural areas.

The group usually operates from Dr. Wu's own research lab, where she works on chromosome organization and behavior and tools for visualizing the genome. But it recently launched a new community-based initiative, setting up an office in Fields Corner, a multicultural neighborhood of Boston. Staff members meet and talk to people in their schools, community centers

and places of worship. Last year, the project, working with the Minority Coalition for Precision Medicine, sponsored a conference at Harvard with pastors, faith leaders and scientists to discuss the ethics of genome editing.

People raise confounding ethical dilemmas in all of these discussions, says Dr. Wu. Do you have an obligation to share the results of genetic testing with other members of your family? Is it moral to use genetic information to make life decisions for yourself or your children when so much remains uncertain about interpreting genetic results?

"Genetics is so personal," says Dr. Wu. "But it is also incredibly intertwined with family and commu-

MOVING TARGETS: JOE QUEENAN



Ode to a Toner Cartridge That Changed My Life

LIKE MOST PEOPLE, I am constantly asked by merchants to review products or services. I get asked for feedback regarding concerts, art exhibits, restaurants, visits to state parks. I am routinely asked to review thermal socks, souvlaki and how well the check-in went at the hotel in Mount Laurel, N.J. All that is fine.

But the other day HP asked me to write a review of the toner cartridge I use in my printer. I found this insulting, if not downright idiotic. HP's request strongly suggests that I have nothing better to do with my time than to write reviews of laser-jet toner cartridges. In fact, I don't have anything better to do with my time than to write reviews of laser-jet toner cartridges. But I hate it that HP knows this.

Let me state for the record that I like the HP 05A Black Original LaserJet Toner Cartridge (CE505D). As toner cartridges go, it can't be beat. But there isn't a whole lot to

say about toner cartridges that hasn't already been said. Asking a customer to review a toner cartridge is like asking someone to review paper clips: I bought some. I used them to hold things together. They worked.

But then I thought: Hold on a second, two can play this game. You want a review, I'll write a review. So I concocted this:

"I don't write many reviews of laser-jet toner cartridges, as those who follow my work know full well. Mostly, I limit my reviews to industrial strength carpet-cleaning fluids and reconditioned grommets imported from Montenegro. I only decided to write a review of my spanking-new laser-jet toner cartridge because my experience with the product was so awesome."

People erroneously assume that toner cartridges are all pretty much the same. Untrue, untrue, untrue. A top-flight toner cartridge, when used in a judicious fashion, can

Why not review products that don't seem to need reviews?



dramatically alter the quality of your life. The first thing I noticed about my toner cartridge was how vivid it made the exclamation points in angry letters I wrote to the editor, the DMV, my stupid neighbors.

No more namby-pamby!!!! Once I had that toner cartridge installed, the exclamation points came out looking like this: !!!!! That got results!

But the unexpected benefits didn't stop there. Knowing that my toner cartridge wouldn't smear like comparable products allowed me to sleep better at night. Getting a good night's sleep made me nicer to my wife and friends. People started to say, "That guy's a new man since he bought that laser-jet ink toner cartridge. If only he'd bought one sooner."

I can say, without hyperbole, that writing a review of my toner cartridge was a transformative experience. It made me recognize how it had changed my quality of

life and perhaps even saved my marriage. For too long, I had taken my toner cartridge for granted. But I had lots of important things to say about it.

In the future, when asked to write reviews of products that don't seem to require reviews, I intend to be a lot less haughty and dismissive. I am not going to get my hackles up when the gutter-cleaning guys ask me to review their gutter-cleaning technique. And I am not going to get upset when I receive emails reading:

Joseph, we want to hear about your experience with our English muffin.

Joseph, we want to hear about your experience with the sand on the public beach at Asbury Park.

Joseph, could you please write a review of the umbrella stand at our hotel?

And if HP ever writes back and asks me to pen a review of HP B300 PC mounting bracket—he guys, I'm there.

REVIEW

 EXHIBIT

Before gold became currency, it was a symbol of authority—signaling social status, political power or religious distinction. “Golden Kingdoms,” at New York’s Metropolitan Museum of Art from Feb. 28 to May 28, showcases a history of goldworking in the ancient Americas with more than 300 works, including the paintings, jewelry and adornments of the Incas, the Aztecs and their predecessors, starting from 1000 B.C. Precious materials such as gold “were imbued with meaning by the cultures that used them,” says co-curator Joanne Pillsbury. —Alexandra Wolfe

▼ People in the pre-Incan Moche civilization would have worn this 1.5-foot-wide ornament (circa 300-600 A.D.) on their foreheads.

▼ This 1599 portrait depicts Don Francisco de Arobe (center), a community leader in what is now Ecuador, and his sons. It shows the melding of cultures: local gold jewelry, European clothing.



Gold Rush



▲ Considered one of Peru's national treasures, this gold and turquoise ear ornament (640-680) depicts a warrior.

◀ This pendant (circa 1 B.C.-700 A.D.) was to be worn around the neck. Ms. Pillsbury says that the two extensions on top of the head could symbolize feathers, which were considered more valuable than gold.

THE METROPOLITAN MUSEUM OF ART

PLAYLIST: DAVID CROSBY



A Song of Horror

At 10, the singer-songwriter learned a searing lesson from 'Strange Fruit'

David Crosby, 76, is a singer-songwriter and a founding member of the Byrds and Crosby, Stills & Nash. His latest album is "Sky Trails" (BMG), and he will resume touring in May. He spoke with Marc Myers.

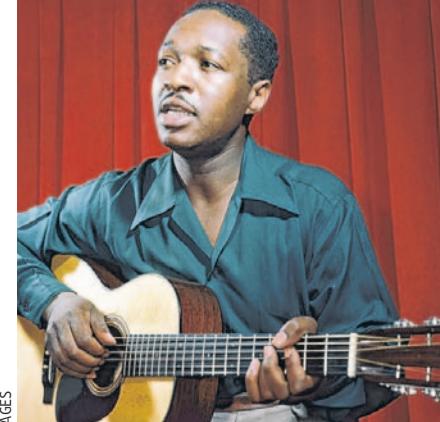
My parents loved folk music. My father was a Hollywood cinematographer who identified with the underdog. My mother was a homemaker who sang and wrote poetry. In the early '50s, we had a turntable for 10-inch albums.

One day, when I was 10, I pulled one of them out of my parents' collection and listened to it. It was "STRANGE FRUIT" by Josh White, a black singer-guitarist who played blues and protest songs.

The title song was the first track, and the song moved slowly, opening with White's guitar. Then came his soft, melodic voice: "Southern trees bear strange fruit / Blood on the leaves, and blood at the root / Black bodies swinging in the Southern breeze / Strange fruit hangin' from the poplar trees."

Man, I had no idea what he was singing about. So I found my mom and asked her. She started to cry. She sat down and said, "I don't want to have to tell you this." When I heard that, I got scared. She said, "Davey, some people don't like other people because of their skin." I said, "That doesn't make any sense." She said, "Yes, you're right, but they don't. It's called ra-

I had no idea what it meant.



SINGER-guitarist Josh White

cial prejudice, and it's wrong."

I asked what the song had to do with that. She said, "Strange Fruit" is about black people being hung from trees by white people. It's called lynching, and it's murder."

The thought of that happening—people dead on trees like fruit—hit me, and I started to cry with her. The song isn't graphic, but it's much stronger than if it had been. I felt that song so deeply, the agony and injustice.

Over the years, I've played it for friends who were unfamiliar with White's version. Like Billie Holiday's recording, this one is

unstoppable. Friends have seen historic photos of lynchings, but somehow the music becomes just as horrifying as the images.

"Strange Fruit" set me up for my entire life. I no longer have that record, but it changed me forever as an artist and as a human being.

unstoppable. Friends have seen historic photos of lynchings, but somehow the music becomes just as horrifying as the images.

"Strange Fruit" set me up for my entire life. I no longer have that record, but it changed me forever as an artist and as a human being.

HISTORICALLY SPEAKING: AMANDA FOREMAN



The Quest for Unconsciousness

EVERY YEAR, some 21 million Americans undergo a general anesthetic. During recent minor surgery, I became one of the roughly 26,000 Americans a year who experience “anesthetic awareness” during sedation: I woke up. I still can’t say what was more disturbing: being conscious or seeing the horrified faces of the doctors and nurses.

The best explanation my doctors could give was that not all brains react in the same way to a general anesthetic. Redheads, for example, seem to require higher dosages than brunettes. While not exactly reassuring, this explanation does highlight one of the many mysteries behind the science of anesthesia.

Although being asleep and being unconscious might look the same, they are very different states. Until the mid-19th century, a medically induced deep unconsciousness was beyond the reach of science. Healers had no reliable way to control, let alone eliminate, a patient’s awareness or pain during surgery, though not for lack of trying.

The ancient Greeks generally relied on alcohol, poppy opium or mandrake root to sedate patients. Evidence from the “Sushruta Samhita,” an ancient Sanskrit medical text, suggests that Indian healers used cannabis incense. The Chinese developed acupuncture at some point before 100 B.C., and in Central and South America, shamans used the spit from chewed coca leaves as a numbing balm.

Little changed over the centuries. In the 12th century, Nicholas of Salerno recorded in a treatise the recipe for a “soporific sponge” with ingredients that hadn’t advanced much beyond the medicines used by the Greeks: a mixture of opium, mulberry juice, lettuce seed, mandrake, ivy and hemlock.

Discoveries came but weren’t exploited. In 1540, the German alchemist and astrologer Paracelsus (aka Theophrastus Bombastus von Hohenheim) noted that liquid ether could induce sleep in animals. In 1772, the English chemist Joseph Priestley discovered nitrous oxide gas (laughing gas). Using it became the thing to do at parties—in 1799, the poet Coleridge described trying the gas—but no one apparently tried using ether or nitrous oxide for medicinal purposes.

In 1811, the novelist Fanny Burney had no recourse when she went under the knife for suspected breast cancer. She wrote later, “O Heaven!—I then felt the



ELLEN WEINSTEIN

Knife rattling against the breast bone—scraping it!”

Despite the ordeal, Burney lived into her 80s, dying in 1840—just before everything changed. Ether, nitrous oxide and later chloroform soon became common in operating theaters. On Oct. 16, 1846, a young dentist from Boston named William Morton made

A Boston dentist makes history.

history by performing surgery on a patient anesthetized with ether. It was such a success that, a few months later, Frances Appleton Longfellow, wife of Henry Wadsworth Longfellow, became the first American to receive anesthesia during childbirth.

But these wonder drugs were lethal if not administered properly. A German study compiled in 1934 estimated that the number of chloroform-related deaths was as high as 1 in 3,000 operations. The drive for safer drugs produced such breakthroughs as halothane in 1955, which could be inhaled by patients.

Yet for all the continuous advances in anesthesia, scientists still don’t entirely understand how it works. A study published in the December 2017 issue of *Annals of Botany* reveals that anesthetics can also stop motion in plants like the Venus flytrap—which, as far as we know, doesn’t have a brain. Clearly, we still have a lot to learn about consciousness in every form.



PLAY

NEWS QUIZ: Daniel Akst

From this week's
Wall Street Journal

1. A supermarket giant is about to swallow up a big drugstore chain. Which two businesses are we talking about?

- A.** A&P and Rexall
- B.** Ahold Delhaize and Walgreen's
- C.** Albertsons and Rite Aid
- D.** Aldi and CVS

2. At the Olympics, Mirai Nagasu landed a triple axel to help the U.S. win bronze in women's team figure skating. Who was the only previous American to land the jump internationally?



- A.** Tonya Harding
- B.** Nancy Kerrigan
- C.** Kristi Yamaguchi
- D.** Dorothy Hamill

3. Critics have attacked proposed federal rules to let hog processors work faster—and do what else?

- A.** Dump pig manure into municipal sewer systems
- B.** Take over some food safety tasks from government inspectors
- C.** Confine pregnant swine to narrow crates
- D.** Treat all animals as equal, but some as more equal than others

4. A Harvard study found which of these apps to be a useful leading indicator of neighborhood gentrification?

- A.** Yelp
- B.** Tinder
- C.** Uber
- D.** AccuWeather

To see answers, please turn to page C4.

5. Irn-Bru has changed, and Scots aren't happy. What is it?

- A.** A hyper-caffeinated tea recently banned in Edinburgh
- B.** A sweet orange soda now made with less sugar
- C.** A poem by Robert Burns now taught in modern English
- D.** A haggis-scented deodorant rendered less effective by a new all-natural recipe

6. CFO Kathy Waller says her company's strategy is "Beverages for Life." Where does she work?

- A.** Clear Creek Eau de Vie
- B.** Coca-Cola
- C.** PepsiCo
- D.** Starbucks

7. Missouri Gov. Eric Greitens, a former Navy SEAL, was indicted for what alleged misdeed?

- A.** Taking bribes from a contractor
- B.** Misuse of campaign funds
- C.** Spilling SEAL secrets
- D.** Invasion of privacy involving a former mistress

8. Who paid \$100.47 million in 2014 for a penthouse in the One57 tower that remains the highest-priced home ever sold in New York?

