



Russia's Asian Turn

REVIEW

WSJ

THE WALL STREET JOURNAL WEEKEND

DOW JONES | News Corp *****

SATURDAY/SUNDAY, JULY 7 - 8, 2018 ~ VOL. CCLXXII NO. 5

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What's News

World-Wide

The Trump administration is being emboldened by the strength of the U.S. economy as it plays hardball in its trade offensive against China. A1, A4, A5

◆ Trump headed into the weekend still undecided about his Supreme Court pick, but people familiar with the process said they believe he is leaning toward Kavanaugh. A3

◆ Pompeo headed into a second day of talks with North Korean officials in Pyongyang to hammer out a path toward denuclearization. A6

◆ North Korea is thought to be developing a nuclear-capable submarine, a South Korean lawmaker said. A6

◆ The EPA's acting chief said that the agency won't shift from the direction established by Pruitt. A3

◆ A Pakistani court found ex-Prime Minister Sharif guilty of corruption, a verdict that likely will affect the country's election. A6

◆ Britain's May appeared to unite warring factions of her cabinet behind a new Brexit plan, but doubts remain over EU acceptance. A7

◆ The Syrian regime and its ally, Russia, took control of an important border crossing with Jordan. A8

Business & Finance

◆ Americans are flocking to the job market as the already robust economy revs up, with employers adding 213,000 jobs in June. A1, A2

◆ Biogen and Eisai said an experimental Alzheimer's drug showed positive results in preliminary data from a mid-stage study. A1

◆ This year's sell-off in China's stocks and currency is reviving memories of the country's market rout in the summer of 2015. B1

◆ U.S. stocks rose as signs of a buoyant labor market helped investors look past trade tensions. The Dow added 99.74 points to 24456.48. B1

◆ Sonos pulled back the curtain on its plans for an IPO, revealing a business that is on pace to turn a profit this fiscal year. B1

◆ Univision is exploring a sale of Fusion Media, which houses websites including Gizmodo and Deadspin, as it pursues a restructuring. B3

◆ Boeing's proposed takeover of Embraer's commercial jetliner business is shaping up to be an issue in Brazil's presidential election. B3

◆ Avon is selling its last domestic factory to French cosmetics maker Fareva. B3

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Political Harassment Is for the Birds

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SATURDAY/SUNDAY, JULY 7 - 8, 2018 ~ VOL. CCLXXII NO. 5

Help (Still) Wanted

Labor force participation is rising for women, black people and prime-age workers, as overall joblessness declines.

Demographic ■ 25-54 year olds ■ Men ■ Women ■ Black ■ Hispanic ■ White ◊ Each dot is the monthly difference from the total unemployment rate.

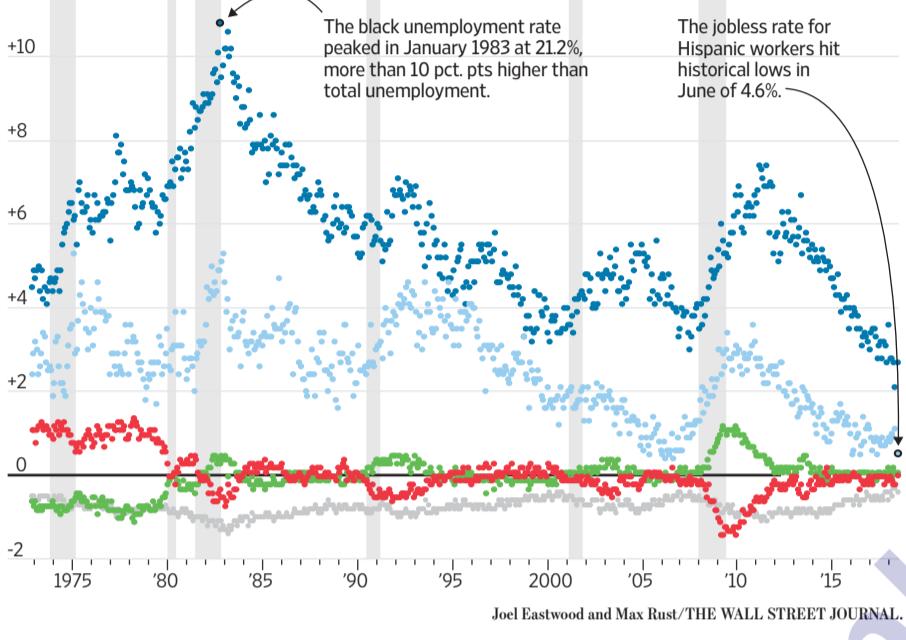
Participation

The share of the population that is working or actively looking for work climbed in June.



Relative Unemployment

+12 percentage points above total unemployment rate



Boom Draws Workers Back

Unemployment rate rises as more people seek jobs, supporting economic growth

By ERIC MORATH

WASHINGTON—Americans are flocking to the job market as the already robust economy revs up.

Hundreds of thousands of Americans started looking for jobs and employers added 213,000 to their payrolls last month, the Labor Department said Friday. Many of those job seekers were snapped up by

employers while some were counted as unemployed while they sought out work, which helped push the jobless rate up to 4.0%, from an 18-year low of 3.8% in May.

Those new entrants to the labor force could provide the raw material needed to support accelerating economic growth nine years after the recession ended.

"It's clear that we're not running out of workers," said Kate Warne, an economist at Edward Jones. "There is additional leeway for job growth to remain strong."

Katie Garrison, 36 years old, is among those finding oppor-

tunities. She was out of the labor force for six years while caring for her young children. Last month, two weeks after she started searching, she was hired as a part-time government attorney.

"I was expecting it to be months and months," Ms. Garrison said. "It was actually easier this time to get a job than any of us expected."

New entrants to the labor force—be they parents, recent graduates or those previously frustrated by their prospects—have caused the civilian labor force to grow by an average of about 250,000 workers each month this year. That is the

best six-month stretch of Americans entering the labor market in more than two years. In June, the share of American adults working or looking for a job rose by 0.2 percentage point to 62.9%. The gain runs counter to the longer-running trend of an aging population that is less likely to work.

A greater share of Hispanic Americans sought jobs last month—and found them. The

Please turn to page A2

◆ Data keep Federal Reserve on rate track A2

◆ Heard: For investors, jobs report is just right B12

Economy Bolsters Trump On Trade

By BOB DAVIS

WASHINGTON—The U.S. economy's strength is emboldening the Trump administration to play hardball in its trade offensive against China.

Tariff Tumult

- ◆ Companies fret over wider rift with China A4
- ◆ Surge in soybean exports did little for farmers A5
- ◆ Investors pull back from Chinese markets B1

Tariffs tend to be economic downers with an impact like sales taxes, which push up costs for consumers and businesses and slow growth. But so far it is tough to argue that the spat with China is having a broad macroeconomic impact.

Economic output in the second quarter is estimated by many economists to have expanded at a 4% annual rate or more, roughly twice the pace of the nine-year-old expansion. The jobless rate, meantime, is near lows last seen during the internet boom in 2000, and wages and incomes are rising modestly.

That gives President Donald Trump's administration what it sees as leeway to hit China without worrying as much about blowback from U.S. households or businesses caught in the crosshairs.

"This is the perfect time" to

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Belgium Ends Brazil's Cup Dreams



HEADING HOME: Brazil's Neymar reacts after Belgium knocked his team out of the 2018 World Cup in one of the tournament's quarterfinal matches. France advanced after beating Uruguay. A14

Loyalties Are Tested When the Big Game Falls on Your Big Day

* * *

Saturday's World Cup match clashes with a top day for weddings in Britain

By PHILIP GEORGIADIS AND GEORGI KANTCHEV

LONDON—As England's World Cup soccer match against Colombia went to a dramatic penalty shootout, English fan William Gyngell felt relief. His team never won on penalties.

This time it did. That meant England's next match would now be played on the same day as Mr. Gyngell's wedding, which starts at 2:30 p.m. *But, the game is on!*



attending a wedding, because England's quarterfinal match against Sweden is taking place on one of the busiest days of the year for British weddings.

The conflicting schedules have led to frayed relationships, a scramble to rearrange receptions, bans on cellphones and an intervention by the Church of England.

Marriages around the world are often upended by clashes with sporting schedules. The U.S. college football season, with games traditionally

played on Saturday afternoons,

has a long tradition of wedding interference. Spring and summer sports such as Major League Baseball hit the wed-

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Early Tests Raise Alzheimer's Hopes Despite Recent Failures

By DANIELA HERNANDEZ AND PETER LOFTUS

An experimental Alzheimer's drug showed positive results and raised hopes anew that pharmaceutical companies were moving closer to a medicine that could finally disrupt the disease's memory-robbing course, though a string of failures shadow the efforts.

Alzheimer's has proved an especially tough drug target. Approved therapies only relieve symptoms temporarily, and one experimental treat-

ment after another promising to stymie the neurodegeneration has ultimately failed to work. Some pharmaceutical companies, after costly failures, pulled out.

Which is why Friday's news from Boston biotech Biogen Inc. and Japan's Eisai Co. that their experimental drug showed positive signs was cheered by caregivers and doctors, and drove shares in the companies up by double-digit percentages.

The data are preliminary—topline results from a mid-stage study looking for the

right dose—and researchers warned other, similar medicines also showed promise early, only to fail during more extensive testing.

Yet even skeptics looked forward to more detail and to learning whether the drug might actually work.

The study results "definitely merit a further look and a broader trial, given the fitful efforts to find effective treatments for Alzheimer's disease

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◆ Heard: The hazards of chasing a Biogen rally B12

EXCHANGE



WHEN THE CLIENT IS A HARASSEUR

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One Tech Startup, 300 Million Cows

Aiming to modernize a giant Indian dairy industry

By BILL SPINDEL

BHUBANESWAR, India—When Srikumar Misra moved back home to this eastern Indian city from London in 2010 to launch a milk company, it was about as far from Silicon Valley as an ambitious entrepreneur could get.

Armed with social media, smartphone apps and big-data analytics, Mr. Misra's dairy business is among hundreds of start-up companies leveraging the arrival of the internet in rural areas in India.

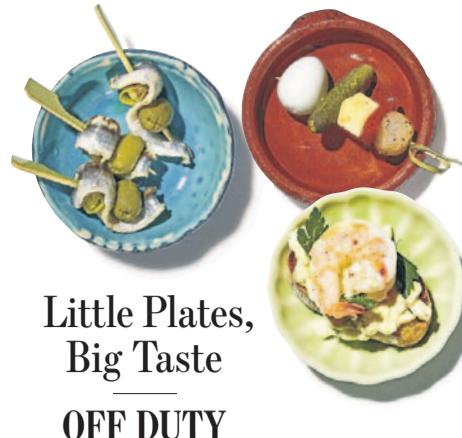
Technology is taking on one of India's biggest economic challenges: modernizing the country's massive informal economy. Tech is especially being put to the test by a tangle of millions of

independent laborers, farmers and tiny companies that make up the lumbering farm sector.

Mr. Misra, a former executive with Tata Group, one of India's largest conglomerates, zeroed in on the huge but underdeveloped dairy industry, which is exceedingly fragmented.

India boasts the world's largest dairy herd—some 300 million buffalo and cows that produce 165 million metric tons of milk annually. Yet the average farmer owns just two cattle, and most live on one-family farms on tiny plots that lack roads and electricity. In the U.S., the second-largest producer globally, the average dairy farm has nearly 150 cows.

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Little Plates, Big Taste

OFF DUTY

WEEKEND

W

U.S. NEWS

THE NUMBERS | By Jo Craven McGinty

Cash Flow or Cash Stash? How Money Moves



A record level of U.S. cash is circulating, but Americans aren't spending the bulk of it.

So, where's the money?

Up to two-thirds—or as much as \$1.07 trillion—is held abroad. About \$80 billion is held domestically by depository institutions. And the rest—as little as \$453 billion—is in the hands of domestic businesses and individuals.

The exact distribution is unknown because once cash is transferred out of the Federal Reserve's vaults, it's virtually impossible to track.

Estimates about the holdings are deduced from orders placed by depository institutions, subsequent reports to the Fed's Board of Governors and what can be discerned based on denominations in circulation.

Although the Treasury prints more than twice as many \$1s, \$5s, \$10s and \$20s combined as it does \$100s, the vast majority of the

value of circulating currency is represented by Benjamins.

Last year, according to figures published by the Fed, \$1.6 trillion was in circulation, including \$1.3 trillion in \$100 bills, or 80% of the total. In 1997, \$458 billion circulated, including \$291 billion in \$100s, or 64% of the total.

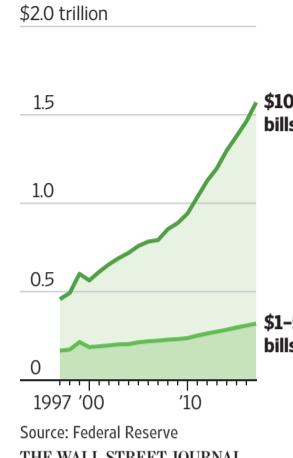
For at least two decades, the value of circulating currency has increased an average of 6% a year. Even when adjusted for inflation, the total value has more than doubled since 1997, and the total value of \$100s is nearly triple what it was then.

Generally, small bills are regarded as transactional, while big bills are thought of as a store of value—money that can be socked away for future use or to preserve wealth. Perhaps because of this, the bulk of U.S. cash sent abroad is in the form of \$100 bills.

"We know this because we see what denominations are sent to international depository institutions," said Shaun

Seeing Green

Value of U.S. currency in circulation



Source: Federal Reserve

THE WALL STREET JOURNAL

O'Brien, a senior policy consultant in the Fed's Cash Product Office. "Individuals in economies or politically difficult situations may prefer to hold U.S. cash versus local currency."

The circulating currency held abroad could range from one-half to two-thirds of the total, the Fed esti-

mates, or a range of \$800 billion to \$1.07 trillion.

The other one-third to one-half, or \$533 billion to \$800 billion, is believed to be held domestically, with businesses and individuals holding \$453 billion to \$720 billion.

Those are the best estimates of the distribution the Fed can make given the information it can access. The volume of transactions is even harder to measure, but there's evidence that, even as the amount of currency has increased, the share of cash transactions has fallen.

In 2016, cash accounted for 31% of the number of payments made by Americans—more than any other single payment instrument—but only 7.9% of the value, according to the latest Diary of Consumer Payment Choice, a nationally representative survey conducted annually by the Fed.

Debit and credit cards together accounted for 45% of the number of payments and 26% of the value. Electronic transfers accounted for 14%

of the number of payments and 43% of the value.

The remainder, around 10% of the payments representing 23% of the value, was made with other instruments including checks, money orders and prepaid cards.

The survey participants' diaries captured every payment or purchase made during a set period of time, from a cup of coffee to a mortgage payment, said Claire Greene, a payments-risk expert with the Federal Reserve Bank of Atlanta and co-author of the report.