- A.** Laurene Powell Jobs
- B.** Michael Dell
- C.** Bill Gates
- D.** Jeff Bezos



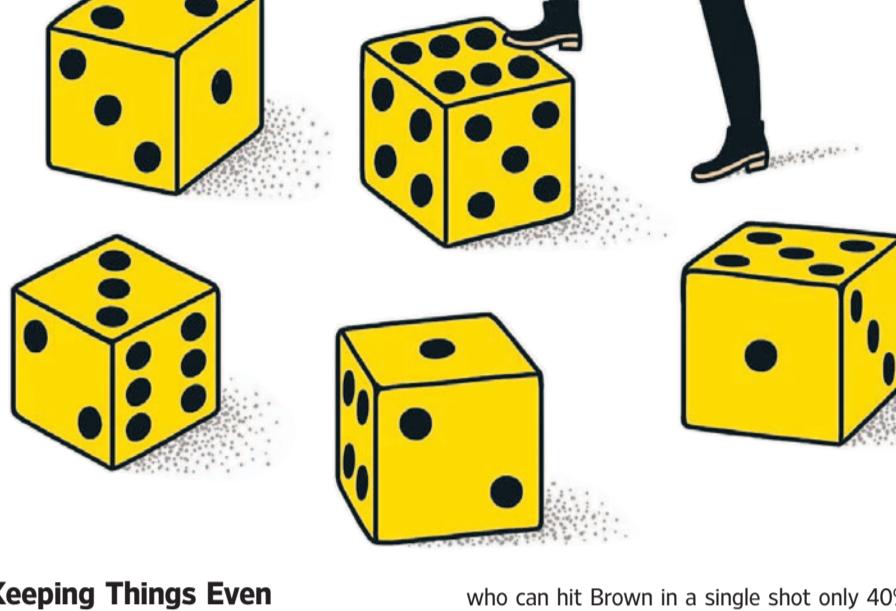
VARSITY MATH

The team captain, Adrian, has two probability puzzles to share with the others.

Roll Those Bones

You keep rolling a set of five regular dice until you get a set showing exactly one six or a set showing no sixes. When that happens, you stop rolling the dice. You win if you stop on a roll with exactly one six. You lose if you stop on a roll with no sixes.

What is your probability of winning?



Keeping Things Even

Jones and Brown are planning a paintball duel. They agree to take turns shooting at each other until someone has been hit. Jones,

who can hit Brown in a single shot only 40% of the time, is allowed to go first.

If the duel favors neither, what is Brown's probability of hitting Jones in a single shot?

LUCI GUTIÉRREZ

+ Learn more about the National Museum of Mathematics (MoMath) at momath.org

SOLUTIONS TO LAST WEEK'S PUZZLES

Curly Quote



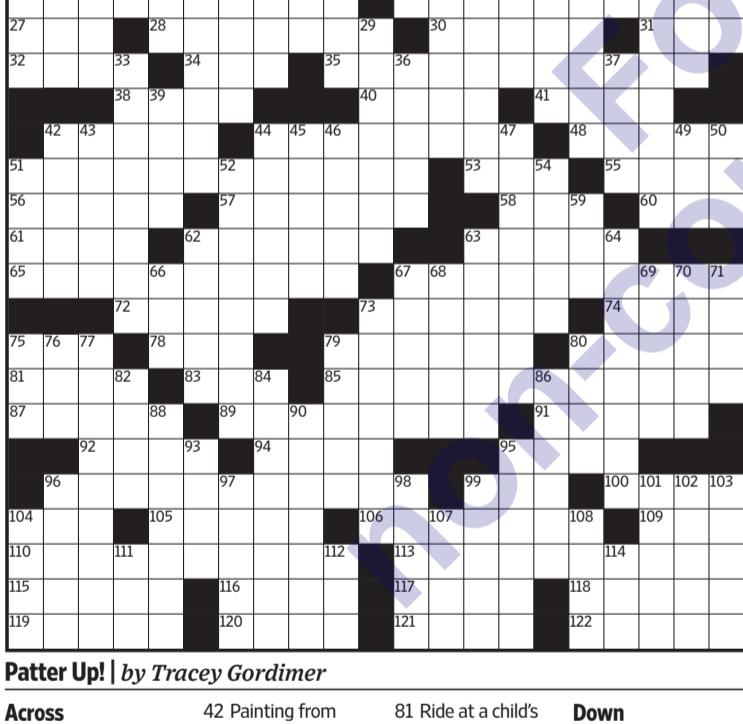
Opposition Leaders



Varsity Math

To get to your gate in the shortest time possible for **Race to the Gate**, you should tie your shoe on the walkway. In **Tricky Logic Game**, anyone who sees HH or TT should guess the opposite letter; otherwise, that person should pass. This strategy loses only if all three have the same letter—a 25% chance. This gives them a 75% chance of winning the prize.

THE JOURNAL WEEKEND PUZZLES Edited by Mike Shenk



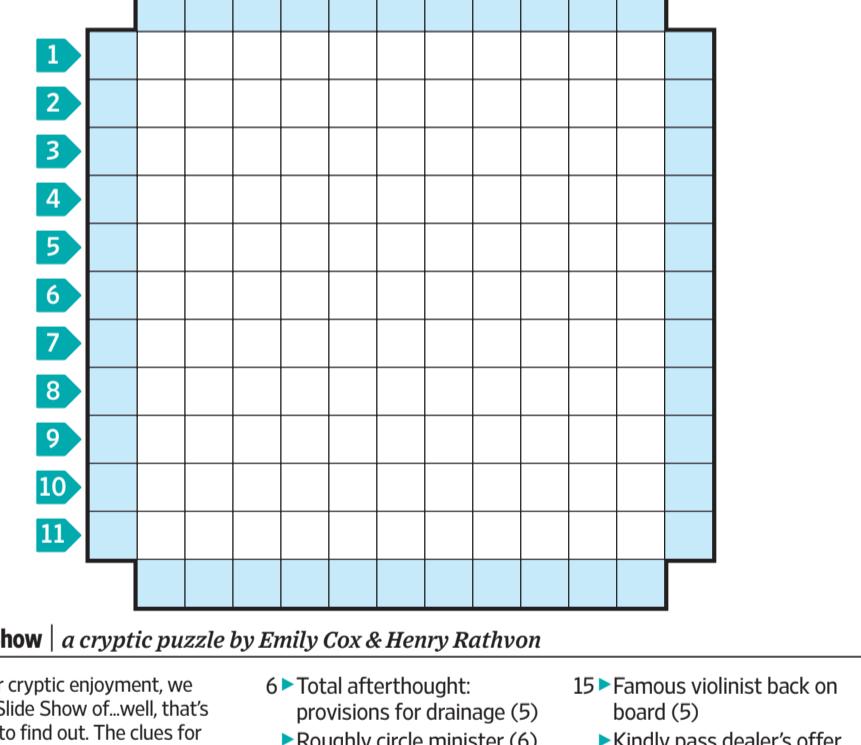
Patter Up! by Tracey Gordimer

- Across**
- 1 It may give pause
 - 6 Pasha's kin
 - 10 Teeth that turn
 - 14 Find
 - 19 Prudent way to plan
 - 20 Had misgivings about
 - 21 Pokémon that can read minds
 - 22 Affordable, in branding
 - 23 Sleeveless dress in pastel colors?
 - 25 Inspection preceding a pirate punishment?
 - 27 Refiner's supply
 - 28 Veggie with a Sugar Daddy cultivar
 - 30 Put to rest
 - 31 For example
 - 32 Poor's plight
 - 34 "Things Are Fine in Mount ___" (Charley Weaver book)
 - 35 Results of inventories at the Employee of the Month Award factory?
 - 38 Peruvian of old
 - 40 Month in which the shofar is blown
 - 41 ___ Alto
- Down**
- 42 Painting from Picasso's Blue Period
 - 44 Noble Spaniards
 - 48 Highest capital city
 - 51 Willingness to try riskier skateboarding tricks, perhaps?
 - 53 Playing field makeup
 - 55 Strip set in the Okefenokee Swamp
 - 56 Clear
 - 57 Cars guitarist Elliot
 - 58 Equip
 - 60 Additionally
 - 61 Wafflers toaster waffle brand
 - 62 As a result of this
 - 63 Some hospital procedures
 - 65 Vegetable patch tended by nobles?
 - 67 Leader in a footrace?
 - 72 Dams' mates
 - 73 V8 ingredient
 - 74 Volkswagen subsidiary
 - 75 Parisian pal
 - 78 Father of Rod and Todd Flanders
 - 79 Destination for the faithful Enoch
 - 81 Ride at a child's party
 - 83 Goat call
 - 85 Wolf hunter's activity?
 - 87 So far
 - 89 Apprentices
 - 91 Wendy's side
 - 92 Flock faction
 - 94 Tech-focused website
 - 95 Hierarchical chart
 - 96 Nest boxes in a henhouse?
 - 99 Michael of "Weekend Update"
 - 100 Spellbound
 - 104 Spellbound
 - 105 Spellbound
 - 106 Bring down
 - 107 Bring down
 - 108 Bring down
 - 109 Lingerie item
 - 110 Masonry material for some Australian homes?
 - 113 Recliner in a yellowish-pink color?
 - 115 Without ___ in the world
 - 116 "Why don't we?"
 - 117 ___ mater
 - 118 Peripheral
 - 119 Youngest-ever French Open champion
 - 120 To be, to Brutus
 - 121 For fear that
 - 122 Untended, perhaps
 - 123 Numbers after slashes
 - 124 Painting from Picasso's Blue Period
 - 125 Noble Spaniards
 - 126 Highest capital city
 - 127 Willingness to try riskier skateboarding tricks, perhaps?
 - 128 Playing field makeup
 - 129 Strip set in the Okefenokee Swamp
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- 36 Plymouth notable
- 37 High-five, essentially
- 39 In ternary, it's 100
- 42 T choice
- 43 Proverb
- 44 Palace workers
- 45 Enjoy, as a favorite movie
- 46 Author Chekhov
- 47 Good speller?
- 49 In the past
- 50 Biopark
- 51 Tiny sound
- 52 Ogled
- 54 Record holder?
- 59 Shaggy beast
- 62 "Road to Morocco" setting
- 63 Perfumerie products
- 64 More cutting
- 66 Bombay Sapphire, e.g.
- 67 The Northwest's Nez ___ tribe
- 68 In the same fashion
- 69 Exploitative movie
- 70 Perfect places
- 71 Bout setting
- 73 Performed plainsongs
- 75 Fitting
- 76 Cow call
- 77 Idling
- 79 Pitch
- 80 Plot unit
- 82 Sound of distress
- 84 Holmes and Moriarty, e.g.
- 86 Once more
- 88 Reneges, pejoratively
- 90 Chooses as a successor
- 93 Brief moments
- 95 Nickname of hockey's Felix Potvin
- 96 Knight or rook
- 97 Spine words
- 98 Calyx component
- 99 Prepares for finals
- 101 Tail off
- 102 Acted the snoop
- 103 Linger
- 104 Spots for facials
- 107 Fútbol great
- 108 Garbage carrier
- 111 Cube root of ventisette
- 112 Lingo ending
- 114 Shade

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Slide Show | a cryptic puzzle by Emily Cox & Henry Rathvon

- For your cryptic enjoyment, we offer a Slide Show of...well, that's for you to find out. The clues for each row and column yield answers totaling 11 letters. Answers normally start and end within the 11-by-11 central grid, but some will fit only if they are slid intact so that the first or last letter projects into the shaded border. Sliding an answer will leave a gap just before or after it; so in each row or column with a "projector," one letter is supplied only by a crossing answer. No row or column has more than one projector. Projectors in the finished grid, reading clockwise from a spot to be determined, will identify our two-word subject.
- Across**
- 1 Going back through slides, sorcerer went from one side to the other (7)
 - 2 Bad in French, I land in Africa with French speakers (4)
 - 3 Author's empathy voiced (5)
 - 4 Incense damaged range (5)
 - 5 Alicia Keys hit eight bells by error (2,3)
 - 6 Total afterthought: provisions for drainage (5)
 - 7 Roughly circle minister (6)
 - 8 Informed a monster about resistance (7)
 - 9 Make awesome orange fish (6)
 - 10 Garland's packing five jeans (5)
 - 11 Audibly withdraw plant again (6)
 - 12 Gabs about a restraint (6)
 - 13 Political activist stirred a nerd (5)
 - 14 Scrambled egg or stuff (5)
 - 15 Famous violinist back on board (5)
 - 16 Show dwarf planet to the audience (6)
 - 17 Someone reporting me with protective garb on (5,6)
 - 18 Funny dealer's opening action at a casino (5)
 - 19 Storyteller's message about time being (6)
 - 20 Each wizard eating dessert (6)
 - 21 Francophile white bachelor left South African party (5)
 - 22 Places to stay in Nova Scotia (4)
 - 23 Give in flat payment, acquiring article in Mexico (6)
 - 24 Gets rid of 501 sleeveless tops (7)
- Down**
- 12 Gabs about a restraint (6)
 - 13 Political activist stirred a nerd (5)
 - 14 Scrambled egg or stuff (5)
 - 15 Famous violinist back on board (5)
 - 16 Show dwarf planet to the audience (6)
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 - 24 Gets rid of 501 sleeveless tops (7)
- Get the solutions** to this week's Journal Weekend Puzzles in next Saturday's Wall Street Journal. Solve crosswords and acrostics online, get pointers on solving cryptic puzzles and discuss all of the puzzles online at WSJ.com/Puzzles.

Provided by the
**National
Museum of
Mathematics**

REVIEW

ICONS

The Pomp of Napoleon

A new exhibition in Montreal offers a sumptuous look at court life in the emperor's time

BY SUSAN DELSON

WHEN NAPOLEON became emperor of France in 1804, he was a sovereign without a court. But what's a newly crowned dynastic ruler without splendor, spectacle and ceremony?

"Napoleon: Art and Court Life in the Imperial Palace" focuses on the emperor's solution, lifting the velvet curtain on the six departments of the imperial household tasked with crafting his image, establishing court ceremonies and stage-managing the new ruler's daily life for maximum promotional impact. On view through May 6 at the Montreal Museum of Fine Arts, the exhibition features more than 400 artworks and objects from French palaces, most making their North American debut. After Montreal, the show travels to the Virginia Museum of Fine Arts in Richmond, the Nelson-Atkins Museum of Art in Kansas City, Mo., and France's Château de Fontainebleau.

Along with its sumptuous evocation of court life, the exhibition explores "how art and communication were always involved in fashioning political careers," said Sylvain Cordier, the show's organizer and curator of early decorative arts at the museum. It was a hard time to

create a court: The French Revolution and its decadent aftermath had decimated the aristocracy and left the economy in tatters. Napoleon's pivot from powerful commoner to emperor required the 19th-century equivalent of a

rebranding campaign. "It's not a natural thing to give birth again to a monarchical court spirit after the French Revolution," Mr. Cordier said. "It involves a lot of propaganda."

Art played a major role in the campaign, as the exhibition's first section shows. Portraits depict Napoleon as a young military commander, head of the civilian government, then emperor, from golden laurel crown to ermine-lined robe and gold-embroidered slippers. The next sections of the exhibition focus on the household departments and their grand officers, who oversaw all aspects of imperial life, from hunts and stables to travel arrangements, imperial processions, court pages and the like. The Grand Master of Ceremonies directed courtly rituals and presentations, and the Grand Chamberlain oversaw Napoleon's private apartments, among other duties.

Aristocrats of high standing themselves, the grand officers were part of the propaganda campaign too, appearing in formal portraits by such eminent artists as Jacques-Louis David and Antoine-Jean Gros. The exhibition introduces each department with a portrait of its

top officer in full finery.

Before the revolution, the French royal court had been mired in costly and inefficient tradition. Napoleon's re-created version reflected "someone who was passionate about administration and who was military," said Mr. Cordier. Several grand household officers also held high-ranking commissions in the French army, and the imperial household staff of 3,500 functioned with regimental precision. That efficiency had its downside—civilian courtiers, especially women, wrote candidly about "how boring it was to attend Napoleon's court," Mr. Cordier said with a laugh. "You felt like you were completely managed."

Still, the splendor was indisputable. Each of Napoleon's 40-some palaces had tableware designed for it exclusively. The 50 or so pieces of renowned Sèvres porcelain on view—among them dinnerware, tea sets and vases—were commissioned for the palaces or intended as gifts. The section on the Grand Marshal of the Palace spotlights a table laid for a formal state dinner. Laden with ornate cutlery, plates and intricately worked serving pieces, it's an impressive show of wealth and an intimidating reminder of the rigid etiquette that ruled court life.

Courtly spending helped to jump-start notable sectors of the French economy, putting a range of luxury artisans back to work. Tapestries like "Napoleon Receiving Army Delegates at the Louvre Following His Coronation, December 8, 1804," on view in the Grand Master of Ceremonies section, underscore how imperial commissions revived Gobelins and other tapestry makers. Court etiquette demanded clothing that was cut in specific styles and made of silk—boosting both the silk industry in Lyon and the tailors, embroiderers and other luxury clothing workers of Paris.

Maintaining a position at court required substantial resources and, at times, personal sacrifice. Courtiers often applied for their sons to be imperial pages, and a boy's acceptance at age 14 was a great source of pride. Four years (and significant expenses) later, pages entered the army as second lieutenants. Military talk at court often fueled their dreams of becoming war heroes in one of the emperor's numerous campaigns. Many would soon perish in battle.

The section on the Grand Equerry includes a portrait, most likely posthumous, of one imperial page, Dominique-Alexandre Legrand. Barely six months into his military career, he was killed during an 1809 uprising in Spain, one of Napoleon's many conquered nations. While Legrand's painted posture reflects the ease of a mature courtier, his face—perhaps copied from a childhood portrait—is inconceivably young.

The exhibition closes on a somber note, following Napoleon's household into exile, first on Elba and eventually on the remote Atlantic island of St. Helena. Two years before he died in 1821, Napoleon commissioned a Chinese artisan on St. Helena to build an elaborate three-level bird cage—an apt symbol of his own fate. It's on view along with the splendors of Napoleon's image-making heyday, bringing the machinery of courtly spectacle back for a 21st-century encore.

RMN-GRAND PALAIS/ART RESOURCE, NY/GÉRARD BLOT



'PORTRAIT OF NAPOLEON, Emperor of the French, in Ceremonial Robes,' by François-Pascal-Simon Gérard, 1805.

MASTERPIECE: 'THE PASTON TREASURE' (C. 1663)

A PAINTING FRAMED IN MYSTERY

BY JUDITH H. DOBRZYNSKI

TO BORROW FROM Winston Churchill, "The Paston Treasure" is a puzzling peculiarity, enveloped in mystery. Measuring 8 feet by 5.4 feet, the painting (c. 1663) transports the viewer to the luxurious 17th-century milieu of the landowning Paston family of Norfolk, England. Beautifully painted, with many precise details, it asserts the Pastons' wealth and prominence near their zenith, before the English Civil War and too-lavish spending took them down a peg.

It looks like an overstuffed jumble, replete with vessels, timepieces, musical instruments, animals, fruits, flowers and more, gathered from the West Indies, Southeast Asia, the South Pacific, Africa and the Americas, as well as Europe. But all these possessions—which would have been on display at the Pastons' seat, Oxnead Hall, or kept in a locked cabinet of curiosities known as the "best closet"—represent a "microcosm of the known world." That is the subtitle of the special exhibition anchored by the painting at the Yale Center for British Art in New Haven, Conn.

The painting is a unique combination of still life, ostentatious banquet painting, allegory of the senses and continents, portraiture, animal painting and—most of all—the vanitas genre. Beneath the bounty is a message: That drooping flower, the ripe fruit, the candle stub convey the fragility of life and inevitability of death. Other objects allude to the fleeting na-

ture of fortune, which for the Pastons was peaking as the work was commissioned.

From what artist and by whom? Those are two of the painting's mysteries. The artist, who scholars believe was an itinerant Dutchman, is unknown. He may have been hired by Sir William Paston (1610-1663), a globe-trotter of his day who added significantly to the family's extensive collections, which were begun by the mid-1500s, or by his eldest son, Sir Robert Paston (1631-1683). The painting may have been started during Sir William's lifetime but completed later—which may explain why the upper right corner was repainted twice. At first, a silver platter filled the space, but it was replaced—perhaps because ownership of the plate was contested—by a woman. Scholars conjecture that she may have been Sir William's second wife, not Sir Robert's mother. She's gone, too,

the space filled with a clock and antlers, possibly by a second, less-skilled artist.

The artist moored the painting with 13 vessels that stretch across the picture—the "stars" of the work, in the words of Yale curator Nathan Flis, who co-organized the exhibition with Andrew Moore, former keeper of art and senior curator at Norwich Castle Museum and Art Gallery, which owns the painting.

From the left, the first two—a silver-gilt flagon decorated with dolphins and shells and a pearly strombus shell cup mounted on a niello enamel base—are held in place by an exotically dressed servant, who is distracted by the African monkey on his shoulder. Are the two vessels—the first tilted, the second tipped over on its side—meant to show the precariousness of life, to sate the viewer's curiosity about what's inside, or to show, in the case of the strombus shell, a vessel devoid of the life it once sheltered? Probably all three.

Of the other vessels—including a German tankard, three Nautilus cups and a flask made of a turtle's carapace—perhaps none is so enchanting as the perfume flacon on the right. Its mother-of-pearl sections were imported from India, then joined by silver-gilt cagework, embellished with chains, given a stopper adorned by a gilt shell and mounted in London. This blend of East and West probably al-

ludes to the European fascination with the exotic East and the increasingly global culture of the 17th century. (Remarkably, the exhibit includes the actual flask, now owned by a British collector, along with four other objects depicted in the painting.)

Flaunting a family's wealth while meditating on death.

Another striking feature of "The Paston Treasure" are the artist's echoes. For example, the musical score held by a girl (probably a favored child) is identified in the exhibition catalog as part of a piece in which a supplicant requests passage over the river Styx, emphasizing the painting's focus on the passage

of time. Across the picture, on the base of a nautilus cup, a satyr holds a musical composition that is also about death.

Scholars believe that these selections, these placements were completely deliberate, which raises another question. The Pastons owned hundreds of objects; 11 existing inventories catalog jewelry, paintings, pietra dura objects, globes, tapestries, deer antlers, miniatures, books, musical scores, crocodiles—the list goes on. Why these?

There are only hints. Many objects have a nautical connection, possibly a link to Clement Paston (1515/23-1598), a sea captain who was one of the family's early collectors. Or perhaps, in tune with the vanitas theme, they cite the dangers of the sea—or the possibilities of journeys in an age of curiosity and scientific discovery.

Exquisite yet strange, "The Paston Treasure" has many more secrets to be revealed.



AN UNKNOWN painter assembles a precarious, grabby collection of items, but of the Pastons' many treasures, why these?

Ms. Dobrzynski writes about culture for many publications and blogs at www.artsjournal.com/realscleararts.

Convinced
you were born
to create a
podcast?
Not so fast



D9

OFF DUTY



How travelers
can build an
itinerary to tour
Glasgow's
architecture

D6

EATING | DRINKING | STYLE | FASHION | DESIGN | DECORATING | ADVENTURE | TRAVEL | GEAR | GADGETS

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THE WALL STREET JOURNAL.

Saturday/Sunday, February 24 - 25, 2018 | D1

Dad is the New Black

Bland 'dad style' has become oddly fashionable, but before you dust off those saggy khakis with a triumphant 'I told you so,' consider our guide to acing this tricky trend



ANDRES OYUELA FOR THE WALL STREET JOURNAL, HAIR BY TIMOTHY AYLWARD, MAKEUP BY MEGAN KELLY. MODELS: THOM GWIN/SOUL & VIKTORIA VIKTORENKOVA/SUPREME

MODEL PARENT Once ridiculed, dad style has, surprisingly, become sought-after among the fashion crowd. Left: Gosha Rubchinskiy & Burberry Jacket, \$1,545, and Gosha Rubchinskiy Polo Shirt, \$215, Dover Street Market, 646-837-7750; Jeans, \$60, gap.com; Socks, \$28, falke.com; Loafers, \$205, rancourtandcompany.com; Watch, \$70, timex.com. Right: Erdem Gown, \$6,240, net-a-porter.com; Pumps, \$595, proenzaschouler.com; Earrings, \$3,500, davideyurman.com. Fashion Editor: Rebecca Malinsky

BY JACOB GALLAGHER

BALENCIAGA DIDN'T even need the kids. The brand's spring 2018 fashion show, held last June in the verdant Bois de Boulogne park in Paris, featured a parade of models in oversize color-striped windbreakers, pale jeans similar to those that made Barack Obama dad-in-chief and bloated running shoes in the style of podiatrist-approved Asics. The actual children the male models carried were almost overkill: The 99-year-old brand was clearly celebrating that most unlikely of style icons, the dad.

Balenciaga's father-fest was the most literal interpretation of the trend, but across the men's style scene, dressing like a stereotypical suburban dad has become au courant. "The whole dad trend is noticeable," said Chris Green, the divisional merchandise manager at retailers Totokaelo and Need Supply Co. in New York. "You see guys dressing like dads with the bigger sneakers, baggy pants, big shirts and oversized track jackets. I'm surprised Members Only jackets haven't come back huge yet." (Side note: "dad style" is an offshoot of the "normcore" trend for aggressively simple basics that reigned a few years back.)