Typically, participants used cash for payments of less than \$25. Credit and debit cards were used more often for payments of \$25 to \$100, and checks and electronic payments were generally used for transactions of \$100 or more.

There is also evidence that Americans, like people abroad, hoard cash.

"Since the great recession, the number of \$100 bills in circulation has increased,"

Mr. O'Brien said. "We suspect it's for stored value."

A similar surge in 1999 preceded the feared Y2K crisis, when the number and value of \$100 bills each increased by around 21% over the previous year, an unusually large bump. The average is more like 8% a year.

It's impossible to know exactly how much cash Americans have locked in safes, stuffed under mattresses or otherwise squirreled away, but there are some hints.

Only half of the survey participants were willing to reveal how much cash they had stashed, but among those who did, the range in value was great.

"Some individuals reported holding more than \$10,000 in cash," Mr. O'Brien said. "Others reported holding zero."

The difficulty documenting how much cash is stored, or even tracking its general distribution, speaks to what people like about it, Mr. O'Brien said.

It's ubiquitous. It's trusted. And it's anonymous.

Jobs Report Keeps Fed on Rate Track

By NICK TIMIRASO

raise rates in September.

Fed officials raised their benchmark federal-funds rate in June for the second time this year, to a range between 1.75% and 2%, and penciled in two more increases this year.

The report appears to offer something for everyone around the Fed's boardroom table. It provides support for officials who have argued that the unemployment rate has understated the level of the slack in the economy because of a potential reserve of workers who aren't actively looking for jobs.

The data provided few signs of a run-up in wage growth. Average hourly earnings of private-sector employees rose 2.7% in June from a year earlier, in line with the pace seen in earlier months this year.

On the other hand, officials concerned about the economy overheating can point to the rate of hiring, which could push unemployment to levels last seen 50 years ago if it isn't accompanied by sustained increases in labor-force participation of the sort seen in Friday's report.

While the report gives the Fed a little more breathing



A job fair in Indiana in May. The June unemployment numbers are expected to keep the Fed on track to raise interest rates.

room to resolve this debate, just how much room depends on whether last month's growth in the labor force—a noisy data series because it bounces around frequently from one month to the next—can be sustained.

Fed Chairman Jerome Pow-

ell nodded to potential benefits and risks of a tight labor market in a speech last month. "While persistently strong economic conditions can pose risks to inflation and perhaps financial stability, we can also ask whether there may be lasting benefits," he said.

A tight labor market could draw more Americans back to the workforce while raising productivity and the potential for output to increase without raising inflation, he said.

Employers have added an average 215,000 jobs a month this year, well above the level

Fed officials think is needed to hold the jobless rate steady absent increases in workforce participation rates.

The share of adults age 25 to 54 who are working ticked up to 79.3% in June, matching the highest level seen during the current expansion.

Boom Is Drawing Workers

Continued from Page One

Hispanic unemployment rate fell to a record low 4.6%. Labor-force participation also rose in June for women, black people and those with less than a college education. But those additional job seekers caused the unemployment rate to increase for all three groups from historic lows.

Naafee Rone has only a high-school diploma. That left the 23-year-old from Baltimore's east side to bounce between short-term jobs, including cleaning airplanes and working fast-food counters.

Last year, he left the labor force to receive about five months of job training from NPower, a nonprofit serving young adults. After an internship, he was hired this year as

a support analyst at Port Networks. He earns \$17.50 an hour, more than he did at those prior gigs, and works in an office tower overlooking the city's Inner Harbor.

"This is amazing," he said. "I have a beautiful view, I work independently, and I have the potential to make more."

Economists expected workers to be in short supply this year and for hiring to slow. So far, the opposite has happened. The pace of hiring has accelerated compared with the average for all of 2017.

Aultman Health Foundation, a hospital operator in Canton, Ohio, has added hundreds to its payroll of 6,600 this year. It is still receiving plenty of applicants for open positions, said Susan Olivera, vice president for human resources.

The challenge, especially for nursing applicants, is that many are fresh out of college and lack the needed experience.

To respond, Aultman started "boot camps" in May where nursing students are allowed to work as assistants in

critical-care wards so they can gain the necessary background to step into challenging roles more quickly.

"It makes for a much smoother transition," Ms. Olivera said. It also eases recruiting battles. "We want experienced talent, but that's what the other hospitals want as well."

The health-care sector added 25,200 jobs last month. Professional and business services—including engineering services, consulting and temporary help—added 50,000 jobs. Employment in manufacturing grew by 36,000. Employment fell at retailers.

Solid hiring has been a feature of the economy since 2010. U.S. employers have added to payrolls for 93 straight months, extending the longest continuous jobs expansion on record.

What might be different now is the other aspects of the U.S. economy that appear to be picking up steam. Forecasting firm Macroeconomic Advisers lifted its projection for the sec-

ond-quarter economic growth rate to 4.9% Friday. Barclays estimates a 5% rate, well above the recent pace of 2% gains.

That view was bolstered by a separate Commerce Department report Friday showing the trade deficit narrowed for the third straight month in May, driven by an increase in exports that will add to U.S.

output. Spring data on gross domestic product will be released later this month.

Such high rates of economic growth—stoked by new tax cuts and unusually high soybean exports—may not be sustainable. Still, Macroeconomic Advisers projects the economy will have grown 3.1% at the end of this year from the end

of 2017—setting 2018 up to the best year for growth in more than a decade.

The movement of more workers into the labor force could help to keep the economy from overheating—for example by leading to an upsurge of wages and inflation—and might also keep the Federal Reserve from veering from its plan to raise short-term interest rates only gradually in the months ahead.

But there are risks. Trade-policy gyrations have added a new level of uncertainty to the global economy. In the U.S., rising interest rates could cool purchases of big-ticket items such as homes and cars, and recent accelerating inflation, including higher energy prices, takes a bite out of workers' paychecks.

Wages are rising at a consistent, but unspectacular rate. Average hourly earnings for all private-sector workers increased 5 cents last month to \$26.98. Wages rose 2.7% from a year earlier in June. Wages haven't increased at better

than a 3% rate from a year earlier since the recession ended in 2009. However, hourly earnings for nonmanagers are rising at the fastest pace in nine years this spring, suggesting the benefits of economic growth are being felt more widely.

There are pockets of labor shortages, and better wage growth.

Ranir LLC, a manufacturer of toothbrushes and other oral-care products, has low turnover among its long-tenured staff, but was struggling to fill entry-level positions in its warehouse and factory floor, said Amy Waters, a human resources executive.

The Grand Rapids, Mich., company recently changed its compensation program, allowing for new hires to receive raises as frequently as every 90 days for the first year and then every six months in their second year. "The employees are really excited about it," Ms. Waters said.

—Sarah Chaney contributed to this article.

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GOT A TIP FOR US? SUBMIT IT AT WSJ.COM/TIPS

In some editions Friday, the Peterson Institute for International Economics was incorrectly called the Peterson Institute on International trade in a Page One article about the trade battle between the U.S. and China.

Credit Suisse Group AG had offered to hire more than 100 employees at the request

of foreign officials between 2007 and 2013, the Securities and Exchange Commission said. In some editions Friday, a Banking & Finance article about the company's settlement with the U.S. over the hiring of "princelings" incorrectly said Credit Suisse hired more than 100 such employees.

Former Goldman Sachs

Group Inc. trader Fabrice Tourre's first name was misspelled as Facbrice in a photo caption with a Banking & Finance article Friday about Mr. Tourre.

A chart with a Business News article Thursday about **Glencore PLC** showed the company's share price in British pence. The chart incorrectly

was labeled with a unit of British pounds.

Dearborn, Mich., wasn't overseen by a state-appointed emergency financial manager in recent years. A U.S. Watch article Tuesday about Michigan incorrectly included Dearborn on a list of cities that have had such oversight.

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

U.S. NEWS

Professor Wins College-Freedom Case in Wisconsin

By MELISSA KORN

The Wisconsin Supreme Court ruled that Marquette University was out of line to discipline a tenured professor for something he wrote online that resulted in threats against another instructor, reversing a lower-court decision.

Friday's ruling hands a victory to advocates of a broad definition for academic freedom, though the court's focus on what it determined were flawed disciplinary proceedings at the university may have implications for other private employers outside academia.

In the 4-2 decision, with one other judge not participating, the court determined that Marquette breached its contract with political science professor John McAdams after suspending him for a November 2014 blog post that he said was protected speech, but that the school argued crossed the line to an unprofessional attack.

On his blog, Dr. McAdams had called out a graduate-stu-



John McAdams was penalized for criticizing a student instructor on his blog.

dent instructor, Cheryl Abbate, for telling an undergraduate in her ethics class that arguing against gay rights and same-sex marriage was homophobic and unwelcome in her classroom.

The post, which was picked up by conservative media outlets, included the instructor's name and a link to her personal blog. She received hostile messages, including what the school says were threats to her safety.

Marquette's president accepted a faculty recommendation to give Dr. McAdams two semesters unpaid leave and asked the professor to express remorse. Dr. McAdams hasn't yet done so and remains suspended without pay, according to the school.



Andrew Wheeler said he'd like to ratchet down political rhetoric.

those' priorities Mr. Pruitt laid out on behalf of Mr. Trump.

The White House on Thursday elevated Mr. Wheeler from deputy administrator after Mr. Pruitt resigned in the middle of more than a dozen ethics investigations.

"If the environmentalists think [Mr. Trump is] going to make promises and we're going to do the opposite, then there's not a lot of common ground to work on," Mr. Wheeler said. "I'm going to continue to move forward with

Fire Scorches Boat, a National Historic Landmark, in Michigan



BLAZE: Investigators say welding may have sparked a fire on the SS Ste. Claire, which was docked at a marina east of downtown Detroit on Friday. The boat, designated a National Historic Landmark in 1992, once carried passengers to an island amusement park in the Detroit River.

CLARENCE TABB JR./DETROIT NEWS/ASSOCIATED PRESS

Trump Narrows Court Picks

By LOUISE RADNOFSKY AND PETER NICHOLAS

WASHINGTON—President Donald Trump headed into the weekend still undecided about whom he will pick for the Supreme Court, but people familiar with the process said they believe he is moving toward selecting Judge Brett Kavanaugh ahead of a Monday announcement.

Mr. Trump was to discuss the pick Friday night at dinner with Vice President Mike Pence, who personally met this week with Judges Kavanaugh, Amy Coney Barrett and Raymond Kethledge. Mr. Pence hasn't met with any of the other candidates, according to a White House official.

Messrs. Trump and Pence also were expected to talk by phone over the weekend, after Mr. Trump's key advisers spent time this week reviewing questionnaires submitted by candidates on their positions.

Mr. Trump has pledged to reveal his choice Monday night, and in the final days of his search has gone back and forth over the different candidates, weighing their merits.

After a phone interview with Judge Thomas Hardiman on Tuesday, Mr. Trump called him again on Thursday, an indication that the judge, who sits on the Philadelphia-based Third Circuit Court of Appeals, was still in the running, people familiar with the matter said.

Judges Barrett and Kethledge both traveled to meet

Judges' Record in the Senate

All of the known front-runners in the mix to be President Trump's next Supreme Court nominee have been confirmed by the Senate for appeals court judgeships. Here's how they fared.

Name/Age/Circuit	Nominated by/Date confirmed	Confirmation vote	Democrats supporting*
Amy Coney Barrett, 46 7th Circuit	Donald Trump Oct. 31, 2017	55 yes 43 no	Donnelly, Kaine, Manchin
Brett Kavanaugh, 53 D.C. Circuit	George W. Bush May 26, 2006	57 36	Carper, Ben Nelson, Landrieu, Byrd
Raymond Kethledge, 51 6th Circuit	George W. Bush June 24, 2008	Voice vote	(No Democrats objected)
Thomas Hardiman, 52 3rd Circuit	George W. Bush March 15, 2007	95 0	All who voted

*Gray names are no longer in the Senate
Source: U.S. Senate

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dicier path to confirmation through a narrow Senate majority, as well as more difficult midterm campaigns for a few Republicans, some of those people reasoned.

But they all cautioned that the decision was far from final, and some added that while Judge Kavanaugh had the trust of chief Trump advisers—White House counsel Don McGahn and Leonard Leo, a leader of the conservative Federalist Society—the final decision likely would come down to the president's own preferences in putting a historic stamp on the court.

The arguments among supporters of the various favorites reflect different elements of Mr. Trump's supporter base. Some allies of the administration have fretted that the intensity of the fight has been more brutal than in past nomination competitions, given the high stakes for the court's direction.

"It is human in a competition to be a cheerleader for your candidate," said Ken Blackwell, who headed the domestic policy team for Mr. Trump's presidential transition. He said he didn't have a preferred candidate. But "you run the risk of it becoming cannibalistic," rendering the victorious candidate weaker as they head into the confirmation fight.

Mr. Trump has heard from a range of lawmakers, some jockeying for candidates who have remained further outside of the spotlight.

EPA Chief Says He Won't Shift Priorities

By TIMOTHY PUZO AND HEIDI VOGT

The acting head of the Environmental Protection Agency said he plans to stick with President Donald Trump's priorities, including changing the Clean Power Plan, de-emphasizing climate-change initiatives and improving how the agency deals with polluters and environmental crises.

The agency's new chief, the former coal and energy lobbyist and ex-EPA staffer Andrew Wheeler, said in an interview Friday that the agency won't shift from the direction established by Scott Pruitt, who resigned the post a day earlier amid a series of allegations of ethics and spending lapses.

"If the environmentalists think [Mr. Trump is] going to make promises and we're going to do the opposite, then there's not a lot of common ground to work on," Mr. Wheeler said. "I'm going to continue to move forward with

those' priorities Mr. Pruitt laid out on behalf of Mr. Trump.

Environmentalists cheered Mr. Pruitt's departure and have been harshly critical of Mr. Wheeler, citing his past work for energy companies.

Mr. Wheeler spent his initial weeks at the agency going to meet career staff in headquarters and at regional offices in part to emphasize how the agency can get better at core Trump administrative ini-

tatives, namely more clarity of permitting and enforcement and better communications with the public.

Mr. Wheeler also said he would like to ratchet down the political rhetoric surrounding the EPA.

"You might see a shift in terms of how I talk about some things," he said. "I have thought for years environmental issues need to be depoliticized. In 1991, when I came to town, they were not as politicized as they are today. And I would love to return to that."

Jeff Holmstead, a former EPA official under George W. Bush, said Mr. Wheeler's decades in Washington and experience with the regulatory process mean he may avoid some of Mr. Pruitt's "missteps."

"I think Andy will be much more focused in shepherding these regulatory reforms through EPA as opposed to being out and giving speeches and making press appearances," Mr. Holmstead said.

More Time Sought to Reunite Migrant Families

By SADIE GURMAN

The Trump administration on Friday asked a judge for more time to reunite families separated after crossing the border illegally, saying officials have devoted "enormous resources" to the effort but are still strug-

ging to match some children whose familial relationships are unclear or whose parents are no longer in federal custody.

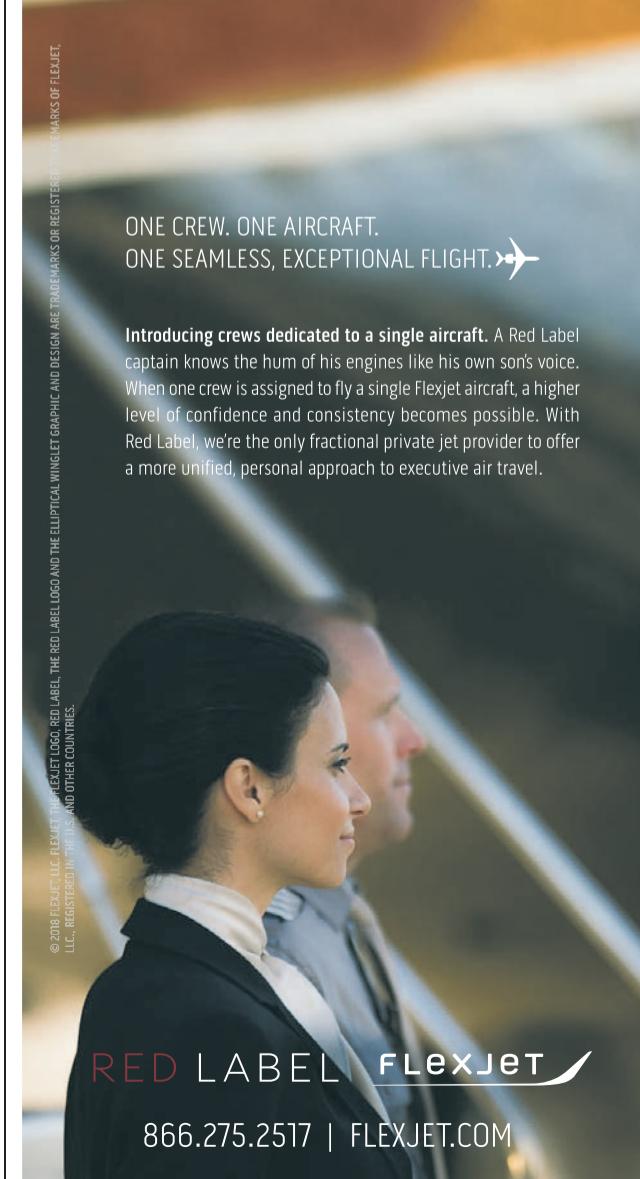
A government lawyer told U.S. District Judge Dana Sabraw that immigration officials would be able to reunite roughly half of the 101 children

younger than 5 years old with their parents by the Tuesday deadline he imposed last week.

The judge declined to immediately grant the administration's request and ordered the government to provide a list of the children and the status of their parents by Saturday

morning. Only then would he consider an extension, he said. Older minors must be returned to their parents by July 26, the judge had ordered.

"No one, including the court, can make any informed decision without additional information," Judge Sabraw said.



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U.S. NEWS

Firms Fret Over Wider Rift With China

U.S. and Chinese tariffs that kicked in on Friday raised costs for companies on both sides of the Pacific, but it was the specter of additional levies that was more worrisome for many in business.

*By Yoko Kubota,
Chao Deng
and Shan Li*

On Friday, the U.S. and China slapped levies on \$34 billion of each other's exports, the first heavy salvo in a trade battle that has been brewing for months. Tariffs on additional \$16 billion in goods are looming, and President Donald Trump has threatened to raise the levies to include nearly all of China's imports to the U.S.—about \$505 billion last year.

One U.S. company buying Chinese-made ball bearings will get assessed a 25% tariff surcharge when the shipment,

now at sea, is delivered, said Celine Wang of Precision Components, a North Carolina-based shipping agent. Ball bearings are used in a broad range of goods, including cars, tractors, trains and conveyor belts. Chinese bearing factories operate on thin margins, making it unrealistic to absorb the higher costs, Ms. Wang said.

"It's all going to fall on the customers in the U.S. that import these products," she said. "This tariff is going to hurt the U.S. manufacturers who import from China more than the companies who export from China to the U.S."

In Hollywood, studios are wondering if Chinese money to produce films will dry up as investors get jittery about bankrolling American movies, said Robert Cain, president of film-production company Pacific Bridge Pictures.

"Chinese money in the last

few years—it's been an extremely big source of finance for the major studios," he said.

Mr. Cain, who is producing a feature film backed by "multiple millions" in Chinese funds, said he is concerned for his own project. "The timing stinks," he said.

Studios also fear that China could strike back by slashing the number of films that can be released on a revenue-sharing basis with foreign studios, he said.

U.S. auto maker Ford Motor Co. exports a significant number of cars to China and will take a direct hit by the Chinese tariffs that came into effect Friday. Rival General Motors Co. has fewer imports to China, but, like Ford, it is heavily reliant on the market through joint-venture manufacturing with Chinese partners.

Both Ford and GM will now likely be engaged in "scenario planning" to gauge their op-

tions should conditions worsen, said Janet Lewis, Macquarie Capital Research's managing director of equity research.

The most likely impact of a trade war would be to force a rethink of plans to build cars in China and export them to the U.S. GM already builds the Envision crossover in China and exports some of that output to America, while Ford is shifting its entire global production of the Focus compact car to China, with part of that output earmarked for the U.S.

Both companies aim to build more vehicles in China for U.S. sale in future. Those plans could go into reverse if tariffs make them uneconomical.

BMW AG, the German premium-car maker, produced 371,316 vehicles at its Spartanburg, S.C., plant last year, of which 87,582 vehicles were exported to China. New exports of their X-series sport-utility

vehicles are now subject to China's 40% border tax.

"BMW China will not be able to completely absorb the duty increase for U.S. imported models. We are currently calculating related necessary pricing increases," the company said in a statement.

Control Risks, a consultancy that advises firms on risk, said it has been fielding more requests for advice on how the trade dispute may play out—including from companies in semiconductors and electric-vehicle manufacturing, two areas where China is pushing to build its domestic capability, said Andrew Gilholm, a director at the consulting firm.

The companies are asking about ways China might retaliate against foreign companies—such as potentially launching investigations into workplace-safety and labor issues, tax payments and compli-

ance with business codes, he said. They are also concerned about the potential loss of sales if Chinese consumer sentiment were to turn against American products, he said.

"There are quite a lot of firms who have done scenario planning, identifying what their vulnerabilities could be, what regulators might do to them, or where they might lose business," Mr. Gilholm said.

Although anti-American rhetoric has been mostly muted for weeks, China's state-controlled media took a sharply more critical tone in the hours leading up to and following implementation of the U.S. tariffs.

Xinhua, the government news agency, predicted that the U.S. "will be forced to return to its senses"—after paying "a terrible price." China, it said, "stands on the moral high ground."

U.S. Trade Gap Narrowed in May On Export Surge

BY PAUL KIERNAN
AND SARAH CHANEY

WASHINGTON—The U.S. trade gap narrowed in May to its smallest level since October 2016 on surging exports as President Donald Trump ratcheted up plans for tariffs and trading partners pledged retaliation.

The trade deficit in goods and services fell 6.6% from a month earlier to a seasonally adjusted \$43.05 billion in May, the Commerce Department said Friday. Exports rose 1.9% from April to \$144.89 billion, while imports increased by a much smaller 0.4% to \$210.68 billion.

Economists surveyed by The Wall Street Journal had expected a \$43.6 billion gap in May.

After hitting a nearly 10-year high of \$55.54 billion in February, the U.S. trade deficit has narrowed for three consecutive months, as imports dropped off while exports continued growing.

As a result, many economists estimate that trade is likely to add a percentage point or more to annualized gross domestic product growth in the second quarter, when the economy likely posted one of its highest growth rates since the recession.

Economists doubt the trend will hold up. The slowdown in imports in recent months came after a sharp rise earlier this year as households rushed to replace cars and other goods that were damaged by hurricanes in late 2017.

But strong domestic demand tends to fuel imports, and low unemployment combined with the recent tax cuts and government spending increases have sent consumer spending higher in recent months. Exports, meanwhile, could take a hit as China and other U.S. trade partners impose retaliatory tariffs amid the trade dispute launched by the Trump administration.

More than half of the increase in exports from April to May came from soybeans, shipments of which nearly doubled to \$4.14 billion. But starting Friday, soybeans will be subject to a 25% tariff at Chinese ports.

"It's not something we expect to last very long," said Pooja Sriram, a U.S. economist at Barclays, of the narrowing trade gap. "We have consumers benefiting from higher after-tax incomes, this fiscal stimulus is likely to boost aggregate demand in general, and all of this together we think is likely to result in higher imports."

Still, Ms. Sriram said the rise in net exports likely contributed 1.4 percentage points to second-quarter GDP growth, which Barclays estimates at 5% in seasonally adjusted, annualized terms.

Exports could take a hit as Washington's tit-for-tat tariff dispute with trade partners picks up.

Over a broader period, international trade in goods and services has risen steadily, reflecting healthy demand in the U.S. economy and around the globe. In the first five months of the year, the trade deficit increased 7.9% from the year-earlier period. Imports rose 8.6% in the first five months of this year, while exports climbed 8.8% over the period.

The latest trade numbers were released on the same day the U.S. and top trading partner China hit each other with levies on \$34 billion of exports in what could be the start of a protracted trade war.

Mr. Trump has threatened to impose tariffs on an additional \$200 billion of Chinese goods, prompting vows from China to respond in kind.

Some economists worry that Mr. Trump, who sees the trade deficit as a sign of weakness in the U.S. economy, will find validation in the smaller trade gap, extending the trade battle.

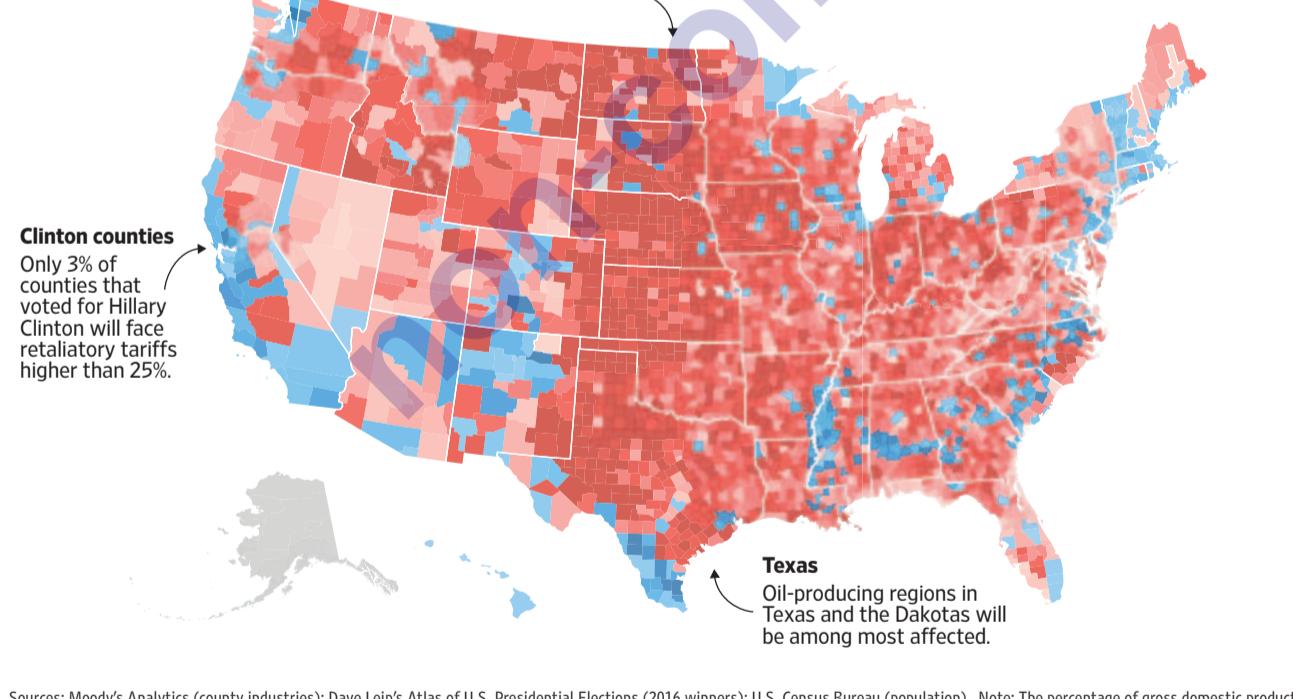
"To some extent this has only encouraged trade war mongering, arguably," said Jim O'Sullivan, chief U.S. economist at High Frequency Economics Ltd. "We almost need a little bit of a scare to force negotiations."



A shipping container is unloaded at the Port of Oakland in California at sunset on Tuesday.

Chinese Tariffs Hit Trump Counties Harder

Many U.S. counties likely to see the greatest damage from the new Chinese tariffs supported Donald Trump in the 2016 presidential election.



Sources: Moody's Analytics (county industries); Dave Leip's Atlas of U.S. Presidential Elections (2016 winners); U.S. Census Bureau (population). Note: The percentage of gross domestic product in each county is weighted based on the industry share of GDP.

Maureen Linke/THE WALL STREET JOURNAL

Growth Aids Trump in Trade Spat

Continued from Page One

use tariffs to press China to change its trade practices, said Derek Scissors, a China expert at the American Enterprise Institute, who consults with administration officials. "You start a process, which will cause pain to the U.S., and to China, when you have everything rolling in the economy."

The U.S. hit \$34 billion of Chinese goods with import tariffs Friday, a measure matched dollar-for-dollar by Beijing, and the Trump administration has threatened much more if China doesn't bend to U.S. demands that it open its

markets, increase its imports, stop protecting its favored industries and change rules to prevent the theft of U.S. technology.

"It's clear that China has much more to lose" than the U.S. from a trade fight, senior White House trade adviser Peter Navarro said last month.

After weeks of bellicose statements, Trump officials were silent when China answered U.S. tariffs on Friday with measures that threaten soybean and other exports in farm states vital to Republican chances of keeping their majorities in the House and Senate.

On Friday, the office of the U.S. trade representative sought to soften the blow a little. It outlined a limited way for U.S.-based companies to get some products excluded from tariffs if those tariffs cause "severe economic harm" and the products being hit

aren't available from sources outside of China or identifiable as "benefiting from China's industrial policies."

The tariffs are bound to adversely affect many U.S. industries and could be passed on to American consumers in the form of higher prices. U.S. tar-

iffs singled out parts used in electronics, medical devices and other machines, which could squeeze profit margins of U.S. businesses and prompt them to curtail hiring plans. Chinese tariffs are meant to hit U.S. producers of aircraft, cars,

soybeans and other farm goods.