Dad style might feel familiar if your Saturday go-to outfit is a pair of comfy jeans and an old

hunter-green polo shirt. Alternatively, the term might evoke memories of your own pop's closet, if he favored argyle vests and canvas baseball hats. Even if you are a superior being who wouldn't be caught dead in anything but Brunello Cucinelli fine-gauge sweaters, you know the look from its influential TV heyday in the '90s: Think Tim Allen on "Home Improvement" or Jerry Seinfeld's sitcom alter-ego. Mr. Seinfeld's character may have lacked children, but many baby boomer dads at the time aped his regular-guy style. In much of America, fathers and non-fathers alike are still stuck in a style that is so out it's suddenly in.

Please turn to page D2

[INSIDE]



COMMITTED TO MEMORY

This home's designers set out to showcase possessions acquired over 60 years D3

SKI BUNNIES NEED NOT APPLY

If you want to ski Norway's Senja island, you'll have to climb it first D7

COMFORT FOOD

This dairy-drenched Puerto Rican cake can be recreated almost anywhere D5

THE GWYNETH COMETH

20 odd questions for the talented Ms. Paltrow D11

STYLE & FASHION

SURPRISE, DADS! YOU'RE IN FASHION.

Continued from page D1

If you're among their numbers, it may be head-scratching to realize that hoity-toity fashion designers are taking their cues from your closet full of decades-old Brooks Brothers shirts and Lands' End windbreakers. (Surprise, you're on trend!) If, on the other hand, your current style is not particularly fatherly, you may be wondering: Why would any guy, old or young, want to lean into a staid suburban-dad look?

Well, for one thing, it can be a relief to opt out of the edgier style game. "There's so much stuff being pushed out there, that you're just like, 'You know what? I'm just going to go with what I know,' and maybe that does somehow come back to what your dad wore," explained Jeff Halmos, a Los Angeles dad and co-founder of women's T-shirt brand Monogram. At 38, Mr. Halmos is part of the generation that first grappled with the sleek "metrosexual" style that prevailed after "Queer Eye for the Straight Guy" debuted in 2003, encouraging men to spruce up their wardrobes. Men's fashion sped up its trend cycle, rapidly hurling skinny jeans and Chinoiserie bomber jackets at us. If keeping up has left you exhausted, dad style can be an exit ramp to a comfort zone of fleece jackets and dependable khakis, the sort you relied on in college.

The reason you never threw away those sturdy, humble essentials is because dad garments harbor a certain utility that bloodflow-constricting jeans and silk jackets lack. Dads need clothes that can withstand boogers, pizza sauce and whatever mystery substances fatherhood throws their way. "Dad style feels like a functionality play along with some nostalgia," explained Al James, 40, a freelance writer and editor in Portland, Ore. and a father of two. He readily acknowledges that his Patagonia fleece jacket and his New Balance sneakers are "trendy" right now, but to him, they're simply versatile pieces that help him get through a day filled with school pickups and diaper changes. "You just have to pick up some stuff that you're going to be able to roll with the entire day. There's no costume changes," said Mr. James.

Practical? Check. Comfortable? Definitely. I may already own it? Ideal. Critically though, dad style is not an invitation to pull out your most egregiously mockable pieces under the cover of "fashion fad." Fleece zip-up vests printed with a defunct law firm name are not fair game, nor are Sopranos-style track suits. Instead, revisit tried-and-true workhorses like Levi's 501s, Ray-Ban Wayfarers and Lacoste

**Exhibit A**

Elevate your coffee run with a slim jacket and de-schlobbed sneakers. Jacket, \$365, battenwear.com; T-Shirt, \$850, [Lanvin](http://Lanvin.com), 212-812-2866; Anderson's Belt, \$235, [Mr. Sid](http://MrSid.com), 617-969-4540; Jeans, \$60, levi.com; Spalwart Sneakers, \$300, doverstreetmarket.com; Hat, \$48, rowingblazers.com

polos. Prioritize good dad style (defined by quality, subtlety, fit) and eschew bad dad style (squareness, stodginess, sloppiness). And consider upgrading some of your staples to more presentable versions, like Burberry's trim harrington jacket and Spalwart's streamlined waffle-soled running sneakers. These pieces boast dad reliability, but you could wear them to say, dinner and a movie.

"I'm a dad, but I'm not going for dad's style," explained Brendon Babenzien, the designer of New York-based label Noah. His brand's latest collection (rugby shirts, wide pleated pants and plaid anoraks) has a throwback, Long-Island-suburbs air, but the trimmer shape and refined patterns are clearly of 2018. By tidying up the fits, using finer fabrics and adding details like tech-friendly pockets, designers like Mr. Babenzien are making it easier to be dad but not bad. A pair of Noah's wide-legged khakis come in a thicker, harder-wearing cotton than you'd be used to if you're still wearing leftover Gap chinos from the '90s. Swedish label Our Legacy's broad-striped shirts might remind you of an old Benetton button-up but without the paunchy extra fabric. British brand Martine Rose offers functional windbreakers that aren't wispy or techy, and Lanvin's striped mock-neck long sleeve T-shirts have a retro sensibility without a flabby retro fit. Acne Studios makes a streamlined, logo-free ball cap that might sub in nicely for that Black Dog hat you bought back in '89. With such styles, you can get that cozy, familiar feel without looking Al Bundy frumpy.

Dad style can be an exit ramp to a comfort zone of fleece jackets and dependable khakis.

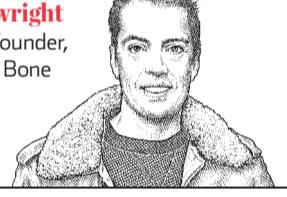
Exhibit B

A trimmer, brighter rugby and neatly pleated pants might raise your profile on the playground. Hat, \$25, eddiebauer.com; Rugby Shirt, \$128, noahny.com; T-Shirt, \$90, sunspel.com; Trousers, \$198, [Todd Snyder](http://ToddSnyder.com), 917-242-3482; Socks, \$13, eddiebauer.com; Asics and J. Crew Sneakers, \$130, jcrew.com

The Japanese term "wabi-sabi," loosely defined as "beauty in the imperfections," encapsulates dad style. Be yourself, and don't worry about looking model-perfect while mowing the lawn or even out on the town. Brooklyn-based photographer Mordechai Rubinstein documents real guys around New York, particularly stylish older men, for his Instagram account "Mister Mort." When he asks them about a certain appealingly aged sweatshirt or military jacket, they often say, "This old thing?" Keep that in mind when someone compliments your great new windbreaker. "Oh, this? It's just something I picked up from my dad."

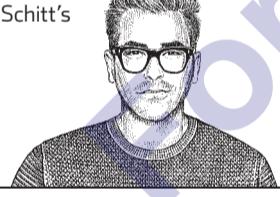
DEAR OLD DAD // WE ASKED STYLISH MEN TO RECOUNT THEIR FATHERS' STYLE LEGACIES AND QUIRKS

Marcus Wainwright
CEO, Founder,
Rag & Bone



"My dad wore his heavy, dark blue pinstripe suits to chapel each Sunday and introduced me to Savile Row tailoring at a young age. I actually have a Savile Row three-piece suit that was a hand-me-down from him."

Daniel Levy
Actor, 'Schitt's Creek'



"My dad has always had an affinity for, let's go with, 'sensible' footwear. For his birthday one year I bought him a pair of desert boots in the hopes that he might throw out the athletic slip-ons he loves so much. Didn't work."

Alexander Vreeland
Founder and
President of Diana Vreeland Parfums



"My dad wore a classic Aquascutum belted tan trench coat for many, many years. As clothes got more fitted, the trench coat kept looking bigger and bigger but he refused to give it up."

Bill Powers
Owner,
Half Gallery



"My father was a doctor so he was mostly in medical scrubs, but he was drafted for Vietnam and served at Fort Knox. In high school, I inherited his army jacket but I wore it into dust before I was out of college."

Nicholas Morgenstern
Founder, Owner,
Morgenstern's Ice Cream



"My dad always wore two-strap Birkenstock sandals that had weird little finger-like nubs on the insole. It hurt like hell to wear them but it was supposed to increase circulation. They were like a very aggressive massage on the bottom of your feet."

ANDRES OYUELA FOR THE WALL STREET JOURNAL, GROOMING BY TIMOTHY AYLWARD & MEGAN KELLY, MODEL: THOM GWIN/SOUL

XO

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DESIGN & DECORATING

HOUSE TOUR

Manse of a Lifetime

How designers helped a man with 60 years of accumulated possessions turn his Guernsey Island home into a coherent retreat

BY CATHERINE ROMANO

WHEN designers Catherine Casteel Olasky and Maximilian P. Sinsteden first saw this home on the Channel Island of Guernsey, it was filled with 60 years of eclectic, albeit fine, possessions. The client, an older gentleman, had spent most of his time between the U.K., Ireland and America, among other locales, picking up disparate furnishings and art along the way. The house itself, a crazy-quilt accretion of 16th- through 20th-century construction, was another challenging factor.

The New York design team, then based in London, culled the best of the possessions and set out to create a look that was both cohesive and worldly. They wanted to reflect not only the homeowner's peripatetic life but the various cultural influences that have traded through the island, which lies between the French coast of Normandy and southern England.

Much of the work involved

'Nothing was too precious; every room is used daily.'

refreshing and recomposing elements: reupholstering existing sofas, matting and reframing the art, changing wallpaper colorways. "We changed everything but as little as we could," said Mr. Sinsteden, who noted that for 30 years, the client has spent part of the year in the home.

The design partners created continuity by consistently painting architectural trim three shades of white, by using brass whenever possible (to reflect the client's lifelong passion for sailing as well as the house's maritime locale) and by sticking to a palette of muted colors.

"If we sent you the paint that's in the dining room, you'd say, 'That looks dirty,' and you could almost say that about every color we used," said Ms. Olasky. "However, when it's all sitting in the space in the light of this part of the world, it looks just right—not too bright, not too sad. It looks like it's always been there."



A Tale of Two Loos

The master bath embodies the split-personality of the island, combining British and Continental styles. The room references historic bathrooms of France, with its free-standing bateau soaking tub and curvaceous La Chapelle bath taps modeled on French fin-de-siecle faucets (the polished nickel diverges from the nautical brass of the rest of the house because "the right" brass was unavailable in this style). Meanwhile, the heated towel bars, the wallpaper, and wainscoting covered in Farrow & Ball's Tallow all read British. "This is probably the dirgiest white we will ever use," said Ms. Olasky, coining an adjective to describe the paint color of the woodwork and vanity, one of many muted shades that pay homage to the house's age. A 20th-century painting saves the room from becoming a period piece.

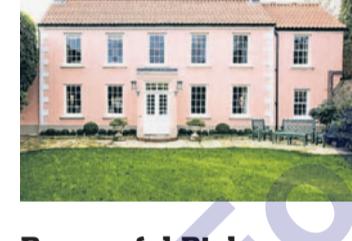


READ MCKENDREE

Daily Fine Dining

In a centuries-old house on the Channel Island of Guernsey, New York-based interior designers Catherine Casteel Olasky and Maximilian P. Sinsteden were challenged with unifying a home filled with treasures from many places and eras. One cohering feature of the scheme was usability, said Ms. Olasky. The dining room's Casino Chairs, by Soane Britain, a copy of a 1940s piece of Regency design, and

the table, also new, are strong and practical enough to function as everyday furniture. "Nothing is too precious," she said. "Every room is used daily." The Ted Muehling electrified candlesticks in bronze, said Mr. Sinsteden, "act as a modern counterpoint to the exuberance of this mantel," topped by the client's gilded circa 1900 mirror. The fixtures also add a layer of light. "Even in a low-ceiling room it's crucial to have lighting at different levels to create an ambience," he said.



Purposeful Pink

The section to the door's left is believed to be the original 16th-century farmhouse, explained Mr. Sinsteden. The portion to the right came a century later. "We sharpened up aspects of the house, which was built and designed over a long period of time," he said. The designers skirted in beige the bottom of the facade, originally all pink but for the window frames, to lend definition and to hide mud splashed up by the rain. They also whitened window sills and the coins, the edging details meant to look like stone. Mr. Sinsteden noted that one might expect to see a flat slate roof on what appears to be a Georgian house, rather than the very European wavy terra cotta tile that's actually there. But the roof reflects the various influences present in Guernsey architecture, he said.



Textiles and Subtextiles

The designers introduced some femininity in a guest bedroom in which nieces stay when visiting. The wall covering and swagged bed-hanging are slightly different fabrics on the same oyster background, both from Bennison. On the headboard a hard-working cotton check—Lovisa, by Country Swedish—resembles the sturdy cotton used on the back of many French chairs, said Ms. Olasky. A pair of ebonized 1920s night stands with protruding lower levels add some ballast to the room. "You don't want these kinds of light and airy rooms to float away," she said. "You want some stronger elements." The interior bed hanging—Bennison's Frost fabric, in teal—complements the red of the headboard and the custom sheets and shams by Nancy Stanley Waud.