Markets have anticipated the impact of tariffs, but that hasn't had a big effect. China tariffs only went into effect on Friday and metals tariffs have been assessed for about one month. The pace of U.S. hiring growth, at 215,000 a month in 2018, has picked up compared with last year.

The Trump administration believes it has the upper hand in the trade battle. With the jobless rate so low, those who lose jobs because of the tariff fight could have an easier time finding other work. Mr. Trump is casting the trade battle as a long-term effort to bring back to the U.S. jobs that have been lost because of Chinese imports and what the U.S. considers unfair trade practices, such as pressuring U.S. firms to transfer technology to Chinese firms.

"The president got elected because people felt left out of

the labor market even though unemployment was low," Mr. Scissors said.

Michael Wessel, a member of Congress's U.S.-China Economic and Security Review Commission who advises the administration on trade policy, said "the strength of the economy is giving the administration a buffer at an important time."

Administration officials also argue privately that China's economy, which grew at a 6.8% rate in the first quarter, is more brittle than commonly understood, making Beijing vulnerable to U.S. trade actions. That is because China is more dependent on exports than the U.S. and is trying to reduce lending, which puts downward pressure on growth.

"They are overexposed to the U.S. market," Mr. Wessel said. "The pressure the U.S. is

putting on is more significant and more likely to achieve results than a few years from now" when China has diversified its economy further.

But the U.S. can easily overplay its hand. Brookings Institution economist David Dollar, a China expert, says much of the strength of the U.S. economy is the result of one-time adrenaline shots of tax cuts.

As the tax-cut benefits ebb—as Mr. Dollar believes they will in 2019—the longer-run strains of trade battles could build in the months or years to come.

If Mr. Trump goes through with his threat to escalate the fight and target nearly all of China's \$505 billion in exports with tariffs, the economic impact on the U.S. will be far greater. "An escalating of the trade war on top of a slowing economy is a bad recipe," Mr. Dollar said.

U.S. NEWS

U.S. Exports Of Soybeans Rose Sharply

Last quarter's surge came ahead of tariffs by China, but slumping prices hurt farmers

By PAUL KIERNAN

WASHINGTON—U.S. soybean exports surged in the second quarter, delivering an outsize boon to economic growth even as China shifted much of its sourcing to Brazil in response to its worsening trade relations with the U.S.

The value of soybean exports nearly doubled in May from April to a seasonally adjusted \$4.14 billion, driving the U.S. trade deficit to its narrowest margin since October 2016, the Commerce Department said Friday. Weekly data on grain shipments from the Agriculture Department show export volumes may have been even stronger during much of June.

The surge, which did little to ease farmers' pain amid a downturn in prices, shows how global trade is shifting in the face of tit-for-tat sanctions between the world's two largest economies.

U.S. farmers normally harvest soybeans between September and December. During the second quarter, global demand for the oilseed is usually focused on Brazil due to the Southern Hemisphere harvest season.

Many believe that the export rally last quarter reflected efforts by buyers to get their soybeans before China's 25% retaliatory tariffs on U.S. soybeans, which hit Friday, upend global supply chains. Even before the tariffs took effect, recent trade data showed China already importing fewer

U.S. soybeans and more from Brazil, contributing to a hefty price premium in the South American country.

"The Chinese are soaking up everything Brazil has and other buyers are being forced to the U.S.," said Dave Marshall, a farm-marketing adviser at brokerage First Choice Commodities.

From the first week of April through the fourth week of June, U.S. soybean exports to Egypt nearly quadrupled from the year-ago period, exports to Vietnam and Taiwan tripled, exports to the Netherlands doubled, and shipments to several other Asian countries rose by 20% or more. Exports to China, the world's largest consumer, fell 21% in the period to 1.3 million metric tons, according to the Agriculture Department.

"This is just one way trade flows are changing" in anticipation of the tariffs, said Rajesh Singla, global head of agricultural commodities research at Société Générale in India.

The trade battle could pay dividends for Brazil.

In May, the first full month after China announced its plan of targeting U.S. soybeans with tariffs, Brazilian soybean exports to China rose 17% from a year earlier to 9.8 million metric tons, even as a strike by truckers paralyzed transport in the nation for more than a week. Brazilian shipments in June were 25% higher than year-ago levels at 8.2 million tons.

U.S. farmers are hardly celebrating. China's announcement of retaliatory tariffs on April 4 came months after a bumper U.S. soybean crop last year, and the two factors sent prices from around \$10.50 a bushel earlier this year to around \$8.50 in recent weeks.

Given the cost of land and machinery, the average soybean farmer breaks even at around \$9.50 a bushel, said John Heisdorffer, an Iowa

Midwest Mayors See Tariffs Hurting Cities

Mayors in the Midwest's soybean belt said Friday that retaliatory tariffs by China threaten cities that rely heavily on the commodity, and they urged the Trump administration to reconsider trade policies they said are already hurting their communities.

China put tariffs on \$34 billion of U.S. goods, in response to tariffs by the U.S. that took effect just after midnight Eastern time on Friday. Soybeans are the top export targeted by Beijing's tariffs, with about \$14 billion of U.S. soybeans shipped to China last year.

The administration is arguing

that it needs to confront China over trade practices that have led to huge U.S. trade deficits and illicit transfer of U.S. technology to Chinese firms. Officials say they are readying programs to help farmers hurt in the trade fight and will tap Depression-era farm subsidy programs.

The brewing trade spat is boosting overseas shipments of U.S. soybeans, but U.S. farmers have been selling below cost as traffic shifts toward Brazil.

All of this has mayors along the Mississippi River raising alarms about an expected hit to the region's farmers and the ripple effect to cities that depend on jobs and revenue from farm-equipment manufacturers, grain marketers and transportation companies.

"This is not an urban-rural is-

sue, this impacts all of us," said Frank Klipsch, the mayor of Davenport, Iowa. The city, with a population of about 100,000, is across the Mississippi from the headquarters of farm-equipment giant Deere & Co., in Moline, Ill.

Mr. Klipsch said mayors in the Midwest have already been struggling with problems like flooding and extreme heat, as the anxiety over China's 25% duty on soybeans sets in. He said many mayors had thought the trade spat would be resolved and tariffs avoided.

The top three soybean-producing states are Illinois, Iowa and Minnesota. Roughly 17 million tons of soybeans, or 30% of U.S. production, were exported to China last year.

On a conference call with reporters Friday, several mayors

said they hoped to talk to the White House to understand the goals behind its trade policy and make sure the Trump administration is aware of the risks to Midwest communities affected by the soybean tariffs.

John Heisdorffer, a soybean grower in Keota, Iowa, and chairman of the American Soybean Association, said it took the industry 40 years to develop its soybean market in China. He said he worries that even if U.S. growers lose only 10% of business, they may never be able to recover it.

"These mayors have a right to be concerned," he said. "If we don't make money in the farms in the Midwest, it will be a trickle-down effect and make it to the cities."

—Kris Maher

grower who serves as president of the American Soybean Association. "Farmers are now well into the red," he said.

But the jump in soybean exports between April and June will likely contribute to the

strongest quarterly economic growth the U.S. has posted since 2014.

Ian Shepherdson, chief economist at Pantheon Macroeconomics, said soybean exports alone will likely add 0.6

percentage point to annualized second-quarter GDP growth after seasonal adjustments.

—Jesse Newman in Chicago and Lucy Craymer in Hong Kong contributed to this article.

Wildfires Roar in California Amid Heat Wave



SEARED: Firefighters waited for water as they battled flames during a wildfire Friday in Alpine, Calif.

Administration Expected to Halt ACA Risk-Adjustment Payouts

By STEPHANIE ARMOUR AND ANNA WILDE MATHEWS

The Trump administration is expected to suspend an Affordable Care Act program that plays a key role in the health law's insurance markets, a move that could deal a financial blow to many insurers that expect payments.

The suspension of some payouts under the program, known as risk adjustment, could come in the wake of a recent decision by a federal judge in New Mexico, who ruled that part of its implementation was flawed and hadn't been adequately justified by federal regulators, people familiar with the plans said.

The Centers for Medicare and Medicaid Services, which oversees the program, may at least temporarily suspend the payments insurers expected to receive this fall, stemming from their 2017 business, and next fall, which would have reflected their 2018 business, the people said.

CMS has made no new policy announcement on the payments.

The agency had been expected to put out a report at the end of June detailing the

next round of risk-adjustment payments, but it hasn't been issued.

The program plays a major role in the ACA markets as insurers with healthier consumers enrolled in health-law plans reimburse insurers that have sicker and more expensive enrollees. The aim is to encourage all insurers to participate in the exchanges and sign up a broad consumer base instead of just targeting young, healthy people.

For 2016, risk-adjustment transfers were valued at 11% of total premium dollars in the individual market, according to a CMS report.

New Mexico Health Connections and Minuteman Health of Massachusetts, both small nonprofit insurers, in 2016 filed lawsuits over the program, asserting that the Obama administration created an inaccurate formula that overly rewarded big insurers.

Earlier this year, U.S. District Judge James Browning in New Mexico ruled that the formula used by CMS was flawed. CMS is expected to halt expected payments as a result of that decision, the people familiar with the plans said. In

the Massachusetts case, a federal judge upheld the formula, however.

The expected suspension may draw second-guessing from insurers and supporters of the ACA. Timothy S. Jost, an emeritus professor at Washington and Lee University, said it appeared that federal officials might still have other legal options before suspending payments. Mr. Jost said federal regulators could issue a rule formally offering a justification for the risk-adjustment methodology's use in past years, then ask the judge to consider that.

The impact of the risk-adjustment program on individual insurers varies widely. Some pay into it and don't get money back, so a suspension wouldn't likely be a financial challenge.

But it could be a financial blow to those insurers that are expecting payments this fall based on 2017 plans, and potentially for those that expected payments in the fall of 2019 based on their 2018 business. It would rattle those insurers if a suspension occurs, said Larry Levitt, a senior vice president at Kaiser Family Foundation.



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WORLD NEWS

Pompeo Seeks Details From North Korea

Secretary of state aims to get a fuller picture of Pyongyang's denuclearization pledge

BY JESSICA DONATI

TOKYO—Secretary of State Mike Pompeo headed into a second day of difficult talks with North Korean officials in Pyongyang on Saturday to hammer out a path toward denuclearization, including concrete steps and a time frame to complete the process.

Mr. Pompeo addressed reporters with Gen. Kim Yong Chol, one of the North Korean leader's top lieutenants, ahead of the second day of talks. Both parties said matters remained to be clarified without providing further details.

Gen. Kim appeared to indicate that the first day's discussions had been tough after asking how the Mr. Pompeo had slept on his first overnight stay in the country.

"We did have very serious discussion on very important matters yesterday. So thinking about those discussions you might have not slept well last night," Gen. Kim said.

Mr. Pompeo replied: "Director Kim, I slept just fine. We did have a good set of conversations



ANDREW HARNIK/AGENCE FRANCE PRESSE/GTY IMAGES

Secretary of State Mike Pompeo and other officials in Pyongyang on Friday. The U.S. is pressing North Korea on denuclearization steps.

yesterday, I appreciate that."

At a summit last month, North Korean leader Kim Jong Un and President Donald Trump agreed to work toward "the complete denuclearization of the Korean Peninsula"

without specifying details. The weekend talks are the highest-level engagement between the U.S. and North Korea since the two leaders met on June 12.

After the summit, Mr. Trump said he expected rapid

progress and tweeted: "There is no longer a Nuclear Threat from North Korea."

Satellite imagery, published in reports last week, showed North Korea is rapidly expanding a weapons-manufacturing

plant that produces solid-fuel missiles and has upgraded its main nuclear research facilities despite its pledges.

Mr. Pompeo's team wants a list of all of North Korea's nuclear assets, a schedule for

dismantling the arsenal and an agreement on how to verify that Pyongyang is keeping its promises.

Former negotiators say the process is full of potential pitfalls after more than 60 years of often acrimonious confrontation. Mr. Pompeo declined to say what matters remained to be clarified in the day ahead.

Gen. Kim took the opportunity at the short briefing to set the stage for further suspense, saying "the entire world is playing close attention to our meeting" and "the outside seems to think this is going well."

Mr. Pompeo reminded him that North Korea's future depended on its commitment to denuclearization. "The work that we do [on] the path toward complete denuclearization, building a relationship between our two countries is vital for a brighter North Korea and the success that our two presidents demand of us," he said.

Then both parties said they had matters to clarify before heading into a second day of closed-door talks.

U.S. officials declined to say whether Mr. Kim would meet the American delegation. It was unclear whether the Foreign Minister Ri Yong Ho would join the talks on Saturday after greeting Mr. Pompeo at the airport a day earlier, alongside Gen. Chol.

Pyongyang Said to Develop New Submarine

BY ANDREW JEONG

SEOUL—North Korea is thought to be developing a new submarine capable of launching nuclear-armed ballistic missiles, a senior South Korean lawmaker said, signaling an increased threat to U.S. and allied forces while raising doubts about the regime's pledges to disarm.

Evidence gathered by South Korea's military suggests Pyongyang is working on the submarine on its east coast, said Kim Hack-yong, who led

the legislature's defense committee until his term ended a few weeks ago. Mr. Kim, who belongs to a conservative opposition party that is skeptical of dialogue with Pyongyang, cited intelligence provided last week by defense officials.

Satellite imagery reviewed by South Korean intelligence officials showed the movement of laborers and materials at the port of Sipoo, where the submarine appears to be under construction at an indoor facility, an aide to Mr. Kim said.

A Defense Ministry spokes-

man said he couldn't comment on details pertaining to intelligence activities but stressed that Seoul and Washington continue to monitor North Korea's military facilities.

North Korea's submarine-launched ballistic missile program was first publicized in 2014. North Korea is believed to have undertaken four to six test launches of its SLBM. The test firing of a missile in 2016 that traveled 300 miles signaled that the program was progressing.

Pyongyang's ability to

mount nuclear weapons on those missiles and what the firing range would potentially be with a newly built submarine remains unanswered—as does the question of where North Korea is getting the technology.

U.S. officials consider the program a threat because such missiles are harder to identify and destroy before launch, potentially giving North Korea a greater element of surprise in an attack. The U.S. Embassy in Seoul didn't immediately comment.

North Korean weapons developments have raised questions about North Korean leader Kim Jong Un's commitment to denuclearize following his agreement with President Donald Trump in Singapore last month. Their statement lacked specifics, leaving the regime wiggle room as to what constitutes denuclearization. In recent days satellite images have indicated North Korea is expanding a missile-production facility and erecting a new building at one of its plutonium-producing reactors.

North Korea test-firing a missile in an undated photo

KCNA/EUROPEAN PRESSPHOTO AGENCY

Pakistan's Former Premier Found Guilty of Corruption

BY SAEED SHAH

ISLAMABAD, Pakistan—A Pakistani court found former Prime Minister Nawaz Sharif guilty of corruption in a verdict that likely will affect the country's election, in which his party is a strong contender.

Mr. Sharif, who was prime minister until last year, was sentenced to 10 years in prison and ordered to pay a fine of £8 million (\$10.6 million). His daughter and political heir, Maryam Nawaz Sharif, was sentenced to seven years and ordered to pay a £2 million fine, the judgment said.

The sentences are described as "rigorous imprisonment" in the 173-page judgment, and experts say this includes doing labor behind bars.

Mr. Sharif didn't appear in court on Friday. He is in London, where his wife is hospitalized with cancer. He had asked the court to delay the verdict until his return, a request the court rejected.

State prosecutor Muzaffar Abbasi said authorities would arrest Mr. Sharif if he returns to Pakistan, or seek his detention abroad with the help of Interpol, an organization that coordinates

police action across borders.

Mr. Sharif says the judiciary is acting with the military in unison against him, an allegation both institutions deny.

As prime minister, he had clashed repeatedly with the armed forces over policy, including his desire to make peace with India. Since being ousted by the courts last year,

Polls released before the verdict show Sharif's party level with the opposition.

he has led a vocal campaign, contending that the votes of Pakistanis had been overturned by his removal from office.

The case centered on four apartments in an upscale area of London called Mayfair, which the family still uses. The prosecution claimed that the property belongs to Mr. Sharif and was bought with the proceeds of kickbacks while he was in office in the 1990s. The court found that Maryam Sharif was "instrumental in

concealment of the properties."

Mr. Sharif, who is 68 years old, has denied wrongdoing. He told the court that the apartments were owned by his sons, with no share held by his daughter, and were acquired by them in 2006 in settling an old family business deal with a Qatari prince. His defense team had said there was no evidence tying Mr. Sharif to the apartments.

Maryam Sharif had been standing for election, but a person convicted of a crime, as she was Friday, cannot run for Parliament. Pakistanis are due to go to the polls July 25.

Mr. Sharif pledged to return to Pakistan but said he would wait for his wife to regain consciousness. He said that no act of corruption or misuse of public funds had been proven.

Public-opinion surveys released before the verdict, showed Mr. Sharif's Pakistan Muslim League-N party, which was way ahead before his legal troubles began, now level with the main opposition challenger, the party led by former cricketer Imran Khan. It was Mr. Khan who brought the original case over the London property.

—Waqar Gillani contributed to this article.



TOLGA AKMEN/AGENCE FRANCE PRESSE/GTY IMAGES

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WORLD NEWS

U.K.'s May Gets Unity in Cabinet Over Brexit Plan

By JASON DOUGLAS

LONDON—British Prime Minister Theresa May appeared to unite warring factions of her cabinet behind a new Brexit plan, but significant doubts remain over whether the European Union will agree to it.

A so-called away day for ministers at the prime minister's country retreat concluded late Friday with a three-page statement from the government setting out a fresh set of proposals for a broad outline of the U.K.'s future economic relationship with the EU.

The agreement reached at Chequers was billed by Downing Street as a "collective position for the future of our negotiations with the EU." If that proves to be the case, it would effectively put an end to the wrangling among senior government figures over how deep the U.K.'s economic links should be with the EU once Britain fully exits the bloc.

Some details were complex, describing, for example, an untested customs arrangement in which the U.K. would collect one set of tariffs for goods entering Britain for sale in its own market and another set for products in transit to the EU.

The proposals also call for a U.K.-EU free-trade area with uniform regulations for goods, including food, effectively set by the EU. This would speed movement of goods between Britain and the bloc while preserving British autonomy over regulation for many services, including financial services, a key goal.

In the statement, London acknowledged that diverging on services rules would mean

"the U.K. and the EU will not have current levels of access to each other's markets."

A free hand on services and the twin-track customs proposal would enable the U.K. to try to negotiate its own trade deals with non-EU countries, the government said. But if the U.K. abides by EU regulations on food and other products, negotiating such deals—including with the U.S.—will be challenging.

Withdrawal is set for March, though both sides have provisionally agreed to a so-called transition period that keeps the U.K. bound to EU rules until the end of 2020.

Divisions in Mrs. May's government over how close the U.K.'s economic ties to the EU should be once it is no longer a member state have plagued Mrs. May's rocky premiership since she took office in 2016, reflecting the deep splits over Europe in the ruling Conservative Party that have dogged successive leaders since Margaret Thatcher.

Advocates of a clear break, who include Foreign Secretary Boris Johnson and Trade Secretary Liam Fox, have argued that the U.K. should ditch EU regulations and abandon its common customs arrangements so it can cut new trade deals of its own around the world.

Opponents, such as Treasury chief Philip Hammond, have said the U.K. should stay closely aligned with the EU's rules governing everything from financial services to agriculture to preserve the country's trade with the bloc, the destination for around half the U.K.'s exports, and thereby limit short-term economic dislocation.



U.S. forces took part in joint military exercises in Poland in June as part of NATO's effort to step up its presence in the Baltic region.

NATO Heightens Readiness

By DANIEL MICHAELS

BRUSSELS—Broadsides against NATO from President Donald Trump on European defense spending—and worries about Russia's resurgence—have sped a transformation that has put the trans-Atlantic military alliance on its best operational footing in years.

Officials and diplomats at the **North Atlantic Treaty Organization** hope to convey that message at a summit next week. Many fear Mr. Trump will attack the alliance, as he did at a NATO gathering last year, or condemn the broader Western multilateral order, as he did at a June Group of Seven meeting.

Mr. Trump has publicly and privately chastised allies for insufficient military spending and not adequately sharing the cost of protecting Europe—most recently in a series of letters last month to European leaders.

Only four of NATO's 27 European members met defense-budget targets last year, while under Mr. Trump, U.S. defense spending on Europe has more than doubled.

Yet signs of improvement are evident. The number of troops ready to deploy is rising and their readiness is increasing,

ing, alliance officials say.

NATO is conducting maneuvers to show it can mobilize forces quickly, putting troops from one country under command of another to boost integration and working to improve basic infrastructure such as roads and bridges to support military equipment.

Eight members are expected to hit their spending targets by year-end, and at least 16 are on a path to get there. In real terms, defense outlays by NATO's European members last year hit their highest level since 2010.

"We're going in the right direction," U.S. Ambassador to NATO Kay Bailey Hutchison said last month.

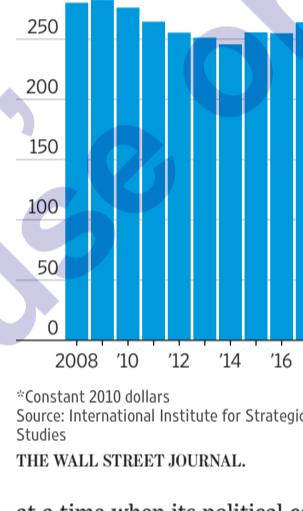
Still, European defense spending today is roughly 7% lower than a decade ago in constant dollars and many NATO militaries are either unready to deploy quickly in an emergency or overstretched with foreign missions.

The alliance, created to counter the Soviet Union threat, is struggling to adapt to new hybrid and asymmetric warfare tactics Russia has employed.

More worrying for many in NATO, however, is that the strengthening in the alliance's military capabilities is coming

Edging Upward

European NATO member states' real-terms* defense spending



*Constant 2010 dollars

Source: International Institute for Strategic Studies

THE WALL STREET JOURNAL.

War, NATO planners knew their conventional forces could be overwhelmed by the Soviet Bloc's superior numbers and so relied on the threat of nuclear retaliation to deter aggression. Today, Russian forces are far smaller and NATO is larger.

Since 2014, overall military spending by NATO members has risen every year. The impetus was Russia's annexation earlier that year of Crimea from Ukraine and Moscow's stoking of military unrest in Ukraine's east—along with longtime pressure from Washington, which Mr. Trump ratcheted up.

Alongside the uptick in spending, NATO has sharpened its operational focus to counter a newly reassertive Russia. In response to the Crimea annexation, NATO created a 5,000-troop spearhead force that can deploy to trouble spots within days. It has developed new strategies for responding to unconventional warfare like Russia's methods in Ukraine.

In less than two years it agreed and implemented a plan that last year put 4,600 allied troops in Poland and the Baltic States, along NATO's border with Russia—a much faster pace than the alliance had worked at over previous years.



Mrs. May with her cabinet Friday at her official residence.

French Court Backs Migrant Aid

By JOSH JACOBS AND SAM SCHECHNER

PARIS—France's constitutional court ruled that it is legal to offer humanitarian aid to migrants who are in France illegally, saying that to prosecute such activity would conflict with the principle of "fraternity" enshrined in the French constitution.

The ruling stems from appeals by two men, including Cédric Herrou, an olive farmer in southeastern France. Mr. Herrou had appealed a four-month sentence for driving illegal migrants from the Italian border to his farm, where he provided them with food, shelter and legal advice, according

to his lawyer, Zia Oloumi.

In France, people like Mr. Herrou can be prosecuted for "directly or indirectly" helping people "enter, travel or stay illegally" on French territory, with penalties of up to five years in prison and a €30,000 (\$35,079) fine.

But the court struck down some of those provisions, saying the principle of fraternity means all humanitarian assistance should be legal once people have entered France—providing it doesn't entail helping them enter the country and isn't delivered for financial benefit.

"This principle gives the freedom to help other people, for humanitarian ends, with-

out consideration of their legal status in a country," the court ruled.

"Before today people who wanted to help others would ask themselves: 'Should I do it?'" said Mr. Oloumi. "But today, the decision is clear: If your goal is to help people for humanitarian reasons, you are protected by the constitution."

The ruling comes at a time when migration has shot to the top of the political agenda in Europe, with nativist parties in Italy, Germany and Austria pressing for greater checks on the arrival of migrants and tighter controls over asylum procedures for new arrivals.

French Interior Minister Gé-

rard Collomb spoke in support, but noted that the ruling doesn't give a green light for people to help migrants illegally cross borders. He said that it is

every country's "responsibility to secure their borders."

Mr. Oloumi, the lawyer, said that he plans to appeal that element of the ruling at the EU

level. He argues that after migrants have illegally entered Europe's Schengen Area, moving between national borders shouldn't be restricted.



After traveling from Malta, migrants boarded a bus at Charles de Gaulle airport near Paris on Thursday.

Tests Raise Hopes on Alzheimer's

Continued from Page One
that have been ongoing for decades," said Mark Ginstrom, a principal for health-care and life-sciences strategy at KPMG in San Francisco. "The stage is set now for a larger study of the drug."

Biogen and Eisai said their drug, code-named BAN2401, slowed the progression of Alzheimer's disease compared with a placebo in study subjects taking the highest dose.

Families and doctors have long sought a drug that disrupts Alzheimer's course. Analysts estimate the market for

such disease-modifying drugs could be worth more than \$10 billion in yearly sales. But several compounds that showed promise ultimately failed.

Axovant Sciences Ltd. shut down development for a treatment in January, days after **Pfizer** Inc. pulled out of the space. Last month, **Eli Lilly & Co.** and **AstraZeneca** PLC scrapped two trials of an experimental drug.

The promise and peril of Alzheimer's research have caused wild swings among the stocks of drug companies.

Eisai shares jumped nearly 20% Friday in Tokyo. The surge in Biogen's stock price, also nearly 20% on the Nasdaq Stock Market, added more than \$12 billion to the company's market value, raising it to more than \$75 billion. Yet companies have also lost bil-

lions of dollars in valuation when their drugs didn't work.

For researchers, the setbacks have generated concerns that not enough is known about the brain and Alzheimer's to develop effective

development.

Lon S. Schneider, an Alzheimer's researcher at the University of Southern California's Keck School of Medicine, warned against reading too much into the Biogen and Eisai news release. The study was designed to find the right dosage for a late-stage trial, he said. At this point, it would be "complicated" to assess the drug's benefits, he added, because the trial allowed a patient who started on a lower dose to be reassigned later to a higher dose.

Analysts said questions remain about the results of the BAN2401 study. For one thing, researchers used a novel measure of efficacy that was developed by Eisai's in-house researchers, rather than standard measures in the field.

"More independent assess-

ment of the clinical effects, such as they are, will be required before the value of BAN2401, or its contribution to the validation of beta amyloid as a therapeutic target, can be assessed," Leerink Partners analyst Geoffrey Porges said in a research note.

One unresolved question is what changed since the companies reported in December that BAN2401 didn't show clinical benefits in subjects at 12 months of treatment. In their latest announcement, the companies said they analyzed the trial's data using different, more conventional methods.

The study involved 856 subjects in the early stage of the disease. Among the side effects were reactions at the sites of the infusion and swelling around blood vessels observed with brain imaging.

FROM PAGE ONE

Tests Raise Hopes on Alzheimer's

Continued from Page One
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OBITUARIES

PRICE MASHAW COBBS
1928 – 2018Author of 'Black Rage'
Took Book to CEOs

In the wake of the assassination of Dr. Martin Luther King Jr., Price M. Cobbs, a San Francisco-based psychiatrist, co-wrote a book seeking to explain the causes of the violence erupting in black communities.

"Black Rage," written with Dr. William H. Grier, explored the psychological effects of slavery's legacy on every African-American.

"Black Rage" became a media sensation, and later was used as a slogan for black radicals and a controversial criminal-defense strategy. Often, it was mischaracterized as a "hate whitey" treatise, Dr. Cobbs said in a 2007 interview.

The book ended up having perhaps its most lasting impact in one of the least likely places: the

U.S. corporate world. Eventually, Dr. Cobbs closed his psychiatry office to focus on what a decade later would be called diversity training at a long list of clients, including Walmart and PepsiCo.

Dr. Cobbs died June 25 in a hospital in suburban Philadelphia. He was 89 years old.

"What made the corporate world so attractive was the ability to influence more people and the ability to influence institutions," Dr. Cobbs said in 2007. "I could influence the hiring of not one but hundreds of people."

Dr. Cobbs's survivors include his wife of 33 years, Frederica Maxwell Cobbs, as well as two children from his earlier marriage and three grandchildren.

—Stephanie Capparell

CONSTANCE ADAMS
1964 – 2018Architect Helped Design
Homes for Space Travel

Constance Adams, a Yale-educated architect, spent the first half of the 1990s working in Berlin and Tokyo. Then her career took an unexpected turn—into outer space.

In 1995, she visited the National Aeronautics and Space Administration's Johnson Space Center in Houston. During her tour, "a calm voice was explaining that one day we would be going to Mars," she told Harvard Magazine later. "Of course I sent in my résumé."

Working for Lockheed Martin Corp. and other contractors, she spent more than a decade on NASA projects, including the design of TransHab, an inflatable craft that could be used to carry astronauts to Mars or house them

at a space station.

As an architect working with engineers, she insisted that long-term space habitations needed to be not just safe and efficient, but also homey enough so astronauts wouldn't go crazy. TransHab featured private crew quarters and ceilings high enough to allow tall astronauts to run on treadmills.

NASA funding cuts shelved the project, but Ms. Adams retained hope in an eventual Mars mission and believed the technology also could be applied to living in harsh environments on Earth.