Greater Heights

When the design team began its work, the two niches in this drawing room lacked molding and paneling. "The wallpaper just continued into them so they looked like these kind of sad, mistaken recesses in the wall," said Mr. Sinsteden. The designers paneled the alcoves and framed them, painting them the trio of whites that feature throughout the home (cream on the molding, a light cream for the panels and a pencil-line of white between the two). The Persian rug was already in place, but the pair replaced chintz drapes with ones in a hand-blocked Lee Jofa linen and hung them closer to the ceiling to make the room seem taller. The rush basket adds a casual note. "We knew not to let anything look too fancy," said Ms. Olasky.



Lit-Up Larder

In the kitchen, the designers forewent the home's generally muddy colors for a bright blue Viking stove and white cabinets. "The kitchen is small, but the light in the morning is sensational," said Ms. Olasky. "We just wanted it to be happy." The custom exhaust hood's unlacquered brass reads yellow when well-polished. "It's impossible to find good-looking hoods," said Mr. Sinsteden, explaining that the brass strapping with oversize screw heads allude to the client's love of sailing. Similarly, the top cabinets feature nautical-style latches, not standard knobs. The Calcutta D'Oro marble backsplash was modeled on a French antique garden fountain, "so it has some resonance," said Ms. Olasky. Thin marble countertops are terrific baking surfaces but don't scream "Look at me I'm a marble kitchen," she added.

EATING & DRINKING

ON WINE LETTIE TEAGUE



Netflix and Chill to 54 Degrees: Wine on Film

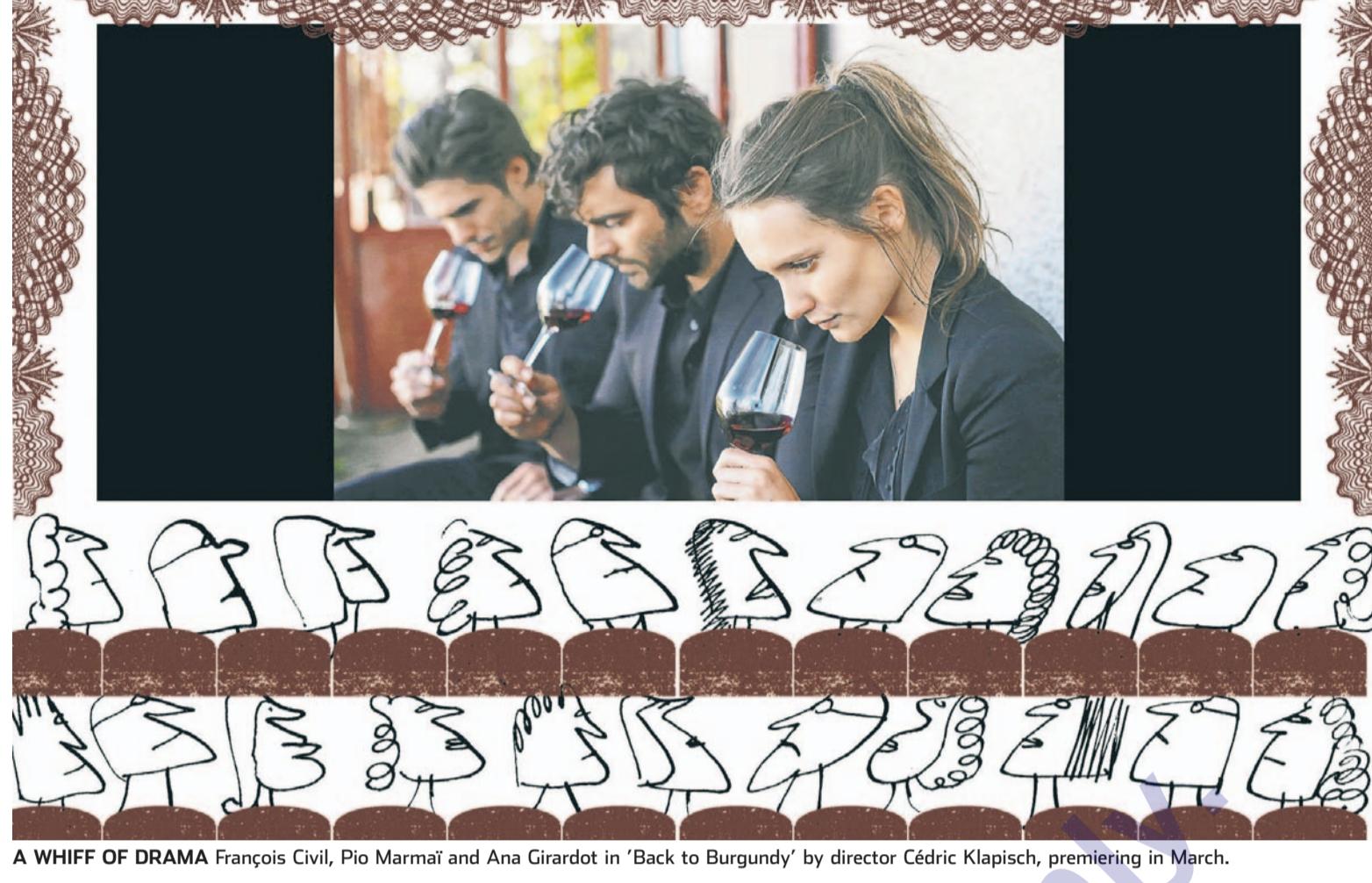
WATCHING MOVIES all week sounded like fun. Watching a week's worth of wine documentaries: not so much. As Jason Wise, director of the 2012 documentary "Somm," observed, "Wine is the thing that's surrounded by a lot of action, but if you put it on a table it just sits there. Wine doesn't do anything." And yet the recent rush of documentaries focusing on wine shows no sign of abating. I decided it was time to determine which of the current and upcoming releases are worth 90 minutes of an oenophile's (or cinephile's) attention.

Mr. Wise's film succeeded because it wasn't just about a bottle on a table but a group of obsessive young wine professionals pursuing a dream. Never mind that the dream—to become a Master Sommelier—involved some pretty boring stuff, such as tasting and spitting out wine from endless bottles and studying facts from hundreds of flashcards to take a series of tests. "Somm" is the rare wine documentary with people to root for, not to mention an actual plot.

Mr. Wise's second documentary, "Somm Into the Bottle" (2016), is a more visually beautiful film. It features some people from the first "Somm," including Fred Dame, the Master Sommelier Examination director, and Dustin Wilson, who passed the exam at the end of the film. But they are just two among many talking heads. Conversations about wine are conducted around the world, and rare wines are consumed—only this time, the sommeliers are talking in vineyards and other scenic settings, not quizzing each other in hotel rooms and working furiously toward a goal. It's actually much less fun to watch.

"The first movie was a crazy one. The second one was supposed to be what they're crazy about," said Mr. Wise in a recent phone call. The Los Angeles-based director is currently working on a third wine documentary set mostly in London and Paris. The working title is "Somm Three," and a few characters from the two other films will show up once more, as will personalities such as Steven Spurrier, the Englishman who staged the famous 1976 Judgment of Paris that pitted California wines against those of France. It will be released sometime later this year.

Released in 2016, the documentary "Sour Grapes" tells the story of convicted wine fraudster Rudy Kurniawan and the wealthy men who enabled his rise. Filmmakers Reuben Atlas and Jerry Rothwell set a fast pace—something I wish more wine documentarians would do—with this crime tale whose end is only partially known. (Mr. Kurniawan is in prison but his likely co-conspirators remain at large.) Commentary comes courtesy of Mr.



A WHIFF OF DRAMA François Civil, Pio Marmaï and Ana Girardot in 'Back to Burgundy' by director Cédric Klapisch, premiering in March.

ILLUSTRATION BY SERGE BLOCH; MUSIC BOX FILMS' 'BACK TO BURGUNDY' FILM STILL

Kurniawan's disbelieving friends; billionaire collector Bill Koch, who spent a fortune to uncover the fakes in his own cellar; and Laurent Ponson, the Burgundy winemaker who instigated the fraud investigation. It's a compelling story of greed and deception.

The trio of recent documentaries that writer-director David Kennard made with California-based wine importer Martine Saunier—"A Year

her brother and "an old black dog." Another highlight: Burgundy winemaker Thibault Morey, of Morey-Coffinet in Chassagne-Montrachet, playing the piano. (He also composed three piano pieces for the film's haunting soundtrack.)

The remarkable 84-year-old Ms. Saunier plays more of a supporting role to the famous winemakers in the two subsequent films set in Champagne and Portugal. There are beautiful scenes and interesting observations—"In the winter it looks more like coal country than wine country," notes Mr. Kennard about the Douro Valley in Portugal—but these two films lack the lyrical intimacy of "A Year in Burgundy."

Intimacy abounds in "Back to Burgundy" by director Cédric Klapisch, premiering in March. One of several Burgundy-focused films soon to be released, it's a fiction film, not a documentary. But its cast does include a real Burgundy winemaker, Jean-Marc Roulot of famed Domaine Roulot in Meursault.

This film both captures the drama of the region and portrays it accurately, thanks to Mr. Roulot. He plays a winery manager who must contend with three siblings who are trying to run their family's domaine after the death of their father. Mr. Roulot also gave technical advice about harvest (the actual 2015 Burgundy harvest is depicted) and showed his fellow actors how to hold a glass and to spit out a wine. In Mr. Klapisch's

work, the difference between a documentary and a fiction film is "not so definite," Mr. Roulot wrote in an email.

Oddly enough, of all the new films about Burgundy, I found director Rudi Goldman's documentary "Burgundy: People with a Passion for Wine" to be the least passionate. Perhaps something is lost in the shuffle as famous and not-so-famous Burgundians are tasked with the job of explaining dull stuff like soil types. There is a lot of information but it too often crowds out sentiment. Sometimes, facts are delivered with no discernible point.

A much better and, yes, more passionate new Burgundy documentary, "Three Days of Glory," will be released in April. The title refers to the three days of important post-harvest celebratory events, and the film features such famous Burgundy names as Dominique Lafon, Véronique Drouhin-Boss and Aubert de Villaine, as well as some more under-the-radar vignerons who are the true heart of the film.

Co-directed and narrated by Burgundy importer Scott Wright of Oregon-based Caveau Selections, the footage is often gloomy and rainy, and the music is suitably moody. Mr. Wright and his co-director David Baker tell the story of the disastrous 2016 vintage in Burgundy, one so severely reduced that some producers lost 90% of their harvest.

"They're sitting on some of the

most valuable vineyard land on the planet, but none of them are getting what you would call wealthy," says Mr. Wright. The threat of buyers from outside the region snapping up land looms large. American writer and Burgundy expert Allen Meadows observes, "We very well may see a lot more corporate money coming in because the small landowner can't afford to buy vineyards."

While the vignerons describe real hardships, they remain hopeful and proud. Fabio Montrasi, an Italian architect turned winemaker, says of making wine in Burgundy, "It's one of the most special places in the world, and sometimes miracles happen." Vigneron Thiébault Huber hopes for "a beautiful baby" after the hardship of 2016, and as the film ends, a title card notes: "The 2017 harvest for most of Burgundy was the best crop in nearly a decade." Yet the next card reveals: "There have also been three more sales of major grand cru vineyards to multinational buyers." As the credits roll, the music is a triumphant song from the great chanteuse Régine: "Je survivrai" ("I Will Survive"). And that seems not only possible but perhaps even inevitable.

The best of these films reveal that wine can be a lot more than a bottle on a table in the hands of great winemaker—or a great filmmaker.

► Email Lettie at wine@wsj.com.

SLOW FOOD FAST SATISFYING AND SEASONAL FOOD IN ABOUT 30 MINUTES

Lamb-Ricotta Meatballs Braised in Tomato Sauce



FOR 25 YEARS, Lee Hanson and Riad Nasr somehow kept a low profile cooking together in such major-league Manhattan restaurants as Balthazar and Minetta Tavern. In early March they'll open a hotly anticipated place of their own.

At Frenchette, in Tribeca, the chefs promise personal takes on the classic French cooking they've perfected over decades. These lamb meatballs in a spicy tomato sauce, their second Slow Food Fast recipe, provide a prime example. "Ricotta

lightens these up tremendously," said Mr. Hanson. After searing the meatballs, deglaze the pan with a little water. The browned bits, or fond, from the pan will lend deep savory flavor to the sauce.

If time allows, let the meatballs simmer gently for a full half hour. "Low and slow is always best for a braise," said Mr. Hanson. The results will be remarkably moist and tender—and even better the next day, should you be fortunate enough to find yourself with leftovers. —Kitty Greenwald

TOTAL TIME: 35 minutes SERVES: 4

What they are known for
Working together for years in top New York kitchens, quietly raising the bar for classic French cooking in the city.