Ms. Adams died of colorectal cancer in late June at her home in Houston. She was 53.

—James. R. Hagerty

BY JAMES R. HAGERTY

When the first issue of Vegetarian Times appeared in 1974, the topic was so obscure that the founder, Paul Obis, felt compelled to specify in large print that it was "for non-meat eaters."

Mr. Obis, then 23, hopped on his bicycle and delivered free copies of his four-page newsletter to health-food stores in the Chicago area. By the mid-1990s, it was a slick nationwide magazine with a circulation of several hundred thousand.

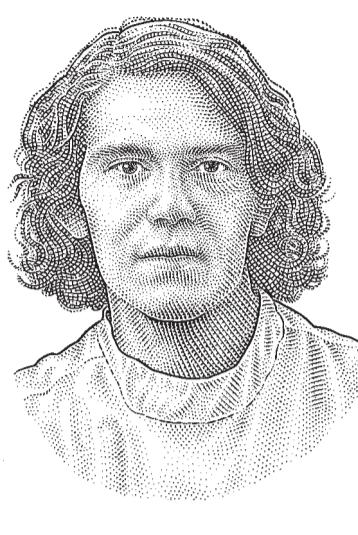
Featuring health tips and recipes, the magazine also ran profiles of meat-shunning celebrities, ranging from Madonna to Fred Rogers of TV's "Mister Rogers' Neighborhood" and wrestler Killer Kowalski. Mr. Obis became the nation's unofficial spokesman for vegetarians, regularly consulted when newspapers wrote about the subject.

Then came a shock: Mr. Obis admitted in 1997 that he had gone back to eating meat. "There came a point when I decided to let go," he told Newsday in 2000. "I just felt my own vegetarianism was something of a barrier between me and everybody else."

Mr. Obis died June 25 of Lewy body dementia. He was 66.

Paul Luty Obis Jr. was born Aug. 13, 1951, and grew up in Melrose Park, a suburb of Chicago. His father owned pharmacies, and his mother helped run them. The younger Mr. Obis, coming of age in the late 1960s, had shoulder-length hair, leftist leanings and zero interest in joining the family business. After an animal-rights epiphany at Burger King, he abandoned a partially eaten hamburger and gave up meat.

While studying at the University of Illinois at Chicago, he had a kitchen job. One day, a can of beans fell off a shelf and clunked him on the head. He woke up in a hospital under the care of a male nurse—a job he didn't know was open to



men. That inspired him to pursue a nursing career.

While studying and working, he founded a short-lived political newsletter called Truth and wrote freelance articles for other papers. He couldn't find anyone to publish an article he titled "Being a Vegetarian Is Never Having to Say You're Sorry—to a Cow."

So Mr. Obis launched Vegetarian Times, whose first issue included articles on "Meat and Bacteria" and "Vegetarians and Astrology," plus a recipe for mushroom loaf. It was distributed free in the hope people would subscribe for \$3 a year. After giving out 300 copies, he got back three subscriptions cards, he later told the Associated Press, adding: "That gave us an income of \$9 after spending \$17 to get the newsletter printed."

The magazine eventually prospered, partly because he gave up the preachy tone and included more practical information, such as guides to vegetarian restaurants. "I'm not out to enforce my views on the world," he told the Chicago Reader.

In answer to Sports Illustrated's swimsuit issue, Vegetarian Times

offered a gym suit issue, featuring readers in exercise gear. The magazine also ran interviews with people including John Denver and Isaac Bashevis Singer.

In 1990, Mr. Obis sold the magazine to Cowles Media Co. for what he described as "a good sum." He remained publisher under Cowles for a spell, then left to pursue other publishing projects, including a guide to gay and lesbian parenting, and returned to nursing in his mid-50s.

Mr. Obis and his first wife, Mariclare Barrett, raised six sons on a mostly vegetarian diet. One of the sons later recalled going to summer camp and eating wheat-gluten hot dogs sent by his mom while the other campers gorged on meat. As they grew older, Mr. Obis let his children choose their own diets. Most chose meat.

His own conversion came in the 1990s when his wife broke a leg and couldn't cook. Friends began showing up with meaty meals for Mr. Obis and the boys. At first he resisted, but after a few days decided "the gracious thing to do was to say thank you and say grace and eat what I was given."

Mr. Obis is survived by his six sons, a grandson and his second wife, Janeen Obis. His first wife died in 2015.

"He was a real child of the 1960s," said Peter Bohan, a friend. "He wanted to change the world." Mr. Bohan said Mr. Obis also was full of empathy and nursed his parents in old age.

After selling his magazine, Mr. Obis concluded that the cause of vegetarianism could live without him. "I've come to understand that it's so much bigger than whatever I eat," he told Newsday. "Vegetarianism has become part of the mainstream, and it's not going to come or go no matter what I do."

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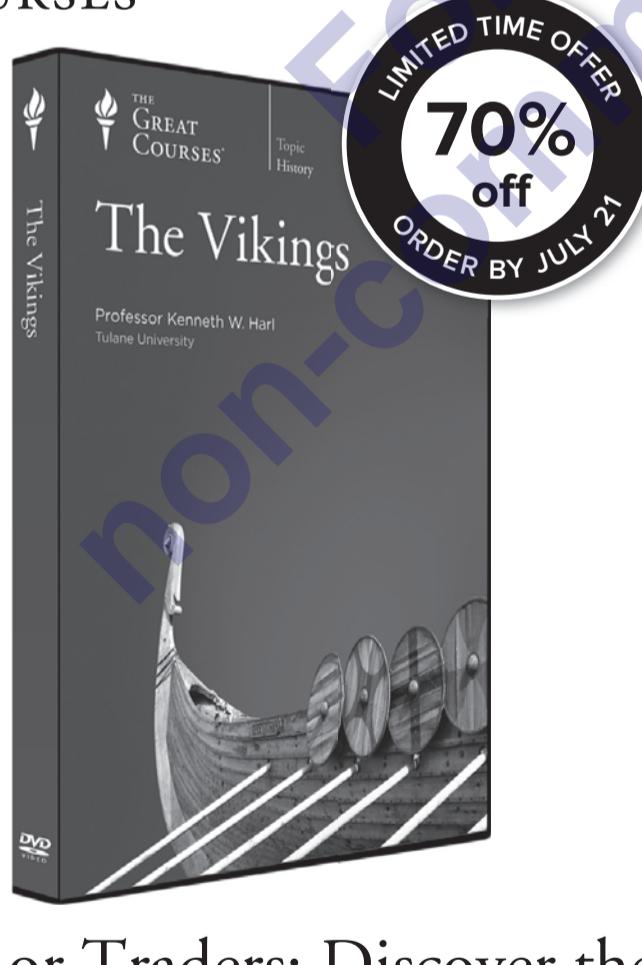
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IN DEPTH

Startup Takes On Dairies

Continued from Page One

Milk in India is distributed through millions of tiny storefronts, roadside stalls and home delivery men who sell it in milky masala tea, baked into sweets or simply as raw milk. No sprawling U.S.-style grocery chains do business in India.

Between cow and consumer, milk quality has suffered. Middlemen in India often sneak water, sugar or powdered milk into raw milk, adding volume and lowering the quality. The milk that independent middlemen gather from farmers and deliver to towns and villages is often unpasteurized and not properly refrigerated.

That's why almost all Indians boil their milk—which is where Mr. Misra saw an opening.

"There was a huge problem with food products that people could trust. The opportunity was addressing this trust deficit," he said.

No need to boil

Mr. Misra and his wife, Rashima, a marketing executive who became a partner in the business, envisioned a brand with a snappy slogan that would define a premium milk product. They settled on Milky Moo. Motto: "No need to boil."

They believed India's emerging middle class would spend more on a high-quality, healthy product. Young parents were beginning to jump onto social media in meaningful numbers in India, opening a fresh path to building a new brand at warp speed.

Before that, their company, Milk Mantra, needed a factory and a supply network, both of which required capital. Mr. Misra tapped an emerging source of funds for Indian agricultural start-ups, venture capital, which was no easy task back in 2009.

Venture capitalists have been increasingly active in India, though until recently nearly all of them have been looking to invest in Silicon Valley-like dot-coms.

Odisha state, the heart of Mr. Misra's proposed new market, is one of India's least-developed regions, far off the radar screen even of investors based in the country.

It took Mr. Misra two years to convince a collection of 21 angel investors from England



India is the biggest milk producer in the world, but almost all Indians boil their milk because of poor quality. Dairy startup Milk Mantra is trying to transform the way milk is produced and distributed. Below left, Milk Mantra collects milk from small farmers, and right, tests it at a Milk Mantra center.



and India to put up \$1.5 million, land an additional \$1 million from a venture-capital firm, and \$2 million borrowed from an Indian bank to back Milk Mantra.

A venture-capital arm of Fidelity, now known as Eight Roads Investment Advisors, was among other later investors, putting in \$8 million.

Milk Mantra pays farmers more for milk than the informal collectors, and provides farmers with something those collectors never did: a small blue dairy diary where the quantity and the quality of the milk is recorded for them after

they have their twice-daily milk collection tested for milk fat levels and contaminants at village collection points.

The information helps inform farmers what their milk is worth. Milk Mantra also provides veterinary support and information about feed to farmers. Raw milk from village farmers is trucked to regional collection points, then on to a factory where it is pasteurized and homogenized.

The company labored to monitor and control the supply chain, challenging entrenched relationships that tie rural villages to cities through an opaque web of middlemen in the informal economy. Convincing farmers they were better off switching took work.

Moving Milky Moo

The start-up took on the largest supplier of milk in the region—a politically powerful cooperative controlled by the state of Odisha—which responded to competition by improving its own operations and introducing premium products.

The toughest challenge, says Mr. Misra, is changing longstanding consumer habits and attitudes, to convince them to change the way they buy and consume milk, even if it costs a bit more.

His wife found new customers on Facebook, WhatsApp

and Twitter and engaged them with dairy riddles, recipes and milk puns—"Have a Moo'veous great week ahead! #MondayMotivation.

The company invited customers to milk-tasting events geared toward children. They took orders online, and delivered direct to homes for the first year.

Milk Mantra also introduced products, such as flavored milks, probiotic yogurts and paneer, a kind of Indian cottage cheese.

In a working-class neighborhood of Bhubaneswar, about eight hours south of Kolkata in eastern India, the young family of Deependiran Sahoo, 40 years old, and Snehal Sahoo, 32 years old, consume milk differently now because of Milk Mantra.

Mr. and Ms. Sahoo drink milk delivered to their home by an independent middleman because it's cheaper; the milkman has been selling to the family for a generation. But the family started paying a few more rupees each day for another liter of Milky Moo from a local stand for their two children, ages 6 and 2, because they see it as healthier.

"We don't want to take a risk with the kids," says Ms. Sahoo.

The remote village of Odapatinga, about an hour's drive outside of Bhubaneswar, is reaping

some of the benefit from those extra rupees the Sahoo family spends on Milky Moo milk.

Before Milk Mantra, Saketa Bhusav Dash lived and worked in another city nearly a dozen hours drive from his home in Odapatinga to supplement the income from his family's village general store, which his wife, Bandita Dash, manages.

Now the 37-year-old earns that income by organizing the collection and testing of 500 liters a day of milk from about 50 local farmers as Milk Mantra's representative.

Cows in the cloud

On a recent morning, some of those farmers gathered at the tiny collection booth and testing point, chatting and gossiping while they waited in line. They poured raw milk from metal canisters into a large collection jug. A Milk Mantra technician took a small sample from each to test for milk fat levels, solids and contaminants.

Mr. Dash and Milk Mantra have veterinarians who work with many of the farmers to improve the diet and health of their animals. Some have used their record of consistently high-quality production to qualify for loans from banks that Milk Mantra partners with, enabling them to purchase more cows and buffalo.

"We realize the value of our

animals," said Hare Krishna, a 53-year-old farmer who now has a stable of four cows.

Using an application from Bangalore-based company StellApps Technologies, Milk Mantra uploads all of the farmers' test results into a cloud database.

Milk Mantra revenues have grown steadily at about 35% annually. Sales reached 1.8 billion rupees (about \$27 million) this fiscal year, while producing an average of 120,000 liters of milk daily. The company has 340 employees, with almost 900 other workers on contracts.

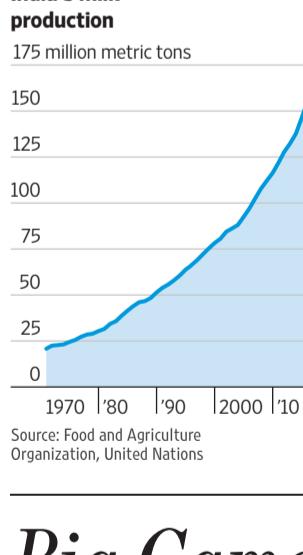
Milk Mantra has run into obstacles along the way. Community leaders near its milk processing plant blocked access to the plant entrance for several days soon after it opened, complaining it might harm local water supplies. They relented when the company agreed to contribute to a fund that pays for community development.

Profits have come more slowly, with the company going into the black six months ago. That took years longer than Mr. Misra envisioned, he said, because of regulatory and legal hurdles.

Milk Mantra is experimenting with a home-delivery service — this time with an online subscription plan for customers who want regular deliveries of its products.

Dairy Demand

India leads the world in milk production.



2016 milk production, in millions of metric tons

Country	Production (million metric tons)
India	165.4
U.S.	96.3
China	41.9
Pakistan	39.6
Brazil	33.8

THE WALL STREET JOURNAL.

ranted by victory in a major international tournament since 1966. Years of disappointment have surrounded a national team that always seems to choke at crucial moments.

Mr. Gynell, 29, was at work in London printing off the ceremony's program when England and Colombia lined up to take their penalties. "I thought...we have no chance. I'm not worried," he said of a team that had never won a penalty shootout in World Cup play.

When English defender Eric Dier slotted a final penalty kick past the Colombian goalkeeper, the nation erupted into cheers, city streets jammed with honking cars and inebriated fans climbed lampposts. The 24 million viewers who tuned in to that match made it the most watched television show in Britain since the 2012 Olympics.

"Now it feels like the World Cup is part of our marriage," Mr. Gynell said.

As texts rolled in from friends, bride-to-be Saskia Cooper, 29, had a vision: 110

wedding guests streaming a football match on their phones just after she walked down the aisle.

One guest, Rowan Lewin, said he has booked a minibus to pick some people up directly from the church to take them to a local pub to watch the game. "The football is essential," he said.

The bride and groom rejected a request to substitute one of their planned hymns for English football's anthem,

"Three Lions (Football's Coming Home)."

As he ushers people to their seats, Mr. Gynell's best man has been instructed to remind guests that the wedding is to be football free. Full disclosure: That best man is a reporter on this article.

The couple will be married in a 13th-century church in Kent, the so-called Garden of England, by Vicar Trish ffrench.