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Their restaurant
Frenchette, in Manhattan

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EATING & DRINKING

HOME SLICE Rum, coffee and coconut flavor this Puerto Rican take on tres leches cake.



RYAN LIEBE FOR THE WALL STREET JOURNAL, FOOD STYLING BY JAMIE KINN, PROP STYLING BY NIDIA CUEVA

MEGA BAKE

Drenched and Indomitable

A cake that stands up to soaking with milk, rum, coffee and coconut provides a poignant taste of the tropics

BY KATHLEEN SQUIRES

THERE WERE no coconut popsicles at Señor Paleta in Old San Juan. "The hurricanes wiped out all the coconuts," the server told me and my husband in December, when we stopped at the storefront tucked into a sturdy Spanish colonial facade. We had heard the same about plantains, and coffee, and papaya...and the list grew longer over our three weeks in Puerto Rico.

An estimated 80% of Puerto Rico's crops were destroyed during hurricanes Irma and Maria in September. Puerto Rico will be without staples like plantains and co-

One rich and luscious dessert evokes Puerto Rico more aptly than any other food.

conuts for the better part of a year, while new coffee plantings will take three years to harvest. Though the island has always relied heavily on imported food, these estimates are staggering.

My husband is from San Juan and my in-laws live there and throughout the main island of Puerto Rico. It took several frustrating days of not being able to get in touch with friends and family to ensure their safety after Hurricane Maria. The island, a frequent, less-than-four-hour flight away, suddenly seemed remote and inaccessible. We did as much fundraising as we could, but the only real antidote to our sense of helplessness was to head down and aid in hands-on recovery.

We spent three weeks volunteering with homegrown relief efforts: clearing a ravaged nature reserve; distributing supplies in neglected towns; feeding children in barrios without power; rewarding hardworking electrical crews with freshly-made *pasteles*, the Puerto Rican

version of tamales. Those experiences, and the work that still needs to be done in Puerto Rico, consume us now that we are back in New York.

For the displaced relatives who have come to stay with us since the hurricanes, recreating familiar island dishes has provided as much comfort as a bed and a hot shower. We have cooked and shared rice and beans; *pica-dillo*, made with spiced ground beef, olives and tomatoes; and the warming beef stew *carne guisada*. I even boiled up the last batch of *pasteles* I had in the freezer from last year's holiday season. We wondered as we ate: Would there be *pasteles* on Noche Buena and Three Kings Day this year in Puerto Rico? And we were grateful to have them, well aware that many on the island are still languishing without power and other basic comforts.

Yet as much as I adore these savory island dishes, I feel one rich and luscious dessert evokes Puerto Rico more aptly than any other food, in ways I've come to appreciate all the more in recent months.

A sponge cake lavishly drenched in dairy products and topped with a fluff of whipped cream, *pastel de tres leches* ("three milks cake") did not originate in Puerto Rico. According to Lourdes Castro, a cookbook author and New York University adjunct professor of nutrition and food studies, "While many Latin American countries like to claim ownership to the origin of the tres leches dessert, it belongs to Nicaragua—although some claim it started in Mexico." An adoptee, like so much of Puerto Rican cuisine, this cake fits right into the pastry cases of the island's *panaderías*, alongside creamy island classics such as flan and *tembleque* (coconut pudding). For Puerto Ricans far from home, the simplicity and accessibility of the ingredients—eggs, flour, sugar, fresh milk, evaporated milk and sweetened condensed milk—ensure that the recipe can be faithfully replicated.

The Puerto Rican chef Mario Pagán speculates that tres leches was a more modern re-

placement for a waning-in-popularity dessert known as *bienmesabe* ("tastes good to me"), another sweet sponge cake, used to soak up a coconut crème Anglaise. Mr. Pagán also credits the "commercialized" Mexican restaurants that became popular in Puerto Rico in the 1980s with spreading tres leches around the island.

Whatever the trajectory, tres leches cake has become firmly entrenched in the Puerto Rican dessert pantheon, a favorite everywhere from homes to high-end bakeries. Mr. Pagán created a pistachio version that has become such a destination dessert at his eponymous restaurant in San Juan that he cannot take it off the menu.

To me, the sweet, comfort-

ing cake tastes of Puerto Rico itself. Its thoroughly drenched texture calls to mind the island's humid climate. The use of canned milk—imperishable, no need for refrigeration—speaks to the stamina and grit of the people. But what really resonates with me is the use of three milks. The power of three reflects the triad of cultural influences:

Tres Leches Cake

ACTIVE TIME: 20 minutes TOTAL TIME: 3 hours (includes baking and chilling) SERVES: 12

For the cake:
Butter, for greasing pan
5 large eggs, yolks and whites separated
1 cup granulated sugar
1 cup all-purpose flour
1½ teaspoons baking powder
½ cup milk

2 teaspoons coffee liqueur such as Kahlua
1 (12-ounce) can evaporated milk
1 (14-ounce) can condensed milk
1 (13.5-ounce) can coconut milk
2 tablespoons aged Puerto Rican rum, such as Don Q Gran Añejo

For the whipped cream:
2 cups heavy cream
4 tablespoons confectioner's sugar
1 teaspoon vanilla extract
Ground cinnamon
Freshly grated nutmeg

1. Butter bottom and sides of a 13-by-9-inch baking dish. Preheat oven to 350 degrees.
2. In a large bowl, use an electric mixer to beat egg whites on high until stiff peaks form, about 2 minutes. Reduce speed to medium and gradually beat in sugar. Then beat in yolks one at a time. Sift together flour and baking powder, and fold into wet ingredients. Mix in milk and coffee liqueur. Pour mixture into buttered baking dish.
3. Bake until golden and a toothpick inserted into center of cake emerges clean, about 30 minutes. Let cool 15 minutes. After cooling,

use a toothpick or skewer to puncture cake's surface at 2-inch intervals.

4. In a large bowl, whisk together all canned milks and rum until well combined. Carefully pour onto cooled cake. Cover cake pan with foil and refrigerate at least 2 hours.
5. In a large bowl, use an electric mixer to beat together heavy cream, confectioner's sugar and vanilla on high until stiff peaks form, 4-5 minutes. Spread whipped cream on top of chilled cake. Finish by sprinkling with ground cinnamon and freshly grated nutmeg. Serve immediately.

Africa, Spain and the U.S. mainland. The trinity also signifies a complete life cycle—beginning, middle and end—needed before rebirth.

I add three special ingredients to my version: coconut, a nod to bienmesabe; coffee, an icon of Puerto Rican agriculture; and rum, in homage to the island's steadfast, and economically vital, distilleries,

which were operating at 100% capacity within a few weeks of the hurricanes.

The result, light and creamy, moist and a bit boozy, tastes of celebration and happy times. It never fails to transport me to the place I've considered my second home for 30 years. Until our next trip, our thoughts will be there.

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ADVENTURE & TRAVEL

Building Excitement

Chock-a-block with architectural treasure, Glasgow is finding lively new purposes for its best structures. How to take them in

BY ALEX ULAM

IT WAS A GRAY Glasgow day and we were walking through the gritty Govan neighborhood past nail salons, Pakistani delis and rundown pubs occupying storefronts of handsome redbrick row houses with bay windows—evidence of better times. “Glasgow was to ships what Detroit was to the automobile industry,” said my traveling companion, John Henry, a maritime history buff, as we reached our destination, the Fairfield Shipbuilding and Engineering building. In the enormous, loft-like rooms of this immense Beaux-Arts structure—its facade lined with statues of shipbuilders and engineers striking heroic poses—plans for ocean liners were drawn to scale. Today, the Fairfield building houses tech startups as well as the Fairfield Heritage Centre, which recounts Glasgow’s glory days in the late 19th and early 20th centuries when it was known as the second city of the British Empire.

As impressive as it is, the Fairfield building is just one of dozens of historic landmarks recently restored and repurposed as art galleries, hotels, trendy cafes and upscale restaurants—a testament to how this scrappy Scottish city has been clawing its way back from decay. In the post-World War II era, competition from Asia, labor unrest and the rising cost of production crushed the Glasgow region’s shipbuilding industry. Today, the city’s population is barely half its 1950 peak, and although a revival is transforming Glasgow, it still looks like a shell of its former self.

But what a glorious shell. On our six-day trip, spent mostly strolling the city streets, we glimpsed sign after sign of the incredible wealth forged here during those earlier days: former banks crowned with massive cupolas; gold and red sandstone neoclassical piles abundantly



ornamented with statues; the Victorian-era greenhouse at the Glasgow Botanic Gardens. The showstoppers include Glasgow’s City Chambers, with its gleaming marble interior, and Glasgow University’s dazzling spired and turreted quads.

Then there’s the Lighthouse, a fortresslike office building designed in the 1890s by local architect and artist Charles Rennie Mackintosh, a pioneer of the Art Nouveau movement. So revered is Mackintosh in Glasgow that we stumbled across his ghost everywhere we turned, from tourist shops that hawked his designs on keychains to the creaky

Britannia Panopticon theater (dating to 1857), where a one-man show reanimated the architect. Four years ago, a fire ravaged his most famous structure, the Mackintosh Building at the Glasgow School of Art. After extensive repairs, it’s expected to reopen again next year.

The Lighthouse now, fittingly, houses Scotland’s Centre for Architecture and Design, where you can tour various exhibits and climb the turreted tower for a prime view of the city. But you needn’t work even that hard to appreciate Glasgow’s architectural spoils. One of my favorite finds, the Drum & Monkey

pub, occupies a 1920s bank building. There, in a large wood-paneled room edged by black-marble columns crowned with gold-leaf, a boisterous crowd threw back beers under a ceiling hung with elegant chandeliers. Even more opulent are the interiors of the Corinthian Club, originally built as the Glasgow and Ship Bank, and now a five-story entertainment palace with a casino, bars and restaurants. At Teller’s Brasserie, purple velvet banquets sit beneath a giant glass dome.

Toward the end of our trip, we headed to the leafy West End neighborhood to see a Mackintosh

TOWER OF STRENGTH
The Lighthouse, built in the 1890s by venerable Glasgow architect Charles Rennie Mackintosh, now houses Scotland’s Centre for Design and Architecture.

exhibit (him again!) at the early 20th-century Kelvingrove Art Gallery and to enjoy a Sunday brunch at the Hotel du Vin. Spread across five turn-of-the-century townhouses, the inn sports original oak trim and stained glass windows, even a men’s bathroom resplendent with black-marble urinals. For brunch the kitchen turns out a roasted cod topped with prosecco cream. It’s just the kind of place you might expect to run into a shipbuilding tycoon or two.

► For more details on visiting Glasgow, see wsj.com/travel.

HOTEL SNOBS CAN BARGAIN HUNT, TOO

A growing number of hotel-booking sites devoted to luxury properties offer perks and the occasional rock-bottom deal

AS THE BIG ONLINE travel agencies have become like huge department stores, complete with bargain bins and drastic sales, some independent boutiques have started to emerge. These specialized hotel-booking sites lure luxury lovers with a more high-end proposition: A good deal at a top property, including exclusive spots that often don’t appear on the big search engines. Some of the sites can score you sizable discounts on room rates. Others dangle incentives, like upgrades and spa credits. Here, a few prime hunting grounds.

BEAT THE ODDS

DreamCheaper

For the obsessive price-comparer, this no-frills Berlin-based company does the compulsive checking for you. Once you’ve got a hotel reservation that you can cancel without penalty, you send it via email to DreamCheaper. The site scans 100 other booking sites and hotel companies to find you a lower price and when it does, it’ll rebook your room.

Cost Registration is free but the cost varies by booking (see below)

Perks Savings—an average of 15% (and up to 60%). The company keeps 20% of the savings.

dreamcheaper.com

HIGHFLIERS

Luxury Bared

Launched in 2015 in the U.K., Luxury Bared concentrates on the top end of the luxury market (posh resorts such as Sandy Lane in Barbados and Amanjena in Morocco), publishes highly detailed reviews produced by its own

team of inspectors and books directly with hotels, resorts and cruise lines.

Cost Access to directory and reviews is free; \$35 a month buys you platinum membership with full access to all content and a number of other bells and whistles (see Perks, below).

Perks Platinum members get the best available room rate, concierge service and access to 247 airport lounges.

Other typical perks include full breakfast for two, spa credits, early check-in and late checkout, plus extras specific to certain hotels. For example, at the Mandarin Oriental in Shanghai, you might get a private artist-led tour of a prominent art gallery.

Sample Properties Park Hyatt Abu Dhabi, Cheval Blanc Randheli in the Maldives, Brown’s London. luxurybared.com

FAMILY SIZE

Suiteness

Founded in 2014 and specializing in hotel and resort suites that accommodate four or more people, Suiteness currently contracts with properties in 20 U.S. cities—Seattle to Washington, D.C.—plus London. The company aims to take the hassle out of finding suites that are not widely listed and adjoining rooms that appeal to young families or groups traveling together.

Cost Free

Perks Best possible rate for suites with the guarantee that if you find a better price through another source, Suiteness will refund the difference; also concierge service and donations made to local charities with each booking.

Sample Properties Nobu Hotel at Caesars Palace Las Vegas, The Carlyle



WHITE SALE From top: El Palauet Living Barcelona, a six-suite property listed by Tablet Hotels; Cheval Blanc Randheli, offered by Luxury Bared.

New York City, Kimpton Aerato in Nashville. suiteness.com

QUIRKY CLUB

Tablet Hotels

When it launched in 2000, Tablet Hotels was like an online guide to the coolest hotels of the world. According to co-founder Laurent Vernhes, the site has a quirky bent. “We are biased toward independent hotels and the best hotels within the chains, like Ritz Carlton and Park Hyatt,” he said. By now it’s grown to include 1,400 anonymously reviewed properties in 88 countries and offers rooms at the lowest available rate, which can be booked with or without membership to the Tablet Plus Travel Club.

Cost Tablet Plus is \$99 a year, and, if you’re feeling generous, you can book properties for friends as well.

Perks Upgrades, Wi-Fi, spa discounts, plus location-specific benefits like parking in Los Angeles (true value!) and an app that lets you create “staylists,” like playlists, of your favorite hotels and share your lists with other Tablet users.

Sample Properties El Palauet Living Barcelona; Shangri-La Sydney; the Heywood Hotel in Austin, Texas, tablethotels.com



KEEPING UP WITH THE 1%

Velocity Black

Membership at Velocity Black, an exclusive mobile app-based venture started in 2016 by former Goldman Sachs banker Zia Yusuf, doubled each quarter last year. Applicants are vetted and interviewed before acceptance because, as Mr. Yusuf explained, the goal is to build a community of like-minded frequent travelers—across industries

from tech to entertainment—who are looking for “that next great Instagram” (and have an average of 1,800 Instagram followers). Members get access to what is effectively a turbocharged concierge service that responds via app, within 60 seconds. According to

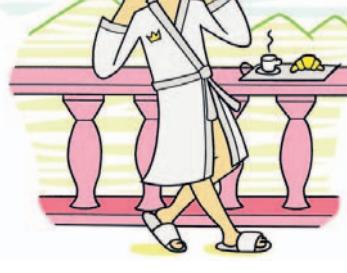
Mr. Yusuf, the concierge can secure everything from tickets to a sold-out John Mayer concert to a private visit to the Hall of Mirrors at Versailles for a marriage proposal.

Cost \$2,400 a year, plus a \$900 initiation fee.

Perks Access to private events around the globe, on-the-fly restaurant reservations, “local intel” in 100 cities, free upgrades at hotels and on airplanes and bragging rights: The model Gigi Hadid is a founding member.

Sample Properties Mandarin Oriental Tokyo, Hotel du Cap Eden Roc on the French Riviera, Baccarat Hotel New York City. velocity.black

—Christian L. Wright



ADVENTURE & TRAVEL

What Fresh Hill Is This?

Norway's mountainous Senja island offers miles of pristine, powder-rich runs. But to ski them, you need to climb them



RE WIKSTROM

PEAK CONDITIONS Off the radar for the jet-set crowd, arctic Senja island draws backcountry skiers more interested in raw adventure than pampering amenities.

BY BRIGID MANDER

OVER THE course of the morning, we had nearly forgotten that color existed. Three friends and I were climbing up a narrow gorge, carved into a snow-packed peak on Norway's Senja island, our skis strapped to our backs. The cliffs edging the gorge were an icy gray, the sky nothing but pale clouds, and the blanket of snow we waded through, at some points waist deep, was hypnotically white.

Our plan: to reach the summit and ski back down—a sure-to-be-sublime run down 2,000 feet of pure powder, straight to the shore of the slate-hued Norwegian Sea. But the extraordinary effort threatened to crush our morale. "I don't know if we're gonna make it to the top," huffed one friend, an exceptionally fit skier and endurance athlete.

Senja exists a world away from the realm of glamorous, pampering winter holidays. The island boasts snowy-wonderland scenery and incredibly varied terrain, but rarely a ski lift, let alone a ski resort. The Norwegian government forbids heli-skiing, so you can't easily fast-track to the tops of its mountains. If you want to ski beautiful Senja, you better want it

enough to climb its peaks first.

Only 8,000 or so Norwegians live on the country's second largest island; visitors largely bypass it. Senja lies at a latitude of close to 70 degrees north, comfortably inside the Arctic Circle and suitably difficult to access. The remoteness was palpable: Oslo felt as distant as New York, and we seemed to have the island all to ourselves.

Until recently, Senja was more or less isolated from mainland Norway. A connect-

We skied down in the pink alpenglow that lasted into evening.

ing bridge was built in the 1970s, but some tiny villages dotting the island's west coast, where the best skiing is found, remained too tough to reach over the mountains. Only in the last decade and a half have authorities burrowed several new tunnels under the peaks, giving cars access.

The 600-square-mile, fjord-riven island is as Norwegian as you can get: Fishing fuels the economy and most residents choose Nordic skiing when it comes to recreation. To visit neighbors or a store, locals still cruise around snowy streets on

kick-sleds (traditional Scandinavian sleds propelled by a foot push) and the island's tourism page lists trolls and goblins as possible diversions, along with reindeer and the northern lights. A few scattered small hotels operate, catering to tourists during the summer season and aurora chasers during polar night.

I knew next to nothing about Senja before the trip. An offhand comment by a Norwegian friend initially piqued my interest, but further research yielded little information about skiing on Senja. I found a few guidebooks...written in Norwegian. From what I could piece together, it sounded like a great adventure, a travel mystery of the sort you rarely encounter in our ultra-connected world.

With three experienced ski friends on board, I bought flights to Oslo and Bardufoss, the closest airport to Senja, and booked accommodations for the week at Senja Lodge, a place I only discovered via my Norwegian friend. This fisherman's house turned bare-bones hostel hosts skiers and mountaineers in Medfjordvaer, one of the largest villages on the island's west coast.

We showed up in late April, when ski season has typically receded to a memory in most places, and found Senja still covered in meters of snow. Medfjordvaer consisted of a few dozen traditional, colorful homes, a sometimes-open grocery and restaurant, a dock full of fishing boats and our lodge.

The four of us piled into one small room with four bunk beds, and spent most of our time there in the communal kitchen or living room, chatting with Bent, a mountain guide who owns the lodge, and the other guests. Three gregarious, 50-something Finnish men had driven from Helsinki in a spectacularly shiny Jaguar, with their own ski guide and chef in tow.

Nevertheless, they seemed thrilled with their sardine-can-size bunkroom and told us they had come to Senja to learn the ropes of backcountry skiing. "It is amazing," one told me. "All the free nature, everything opens up in ski touring."

As experienced backcountry skiers, my friends and I planned to guide ourselves. Still, I pried some information about avalanche and snow stability conditions from Bent, our laconic host. Our first day, we climbed and skied Keipen, a relatively easy peak that took just a few hours to ascend



CLUB RED Ski touring outside of Medfjordvaer.

THE LOWDOWN // SKIING ON NORWAY'S SKI ISLAND

Getting There Norwegian Air offers domestic service from Oslo to Bardufoss, where you can rent a car to drive the approximately two hours to Senja.

Staying There Hamn I Senja is a collection of small, modern fisherman's-hut-inspired lodges on the water, with a restaurant and in-suite kitchens. From about \$90 per person per night, hamnisenja.no. Senja Lodge offers bunk-style rooms. From about \$43 per person per



night, senjalodge.com.

Skiing There Most visitors prefer to hire an IFMGA (internationally certified) guide. Narvik Mountain Guides is familiar with the island.

From \$205 per skier per day for a group or \$670 per day for a private guide, narvikguides.no. Stockholm-based Pure Ski Touring also runs one group trip per winter to Senja. From about \$1,900 per person for four days of lodging, food and guided skiing, pureskitouring.se.

with climbing skins on our skis. The summit overlooked the sea to the east and west. We skied down in the pink alpenglow that lasted late into evening.

After dinner, while we pore over topographical maps searching for more demanding areas to ski than Keipen, Bent pointed to 2,000-foot Husfjellet mountain. "The world's short approach couloir is right there," he said, indicating the gorge. It's easy to find, he said, right next to the road. "You

can't miss it, if you're looking up," he added, before drifting out of the room.

The next day we drove along a desolate, snowy coastal road, eyes glued upward. We spotted the couloir and crammed our rental into a snowbank to keep the narrow road passable. After hours of creeping up the mountain like four inchworms, we flew back down the mountain in glorious, arcing turns on pristine powder, in a fraction of the climbing time.

Back in Medfjordvaer, after stopping to take photos at the dock, we chatted with a fisherman who gifted us fresh-caught cod to cook up at the lodge.

We spent the rest of the trip doing much the same—opening the topo maps, looking up at the peaks and charting our own path. There was no one to see our tracks and be impressed, no distractions of après-ski cocktails, nothing but a few other skiers happy with their own daily accomplishments.

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Is Creating a Podcast Worth It?

It's never been easier to launch your own show. But it's tough to persist when you're speaking to an audience of one

YES Podcasting is growing fast, and you can get in easily: There's minimal equipment to buy, no gatekeepers to hold you back or complicated software to learn, no \$200-million budgets necessary. A mere \$200 will suffice if you have an interesting idea for a show and a quick wit, if you work hard and keep your expectations low.

"Finding success in podcasting has to be secondary. If you're getting into it for the success or the money, the industry isn't quite there yet," said Matt Gourley, host of the behind-the-scenes film podcast "I Was There Too" and content developer for the Earwolf Podcast Network. "It should be for the love of the game right now."

Twin comedians Josh and Travis Wyman, who now live on opposite coasts, started their show "Stacking Wood" by simply recording their weekly phone call on Blue Yeti microphones (see "Is This Thing On?") plugged into laptops. They sync and edit the audio on Apple's GarageBand and then upload the file to iTunes. After four months promoting it on Facebook, they've already reached new listeners in Tokyo and Dublin.

"You're going to be terrible at a lot of things for years until you're successful," said Keith Kingbay, co-host of "New Player Has Joined," a show where celebrities reminisce about the videogames they love. "People probably aren't going to listen to your podcast initially. But if you like it and you keep putting it out, people will find it."

For nominal monthly fees, services like Libsyn (from \$5/month, libsyn.com) and Podbean (from \$3/month, podbean.com)

will help you edit your show, format the audio and publish episodes to hosting sites like iTunes and Soundcloud, helping to handle basic logistics so you can focus on crafting your show's content.

Podcasting is a great creative outlet, said Mr. Gourley, and the more episodes you get under your belt (audience or not), the better your show can become.

"Because we thought no one was listening, we weren't afraid to take stupid risks or make absurd choices. Turns out it resonated with people," Mr. Gourley said of his improvised sketch podcast "Superego," which had 120,000 subscribers at its peak. "You won't figure out what your podcast is until you get it under way, even as much as you plan and plan. So go for it."

If you can't afford studio time for your podcast, Blue Yeti mics offer high quality anywhere you are. Just plug it into your laptop's USB and hit record. From \$130, bluedesigns.com

NO Starting your podcast may be relatively cheap and easy. Growing your podcast is not. A successful show often calls for expensive equipment, higher bandwidth costs, steeper overhead fees, as well as extra time and effort spent writing, producing and promoting your content.

"It's a workday, especially for those just starting out," said Jesse Neil, Mr. Kingbay's co-host. "You don't just show up and talk to your friend and that's a podcast. We put all sorts of work in before episodes. You have to act as though it's your 9-to-5, and you have to be professional."

Even with all that, there's no guarantee your show will catch on or that you'll recoup your investment. If you don't have a built-in audience or a powerful means to promote it,

or a famous friend to fire off a tweet touting your show, how will anyone find it?

"The odds are really stacked against you. There are lots of funny comedians and broadcasters dominating the space," said Bryan Bishop, co-host of "The Film Vault," a movie podcast. "A lot of life is persistence and determination in the face of futility."

Before you heat up the mics, determine how much time and energy you're willing to invest, how frequently you're going to publish episodes (daily may exhaust you, monthly lets listeners forget about you), how you plan to reach that goal and how much you're comfortable spending.

If you want studio time, help with marketing and ad sales or access to download statistics, it will cost you: At Cloud Studios in Seattle, packages start at \$50 per hour, doubling if you want a sound engineer, tripling if you need editing help (cloudstudiosseattle.com). Podcast Center LA starts its base services at \$1.35 per minute (podcastcenterla.com). Podbean's fees can balloon up to \$99 per month for podcasters with professional aspirations.