Though Ms. ffrench watched



William Gynell and Saskia Cooper's wedding is Saturday.

the match against Colombia, it took a while for the clash with her scheduled wedding to sink in. When it did, she thought back to an earlier World Cup match, when she was being ordained into the Church of England, just as Germany met with Brazil in the much anticipated 2002 final.

"Some of my family ended up coming to only some of the service, and they actually rigged up a TV aerial on top of a car outside," she said.

On Saturday Ms. ffrench was laying down the law, and it's a strict one. Anyone who interrupts the service or shouts will be asked to leave.

That approach has the full backing of the Church of England, which has asked wedding revelers across the country to switch off all phones during marriage ceremonies. "We would hate for anyone in the service to accidentally shout 'No!' at an inopportune moment," said Rev. Sandra Millar, the Church of England head of life events at the Church.

Ms. Cooper and Mr. Gynell's dilemma is being re-

peated up and down the country. "How selfish can my mom be getting married at 3 p.m. Saturday. She knows there is more important things going on," user @JGAGames94 said in a Twitter post.

London-based planner Holly Poulter has been rearranging photography logistics for the wedding she is working on to make sure the couple is shot far away from pubs, most of which will be screening the match. A horde of drunken England football fans "is not exactly what you want in the back of your photos," she said.

The clash is likewise happening in Sweden, England's opponent, where the love of soccer also hasn't been matched by recent success on the field.

Lina Borg has delayed her wedding reception in a medieval castle in Örebro, in central Sweden, so that guests can watch the game. "Otherwise somebody might yell during the speeches" if somebody scores, she said. "If we win, it's going to be a great wedding party."

OPINION

THE WEEKEND INTERVIEW with Ryszard Legutko | By Tunku Varadarajan

If America Is Divided, So Is Europe

New York

As the North Atlantic Treaty Organization prepares for its annual summit next week, there is much talk about tensions between Europe and Donald Trump's United States. But just as the American public is divided over Mr. Trump, Europe has its own deep fissures. The most prominent example is Brexit, Britain's vote, months before Mr. Trump's election, to leave the European Union. A close second may be the EU's clash with Poland, its largest Eastern European member.

One reason Poland infuriates the EU, according to Ryszard Legutko, is Warsaw's unwavering pro-Americanism. After Brexit, Poland will be "the most Atlanticist country in the EU," says Mr. Legutko, a professor of ancient philosophy who also represents Poland's conservative governing party at the European Parliament.

A Polish philosopher-politician on NATO's future, 'degenerate' liberalism, and what it's like to be a 'dissident' nation in the EU.

"That's why we have the notion of strengthening the eastern flank of NATO with American troops," he tells me in an interview at the Polish Consulate in Manhattan. "I do not think that a substantial reduction of the U.S. military presence in Germany will happen soon, but one cannot exclude such a possibility, once we remember how quick President Trump can be in taking decisions."

If Mr. Trump is a harsh critic of American elites, Mr. Legutko plays that role, albeit with a less demotic style, in the European context. In his 2016 book, "The Demon in Democracy: Totalitarian Temptations in Free Societies," he writes: "The European Union reflects the order and the spirit of liberal democracy in its most degenerate version." That, he tells me, is why the EU "doesn't merely have individual dissidents in its midst, but also dissident states." The prevailing EU attitude "not only toward Trump, but also toward Hungary, Poland, Italy and other dissident governments," he says, is that they are "accidents, unnatural deviations, that could and will be quickly corrected."

Dallas
Police violence, domestic violence and domestic terrorism: Rakem Balogun got caught in a three-way crossfire.
Attorney General Jeff Sessions wants more gun prosecutions, including the small-time cases the feds once dismissed as not worth their time to pursue. In March 2017, Mr. Sessions directed the Justice Department to dig in on such cases, and, in response, federal gun prosecutions rose by 23% the following quarter. The largest increase was in simple possession cases: prosecutions of felons, convicted domestic abusers, and others caught with firearms they were legally prohibited from owning.

One of those cases was filed in Texas against Christopher Daniels, who goes by Rakem Balogun in public. In 2007 Mr. Daniels had been convicted of misdemeanor domestic assault in Tennessee and sentenced to 11 months. Yet he continued to be an enthusiastic gun owner and then some. He is a black radical and a founder of the Huey P. Newton Gun Club, which proposes to become a "regimented black army" that will "prevent and deter incidents like Sandra Bland, Mike Brown, or the Tulsa 1921 bombing from ever occurring again." That's a textbook example of the classic American militia-kook tradition, but with a black-power twist—Tulsa standing in for Waco.

The FBI had Mr. Daniels under surveillance for at least two years, not for his gun-loving ways, but for his politics. He is in the habit of publishing hateful things on social media, like saying that the five Dallas police officers murdered in 2016 "deserve what they got" and hailing another man charged in the murder of a police officer as a "hero." The FBI has a special category for radicals such as Mr. Daniels: "black-identity extremists,"

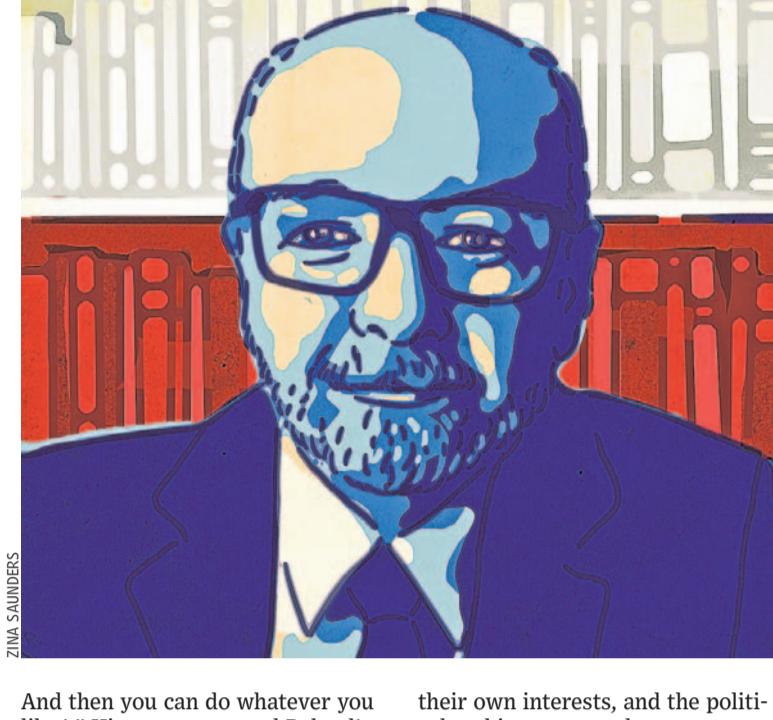
In the Polish case, Brussels is attempting to apply some muscle toward that end. Poland's governing Law and Justice Party enacted a law, which took effect this week, imposing a retirement age of 65 on the country's Supreme Court judges. The aim was to force out some long-sitting liberal jurists and replace them with more-conservative ones. Brussels accuses Poland of violating the EU treaty and is threatening to suspend the country's voting rights in the union.

"More than 80% of Poles want the legal system to be reformed," Mr. Legutko says indignantly. "They have had a very bad experience with the courts." In the Polish Supreme Court—"a body of 100 judges, so with nothing in common with the U.S. Supreme Court"—there are "still members who faithfully and shamelessly served the communist regime in the past." After communism's fall in 1989, he says, there were "only 48 cases of judges being charged with collaborating with the communist regime by legalizing its political repression." In 42 of these cases, the disciplinary courts refused to start legal proceedings. "In five cases, the judges were acquitted. Only one judge was found guilty."

The Polish government insists its actions are a necessary debridement of the judiciary's rotten corpus. The EU disagrees, Mr. Legutko says, because "it is liberalism incarnate." In his book, he writes that "Poland shook off the communist yoke at a time when the Western world had already reached a phase of considerable homogeneity and standardization." The smart set in Brussels finds the Poles irritating, he tells me, because they want Poland to be "indistinguishable from other EU nations." An "exotic Poland" that pursues its own political course is unacceptable.

The EU's elites, Mr. Legutko says, are unbending in their belief that "one has to be liberal in order to be respectable, that whoever is not a liberal is either stupid or dangerous, or both." Seconds later, he corrects himself: "I mean the elites of the West, including those of the United States. Being liberal is the litmus test of political decency. This is today's orthodoxy. If you criticize it, or you're against it, you're disqualified." The world has "shrunk," Mr. Legutko laments, "and the liberal paradigm seems to be omnipresent."

What is that paradigm? "A liberal is somebody who will come up to you and tell you, 'I will organize your life for you. I will tell you what kind of liberty you will have.'



And then you can do whatever you like." His response—and Poland's as a sovereign entity—is unequivocal: "Don't organize my liberty for me. Do not try to create a blueprint according to which an entire society must function." That's why, he says, Poland is "a dissident member of the EU, and the primary reason why it has been attacked so much. Not because we did something outrageous, but because of who we refuse to be."

Hungary, under Viktor Orbán, is also an EU dissident. It was, Mr. Legutko says, "the first to be attacked by the elites because of Prime Minister Orbán's rejection of liberal ways." But he thinks Brussels sees Poland as a bigger threat: "Hungary is a small country. Poland is not. The criticism is severe because we are more important, in a way." What goes down particularly badly with the conservative government in Warsaw is the "condescension" of France and Germany: "They say to Poland, 'Why are you making so much noise? Why are you doing all of this? You were part of the club before. You received all sorts of benefits. Isn't what you got enough?'"

No, Mr. Legutko answers. All these "benefits"—such as the elevation of former Polish Prime Minister Donald Tusk to the presidency of the "toothless" European Council—mask the disproportionate division of power within the EU. Equality of member states exists only on paper: "The big players use the European institutions to serve

their own interests, and the political architecture condemns everyone else to subordinate status." He says this could become "unbearable" for Poland, especially after Britain's departure.

You might think Mr. Legutko would sympathize with Brexit, but he regards it as a nightmare. "It was very bad for Poland, and very bad for the EU, because Britain had been a country of common sense." He describes the response of European leaders: "First, they started by insulting the Brits—they were fooled, they were duped, they were illiterate. The old senile Brits and the uneducated young were those who voted to leave, and those who were intelligent voted to remain." That reaction, he says, is "typical. You cannot behave differently from us without being a fool." For an American, the word "deplorable" comes to mind.

Could there someday be a Polish exit from the EU? No, Mr. Legutko says emphatically. "We will probably be the last to leave the EU. We will switch off the lights." The Poles overwhelmingly favor the union but are concerned about its direction: "Polish history has been very turbulent, as you know. We lost our independence for a long time. So even as we join the world, we are very watchful of our sovereignty, very sensitive about it."

That watchfulness can shade into hypersensitivity. An obvious example is the law passed recently criminalizing speech that imputes to Poland complicity in the Holocaust.

Mr. Legutko prickles when I ask about the law, taking care to point

out that he's "not extremely enthusiastic about it." But he says it is a "reaction to the widespread use of the phrase 'Polish concentration camps' and 'Polish death camps' in the media. We did not establish them. There were concentration camps in France, but nobody calls them 'French concentration camps.'" Mr. Legutko says that he, like many Poles, "agrees with this antidefamation law's intention and sees nothing objectionable with its text," but he does concede that it is likely to prove "counterproductive."

It irks Mr. Legutko that many of the countries that criticize Poland for its Holocaust law have their own legal curbs on speech. That inconsistency appears to reinforce his weariness with the West. "Under the old communist regime, the West was considered an alternative to communism. It was a hope, a place in which one could find refuge from an oppressive and stifling ideology." Such refuge could be temporary, for "a student who obtained a scholarship in France or Britain," or permanent, for one who defected. But for those who stayed in Poland, "even watching American or British movies, reading books, or listening to the radio was like a breath of fresh air."

Mr. Legutko says that "this feeling that there is a different world, unlike the one I live in, is disappearing because of the homogenization of Western culture." The results are depressing. "Wherever one goes, from Germany to New Zealand, one finds oneself in the power of the same liberal ideology, the same jargon." Dissenters, he says, are few and marginalized. An incorrect utterance can lead to swift, career-ending reprisals.

Paradoxically, in Mr. Legutko's view, one now finds greater diversity and freedom of thought in some of the former communist countries, including Poland: "Political correctness is less oppressive, and there are influential nonliberal ideas. The fact that the Catholic Church is strong in Poland makes a difference, because it gives us a mental and spiritual access to ideas and sensibilities that have evaporated in the secular West."

"We often say, half-jokingly and half-seriously, that now Poland may become a country to which people will defect"—people "from France, the Netherlands or Britain."

Mr. Varadarajan is a fellow at Stanford University's Hoover Institution.

The Unjust Prosecution of a Black Militia Kook

Dallas

a group that federal authorities lump in with white supremacists, environmental wackos, antiabortion radicals and a few others as persistent threats of domestic terrorism.

But the FBI didn't come for Mr. Daniels on a terrorism charge. By its own account, he hadn't engaged in violence, plotted violence or threatened anybody. So instead the feds hung on him what they thought was a slam-dunk gun charge, one they'd kept in the hopper for years. It was going to be a twofer: The case would put away a friend of cop-killers, and Mr. Sessions would get another gun prosecution for his file.

But Mr. Daniels walked.

In early May, Judge Sidney A. Fitzwater of the Northern District of Texas threw out the case, holding that Mr. Daniels was not in fact barred from owning a gun. Prosecutors, rather, were misconstruing the relevant federal law, known as the Lautenberg Amendment. Its prohibition on firearm ownership applies to people convicted of misdemeanor domestic violence—provided the conviction was under a statute that applies to actual violence, attempted violence or threats to use a deadly weapon.

The Tennessee law doesn't require that; in fact, as Judge Fitzwater noted, Tennessee hands down "domestic assault" charges for acts of "intentional frightening" that aren't even crimes in some states. A man raising a clenched fist, for instance, may cause his wife "to reasonably fear imminent bodily injury." Mr. Daniels's plea agreement for domestic assault, the court held, encompassed this expansive definition. So the gun case against Mr. Daniels was dismissed without trial, but not before he'd spent five months locked up.

The most worrisome part of this story is that Mr. Daniels was targeted for his political views. He was under surveillance for his activism, including his attendance at a 2015 antipolice rally during which some detestable things were chanted—activity

that is protected by the First Amendment. The order keeping Mr. Daniels imprisoned before his trial specifically cited his political views.

Christopher Daniels spent five months in jail on a trumped-up gun charge before a judge released him.

It isn't that Mr. Sessions's Justice Department is only targeting political radicals. But the surveillance of Mr. Daniels that went on for years testifies to the political character of this prosecution. So does the extensive

interrogation about his views and activism to which he was subjected for what was, in theory, a simple gun-possession case.