"It kind of depends on what the phrase 'worth it' means to you: financially or spiritually or creatively," said Adam Carolla, whose eponymous show garners more than 1 million downloads daily. "If you enjoy podcasting like you enjoy pickup basketball games on Saturday, then it's always worth it. If you set the bar at 'I'm quitting my day job and I'm divorcing my wife and I'm living on a boat doing podcasting,' then it's not worth it." —Matthew Kitchen

IS THIS THING ON? // ESSENTIAL EQUIPMENT FOR PRODUCING YOUR OWN PODCAST



Microphone

If you can't afford studio time for your podcast, Blue Yeti mics offer high quality anywhere you are. Just plug it into your laptop's USB and hit record. From \$130, bluedesigns.com



Editing Software

Many pro and amateur podcast hosts edit their audio using Apple's GarageBand. The program is user-friendly, compatible with iTunes and—best of all—free (with a Mac laptop). apple.com



Headphones

Bad audio "drives people away before anything else," said Mr. Gourley. Spend more on Sony's studio-quality MDR-7506 headphones to keep tabs on levels as you record. From \$130, sony.com

A FRESH STARTLE

This quartet of smart alarm clocks offers novel ways to rise and shine. Electric shock, anyone?

1 Kello

Instead of screaming you out of bed, this toaster-sized alarm tunes your body clock with sleep-training modes designed to wake you earlier each day or help you recover from jet lag. It can also limit how many times a week you're allowed to hit snooze and can help you nod off faster by relaxing you with guided breathing exercises. When out of the sack, use Kello to stream music from services like Spotify. \$149, kello.com

it beeps or vibrates to wake you—and then ruthlessly zaps you with an electric shock if you don't rise in time. An advanced version can be set to shock you for other vices, like biting your nails, smoking or wasting time online. From \$128, pavlok.com

smartphone apps—and even call you (or a guest) an Uber in the morning. \$99, wittidesign.com

4 Ruggie

This battery-powered rug ensures that you actually get out of bed. The Ruggie wakes you with blasts of sound between 90 and 120 decibels, comparable to the volume of a blender; to mute it, however, you must stand with your full weight on its soft fleece surface for a set time, up to 30 seconds. Once you're up, it obligingly streams tunes from your smartphone to overcome your resentment and ingratiate itself with you again. \$69, ruggie.co

—Steven Melendez

This showoff digital alarm clock works with your other smart-home devices to control lights, music, even your coffee maker with the push of a button. Beddi can be set to slowly dim your bulbs at night as you drift off, and simulate a sunrise to help you wake naturally. It can also connect to a variety of



1



3



2



4

GEAR & GADGETS

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BMW's latest e-bike can reach 30 mph in only 2.8 seconds and travel up to 99 miles on a full charge.



RUMBLE SEAT DAN NEIL



2018 BMW C Evolution: An Electrifying Ride

THE MOTORCYCLE equivalent of a Polar Bear Swim is the Ice Sickle, a ritual ride on the coldest day of the year. You don't ask why here.

This year fortune smiled. I walked out in single-digit temperatures dressed like Michelin Bibendum to throw a leg over the BMW C Evolution electric scooter. As far as I can tell it's the same bike as the fantastic C 650 GT, made more so with the substitution of a torque-hurling e-motor and low-slung battery pack. These widgets transform an already powerful and stylish commuter scooter into a humming dart—a snowpiercer.

Here are some figures to warm your hands by: 53 lb-ft of torque from 0-4,650 rpm, with peak output of 48 hp; 0-30 mph in 2.8 seconds and top speed governed at 80 mph; 99 miles of range, officially, with a 4.5-hour recharge time

hooked to a Level 2 charger; and a battery-intensive curb weight of 606 pounds, which made the C Evolution a witch to push off the road when it froze up, but I'm getting ahead of myself.

BMW's e-scooter anticipates the future of personal transportation in two ways: It is electric, of course; it is also more appropriately scaled for the task of moving one human through space at a good rate. Have you ever looked up at 100-pound Debbie driving her 6,000-pound Lincoln Navigator and thought, that ain't right?

Indeed, and all those Debbies add up. The U.S. had four of the top-10 traffic congested cities in

the world in 2016, according to analytics firm Inrix. The problem, according to Inrix economist Bob Pishue, is that driving demand is going up "while the supply of roadway will remain flat."

So, if you can't reduce the number of vehicles crowding into urban zones, the obvious, market-based solution is to make the vehicles smaller. You're welcome.

Your whispering rush into the landscape feels more like flying. This unexpected bliss is its own premium.

I raise this point because motorcycle sales are falling in the U.S. as boomers age out of their riding years. If the category is to grow again, motorcycles need to redesign around qualities that young people value, like urbanity, zero emissions and rideability. Like our little friend here.

On sale in Europe since 2014, the C Evolution is built around its air-cooled 8-kWh, 94-amp-hour lithium battery pack, using the same cells that power the BMW i3 electric car. These cells account for both the heinous weight and cost of the C Evolution: \$14,640, including optional heated grips. But the value proposition compared to gas-powered scooters is

more subtle than it seems. For one thing, the BMW requires virtually no maintenance. This thing will never start because of a fouled spark plug or water in the fuel.

For another, Aldous Huxley: The great British writer talked about speed being the only genuinely new pleasure in the modern age. Try very quiet speed. Since the Industrial Revolution, noise and speed have been linked in our perceptions by the internal combustion engine. Louder is faster and faster is louder. The BMW's riding experience hits mute on that. Your whispering rush into the landscape feels more like flying, like dreaming of flying. This unexpected bliss is its own premium.

Anatomically, this is a mega-scooter, with a high central section rather than a step-through design and floorboards, typical of an ordinary scooter. Other motorcycle landmarks include the fixed forward fairing, the single-swingarm with belt drive, the single rear coilover and forward foot position. The low saddle height (30.1 inches) combined with the extra-low center-of-gravity imbues the bike with a lot of stability and handling confidence, even at very un-scooter-like lean angles.

It is ridiculously easy to ride, by design. Just twist the throttle and go. Like other EVs the BMW uses regenerative braking to replenish the battery as the bike coasts or reduces speed. There is also a Sail mode that allows the bike to glide freely downhill without regen

braking. The official range of 99 miles seems a tad optimistic, though. I was seeing closer to 70 miles of range between charges, which I attribute to single-digit mercury and a habit of pinning the throttle like a fleeing bank robber.

Tears of joy had practically frozen to my face when, without warning—and with an indicated 66 miles of range left—the scooter suddenly went tilt. It rolled to a stop on a curbed street on an uphill incline. I got off and gave it a

desperate push. OMG. It was like pushing earth-moving equipment.

I backed it off the street and called for a tow, then waited by the road in full riding suit like an out-of-work superhero. By the time the truck arrived the battery pack had warmed up enough to cancel what was probably the scooter's self-protecting low-temp mode. After all, the wind chill at 80 mph dropped the temperature to -29 F.

It's OK. My batteries were freezing up too.



2018 BMW C EVOLUTION

Base Price \$13,750**Price, as Tested** \$14,640**Powertrain** Air-cooled lithium-ion battery pack with on-board charger; liquid-cooled e-motor; belt drive.**Power/Torque** 48 hp/53 lb-ft**Battery Pack** 8 kWh, 94 Ah, 133 V**Range** 99 miles**Recharge Time** 4.5 hours (220V)**Curb Weight** 606 pounds**0-30 mph** 2.8 seconds**Top Speed** 80 mph

HOPPY TRAILS

Three innovative beer devices that help you enjoy a craft pour on the go

WITH MORE craft-focused taprooms and independent breweries opening daily in America (6,000 and counting) it's only natural that smart beer drinkers would develop new tech and devices to help keep their beers cold and carbonated when they're camping, biking or otherwise on the

move. Solving the problem of the antiquated growler—a big glass jug that keeps beer from going flat and funky as long as it's cold, sealed and kept in the dark—these developments ensure that your favorite brews stay brewery fresh from the taproom to the trail. —Cat Wolinski

1 Take a Pitcher

First released as somewhat of a gimmick, the Fizzics Draft Beer System has grown up with a smaller, sleeker update. The new portable Waytap smart dispenser uses the same "micro-foam technology" but can be packed in the car for draft-quality pours on a weekend away. It adds new life to beer in cans and 12-oz. bottles, enhancing its aroma and mouthfeel and topping each glass with a nice head. No CO₂ cartridges are necessary, as it runs on AA batteries. From \$150, fizzics.com

2 Crafty in Copper

It's no surprise that beer-loving Portland, Ore., locals came up with the uKeg, a hybrid handheld growler and dispenser. Along with its eye-catching copper-plated design, uKeg promises fresh, carbonated beer for up to two weeks in the wilderness thanks to its built-in components: The pressurization cap keeps beer carbonated at its ideal level; a built-in gauge enables easy eyeing; and the sight glass means you'll know when you're running low. From \$149, growlerwerks.com

3 Tapped Out

For active types looking to simplify and elevate fresh beer on the go, TrailKeg takes the convenience of a traditional growler and adds a self-serve table tap and pressurization. The double-walled, vacuum-insulated, CO₂-pressurized growler keeps draft beer cold for 24 hours and carbonated for several weeks. It's lightweight enough to take your craft brews wherever the trail leads—be it a hike or a barbecue. Once home, it can be hooked to a kegerator. From \$126, trailkeg.com

STYLE & FASHION

20 ODD QUESTIONS

Gwyneth Paltrow

The actress and lifestyle guru is as enthusiastic about jumpsuits as she is about the simple pleasure of coffee with half-and-half

WHEN ACADEMY AWARD-WINNING actress Gwyneth Paltrow founded her lifestyle brand in 2008, all she had was an earnest newsletter and a name: Goop (two “o’s between her initials). Her friend Peter Arnell, a New York branding expert, had told her that all billion-dollar internet company names have two “o’s” in them (think Google, Yahoo), recalled Ms. Paltrow, 45. “I thought it was stupid and funny.”

A decade later, Goop is no joke. It is arguably the most prominent celebrity-run lifestyle brand, encompassing: a website; virtual as well as brick-and-mortar retail shops; a line of clothing; Goop by Juice Beauty products (including \$140 replenishing night cream); bicoastal summits with \$2,000 tickets, plenty of turmeric and tarot card readings; a printed magazine; and vitamin packets with names like “Why Am I So Effing Tired?” On March 8, the Los Angeles-based Ms. Paltrow, who’s also busy parenting Apple, 13, and Moses, 11, adds a podcast to the mix, to provide an even “deeper dive” into Goop-y stuff like meditation, colonics and those notorious jade eggs. Ms. Paltrow insists she’s not a podcast expert, although she listens to psychotherapist Esther Perel’s relationship show and business-themed discussions during physical therapy on Sundays.

In a recent phone chat, Ms. Paltrow filled us in on her interest in grill-

In a recent phone chat, Ms. Paltrow filled us in on her interest in grilling Jeff Bezos, grim German TV and why she likes being ladylike.

My favorite character I've played is: Margot Tenenbaum. She's so wonderfully complicated and enigmatic and listless. She also has such great style.

dad's Levi's jacket from the 1960s that my mom embroidered flowers on. I would not want to lose that.

I hire people by: asking two questions: Is the person a triple-A-plus and are they an a-hole? Yes for box one, and no for box two. I always want to hire people who are smarter and nicer than I am.

worth Kelly. I'm always uplifted by his work. I love his color blocks and think his drawings are poetic and organic.

My foolproof fashion fallback is: jumpsuits. You don't have to think so much about your outfit, and it's more unexpected than a dress. My current go-to is one by Alessandra Rich. It's perfect, black and easy.

A close-up portrait of a woman with blonde hair, wearing a dark coat with a prominent fur collar. She is looking off-camera to her left. The background is blurred, showing what appears to be a car and some greenery.

never get rid of is: my



CHIEF GOOP OFFICER Clockwise from above: Gwyneth Paltrow outside her Brentwood, Calif., home; a favorite Hoorsenbuhs locket; 'The Sheltering Sky' by Paul Bowles; her preferred coffee; Hibiki Whiskey; an Ellsworth Kelly drawing. Inset: Ms. Paltrow as Margot Tenenbaum in 'The Royal Tenenbaums.'

whisky. I like a dirty martini. I love an old fashioned. Those are my three drinks. [I indulge] probably seven days a week. It's not always a large quantity, but I like to have something when I get home or with dinner.

Angeles. It's the little things.

The best tip my mother gave me was: to be a lady, which seemed like an arcane piece of advice. But it's great if you modernize it in your head. It means to have self-respect, to treat

Growing up, I had a crush on: Keanu Reeves. It's weird—he would so not be my type now. But when I was young, he was the bee's knees. Yes, I've met him, and he's a very handsome man.

I always have Brooklyn Roasting Company coffee, which I get shipped to Los

Angeles. It's the little things.

The best tip my mother gave me was: to be a lady, which seemed like an arcane piece of advice. But it's great if you modernize it in your head. It means to have self-respect, to treat others with kindness, to be polite.

The book that most shaped me is:
“The Sheltering Sky” because I felt like the heroine, Kit, was so complicated. She had so many sides, was so amazingly free and autonomous. She was punk rock while still being fancy.

Marshall Heyman



GIORGIO ARMANI

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