Stepping up prosecutions of gun crimes, even small-time ones, is an excellent development, and Mr. Sessions is to be commended. For years the federal government has ignored the law with shocking regularity. Straw buyers go largely unprosecuted. The Bureau of Alcohol, Tobacco, Firearms and Explosives routinely leaves guns it knows to have been improperly purchased on the streets because its agents—there are 2,623 of them—cannot be bothered to go and seize the illegal weapons from their owners.

It may be that Mr. Daniels was

simply the victim of overzealous federal prosecutors hoping to give the boss a win. Or it may be that he spent five months incarcerated for having unpopular political views. That question deserves some attention. In a perfect world, police powers would be applied with no regard for political tribe or ideology. In the real world, oversight is needed. Rep. Bob Goodlatte, chairman of the House Judiciary Committee, would be doing a public service by taking a hard look at how this case was handled.

Rakem Balogun is a kook. This is America. There's no law against being a kook.

Mr. Williamson is a writer based in Texas.

A Social-Justice Mob Takes Montreal

By Elliot Kaufman

Betty Bonifassi has spent 18 years researching, reworking and performing slave songs. In "SLĀV," the hit new play on the same topic, she is the lead singer—or was. The Montreal International Jazz Festival canceled "SLĀV" on Wednesday: "We would like to apologize to those who were hurt." Why the pain? Because Ms. Bonifassi and director Robert Lepage are white. Two of the seven cast members were black, but they won't be performing again.

"SLĀV" sold out its first five shows and was booked for 11 more at Montreal's Théâtre du Nouveau Monde. It also received glowing reviews in the Quebecois press. One critic wrote that the show reminds him of the "need to overcome" and makes him feel "ashamed" of his own "insane non-activism." A writer at Le Journal de Montréal credits it with "demonstrating the absurdity of racism."

Mrs. Bonifassi, whose mother is Serbian and who sings the play's first slave songs in Bulgarian, has

said that because of her own heritage, she feels "touched by slavery." "SLĀV" makes its way from the Balkans through Ireland and Quebec before reaching the U.S., where it not only confronts slavery but depicts a present-day black American jogger arrested for no reason.

A theater yields to the philistines and shuts down a critically acclaimed musical about slavery.

Some 100 people showed up to protest the play before one of its performances. They complained that Ms. Bonifassi was "not allowing us to tell our own stories" and "profiting from our pain." One speaker called the show "a blatant act of neocolonialism." An American singer, Moses Sumney, canceled a performance at the Jazz Festival, calling "SLĀV"—which he didn't trouble himself to see—"hegemonic, appropriative, and neo-imperialistic" in a

letter to the festival's organizers.

Ms. Bonifassi and Mr. Lepage responded to the protests with a measured statement. "Yes, the history of slavery, in all its various forms, belongs first and foremost to those who have been oppressed and to the descendants of those people," they concede. "Do we have the right to tell these stories?" they ask. "Audience members will have the opportunity to decide after having seen the show." But the social-justice mob saw to it that they wouldn't.

No one has even implied that "SLĀV" misconstrued the history of slavery or treated the subject matter too lightly. But the social-justice mob smelled blood, and the jazz festival panicked at the threat of bad publicity. That's how a few dozen Canadian philistines deprived their neighbors of an opportunity to appreciate the wrenching and challenging songs of slaves. Why did they do it? As Prime Minister Justin Trudeau might say, because it's 2018.

Mr. Kaufman is a Robert L. Bartley Fellow at the Journal.

OPINION

REVIEW & OUTLOOK

So Much Trade Losing

The shooting has begun in the U.S.-China trade war, and let's hope it's not Fort Sumter. The South figured the Civil War would last a few weeks, but things happened. That's the nature of trade wars as well, and while no one is likely to win this confrontation, both sides could certainly lose.

Early Friday the U.S. followed through on President Trump's threats by imposing tariffs of 25% on \$34 billion of Chinese imports, and Beijing retaliated on an equal value of U.S. goods. Those amounts are too small to tank either economy, but trade talks have stalled, meaning more tariffs could come as soon as next month.

The damage is already serious for American soybean farmers whose biggest customer is China. They now face a 28% tariff while competitors in Brazil and elsewhere pay no duty. The cash price for U.S. soybeans recently fell to its lowest level in about a decade. Producers of beef, pork, chicken and seafood will also take a hit. U.S. automakers, which will now pay a 40% tariff after it had recently fallen to 15%, will lose sales of highly profitable SUVs that are increasingly popular with Chinese consumers.

Meanwhile, American consumers will pay more for cars and health care due to U.S. tariffs on Chinese-made auto parts and medical instruments. Other prices will rise as companies rearrange supply chains to avoid disruption from future tariffs. For example, world-leading semiconductor companies are upset that chips made in the U.S. and sent to China for assembly or testing will face a high tariff on their total value when they return. Some firms may cut China out of their supply chain, but in other cases it will make economic sense to move U.S. production overseas.

Mr. Trump says this pain is necessary to force China to change its trade behavior. That may be his goal, but it isn't clear what he or his trade advisers want from Beijing. Some U.S. officials fixate on the \$375 billion bilateral trade deficit, and early on Beijing offered to buy more American goods. But Mr. Trump rejected that offer, without offering an alternative.

Other U.S. officials justify the tariffs as leverage to force China to change its Made in China 2025 industrial policy that includes forcing American companies to transfer intellectual property. But talks broke down as the Trump cabinet bickered, and the U.S. isn't offering a clear set of demands.

China is guilty of abusing the trading system, including the use of nontariff barriers and arbitrary enforcement to put foreign companies at a disadvantage. Working out a new trading ar-

rangement that stopped this misbehavior would be constructive. But to succeed the U.S. would need a united front with allies and trading partners to press China to obey World Trade Organization rules, or establish some new ones.

Instead the Trump Administration is picking tariff brawls at the same time with Europe, Japan, Canada and Mexico, and it is also attacking global trade rules. Far from being isolated, Beijing is trying to form an alliance with the European Union to punish Washington's misbehavior. On trade at least, America First may soon mean America alone.

Mr. Trump also insists that the U.S. can weather this fight better than China can, and if the damage is so great why is the stock market not falling? One answer is that the U.S. economy has significant momentum from tax reform and deregulation. The other is that the tariffs have only begun, and the new costs will take time to affect investment.

But anecdotal evidence is growing of tariff-related investment delays and layoffs. The U.S. Chamber of Commerce this week released state-by-state data of the damage coming from tariffs, and 17 of the 20 worst hit states voted for Mr. Trump in 2016. This isn't the "winning" those voters had in mind.

As for China, the Shanghai stock market's 23% decline since January lends credence to the view that the economy is dependent on exports. Analysts estimate China's economic growth slowed slightly to 6.7% in the second quarter and manufacturers struggled with slow export orders. But China's market headwinds are largely of the government's own making. The central bank has cracked down on banks making risky loans, which has dried up credit. Chinese leaders are sacrificing some growth for a healthier financial system.

China is also much less dependent on trade than it used to be. Exports as a percentage of GDP declined to 18.5% in 2017 from 36% in 2007. Beijing has cultivated trade with developing countries to reduce dependence on the U.S. and European markets. So while a trade war with the U.S. will do some damage, Beijing is not as vulnerable as many think.

The best way out of this showdown is for the two sides to call a truce and negotiate a new trade understanding. Yet neither Donald Trump nor Xi Jinping wants to look like the one standing down, so escalation is more likely than retreat. As the tariff casualties mount, even many Trump voters are going to ask: When is the master negotiator actually going to negotiate a better trade deal?

Workers Emerge From the Woodwork

The big news from the Labor Department's employment report Friday is that 601,000 Americans re-entered the workforce in June. This caused the unemployment rate to tick up to 4% from 3.8% even as employers added 213,000 jobs, and it's more evidence that faster growth is luring more people back into the workforce.

Workers who haven't gone to college accounted for all of this month's net increase in the labor force and employment. This suggests renewed economic optimism among less-skilled or less-educated workers. The labor-force surge appears to have pushed up the ranks of the long-term unemployed by 289,000, but these workers are at least optimistic enough to start looking for jobs again.

A separate Labor survey this week showed the four-week average of continuing unemployment benefit claims at its lowest in 45 years. Employers desperate to hire have reported relaxing standards. A Salvation Army jobs fair for the homeless in Sacramento last month attracted hordes of businesses. About 1.03 million workers have returned to the

workforce this year compared to 496,000 during the first six months of 2017 and 589,000 in 2016.

Faster growth pulls the least skilled back into the private economy.

any time since 2002. After a decade of explosive growth, the disability rolls have shrunk by 330,000 since their peak in September 2014. This is saving taxpayers about \$4.6 billion annually and will extend the program's solvency by four years to 2032.

Average hourly earnings last month climbed 2.7%, which is less than expected when the economy is running on all cylinders. But this figure may be depressed by the increase in low-wage workers. Pay for workers who have switched jobs rose by 3.8%, which indicates employers are bidding up wages.

We recall liberals during the Obama era surmising that the long-time unemployed were unlikely to return to work as their skills rusted. A stronger economy and tight job market are showing otherwise.

Marquette's Black Eye

Wisconsin's Supreme Court has given Marquette University a bracing refresher on contracts and academic freedom. In a decision overturning a lower court's dismissal of the case, the court on Friday ruled that Marquette breached its contract with political science professor John McAdams when it disciplined him "for exercising his contractually protected right of academic freedom."

The case stems from a blog post by Mr. McAdams about a graduate instructor who had told a Marquette student that opinions against same-sex marriage would not be tolerated in her ethics class. The university says Mr. McAdams proved himself unfit by naming the graduate instructor, Cheryl Abbate, and linking to her publicly available website in his post on the encounter, so it suspended him. Even after losing the case Friday, the university continues to accuse Mr. McAdams of having used his blog to intentionally expose "her name and contact information to a hostile audience that sent her vile and threatening messages."

The court is categorical in rejecting this argument. "Our review of the blog post," reads the majority opinion, "reveals that it makes no ad hominem attack on Instructor Abbate, nor

does it invite readers to be uncivil to her, either explicitly or implicitly."

As a private institution Marquette has the right to set its own standards for fitness, as well as to limit the speech of its employees. The difference here, as the Wisconsin Institute for Law and Liberty noted in its defense of Mr. McAdams,

is that the professor's contract promised he could not be punished for exercising academic freedom or exercising his rights under the Constitution.

As the court put it, the "undisputed facts show that the University breached its contract" with the professor. So the ruling orders Marquette "to immediately reinstate Dr. McAdams with unimpaired rank, tenure, compensation and benefits." It also calls for "further proceedings to determine damages (which shall include back pay)." In short, it is a complete vindication for the professor.

From the start we urged Marquette to acknowledge its mistake and reach some accommodation with Mr. McAdams. In its statement responding to the decision, the school says it will comply with the court order but insists it was in the right. Apparently more than the students need instruction at Marquette.

A professor's victory for contracts and academic freedom.

Letters intended for publication should be addressed to: The Editor, 1211 Avenue of the Americas, New York, NY 10036, or emailed to wsj.ltrs@wsj.com. Please include your city and state. All letters are subject to editing, and unpublished letters can be neither acknowledged nor returned.

LETTERS TO THE EDITOR

Taking the Measure of School Admission Tests

Regarding your editorial "The War on Admissions Testing" (July 2): If standardized-test scores no longer are required for applicants to University of Chicago undergraduate programs, why not free the Pritzker School of Medicine at the University of Chicago from the standardized-test straightjacket as well? According to the University of Chicago—and a growing list of its peers—standardized-test scores "may not reflect the full accomplishments and academic promise of a student." If so, Medical College Admission Test scores also may not reflect the skills of aspiring doctors.

An even better demonstration of college administrators' true belief in the irrelevance of standardized-test scores would be volunteering as guinea pigs for health care from med-school graduates who had not been required to take the MCAT. While they are at it, perhaps they should also volunteer to be passengers on jets flown by pilots who did not have to pass Federal Aviation Administration exams.

Standardized tests allegedly are culturally biased, of limited value in gauging past performance and poor predictors of future performance—at least according to progressives in higher education, although not according to actual experience or common sense. Even so, the University of Chicago can take a giant leap for mankind by showing us the medical bona fides of students who are not held back simply because of poor test-taking skills. Medical knowledge is, after all, just a click away on the internet.

PAUL BRYAN
Tarpon Springs, Fla.

The predictive power of the SAT is called into question by the pioneer 20-year study conducted by Bates College, which in 1984 made the submission of scores optional for admission. In 2004 the college announced that it had found virtually no differences in the four-year academic performance and on-time graduation rates of 7,000 submitters and nonsubmitters. The issue is not whether the SAT and ACT are fair, but instead whether they measure what they purport to measure.

WALT GARDNER
Los Angeles

JAN ANDREW BUCK
Princeton, N.J.

I share your hypothesis that Chicago is gaming the college ranking system in a way that will appear to improve, but will actually worsen, its admission of qualified students and average student testing proficiency. The university's economics department, renowned for its empirical research, could test that hypothesis using a large sample of universities and colleges for which tests have been optional. But the dean of undergraduates, John Boyer, has signaled that even Chicago may be shifting toward prioritizing diversity. Mr. Boyer recently announced a \$100 million fund specifically to benefit "disadvantaged students." One wonders what Robert Maynard Hutchins, father of Chicago's famous meritocratic program, would have said about that.

BERTRAND HORWITZ
Asheville, N.C.

For Catholics, Communion Comes With Limits

Although I am no theologian, I am a practicing Roman Catholic and thus know a bit about the faith. In "The Controversy Over Communion" (Review, June 30), Francis X. Rocca says remarrying by divorced Catholics without an annulment of their first marriage is defined as adultery in church teaching. Well, the church teaches this because Christ told us it is so, including in Luke 16:18.

Aside from church disciplines such as how and when to fast, all church teachings are based on sacred scripture. The church's teaching on the Eucharist is a prime example. Christ could not be more clear that the consecrated bread and wine are, in fact, his real body and blood. Folks who choose to think and teach otherwise also choose to ignore a lot.

ROBERT JOHNSON
Fairfax, Calif.

Prohibiting non-Catholics from receiving communion is often framed as dogmatic rigidity, when it is actually a matter of intellectual and spiritual honesty. If the Eucharist was simply a symbol or reminder of the Last Supper, then anyone of goodwill could receive it. For Catholics, reception of the Eucharist and the corresponding "Amen" are intended to affirm that the recipient believes he is receiving the body, blood, soul and divinity of Jesus in the appearance of bread and wine and that he concurs with the church's teaching about the Eucharist.

Receiving the Eucharist without

THOMAS M. DORAN
Plymouth, Mich.

Pope Francis has been called the "Pope of Mercy," and mercy is one of the reasons that Communion is not offered to non-Catholics. As St. Paul wrote in his First Letter to the Corinthians, "For anyone who eats and drinks without discerning the body, eats and drinks judgment on himself. That is why many among you are ill and infirm, and a considerable number are dying." It would not be charitable to offer anyone who denies the doctrine of the "real presence" in the Eucharist a place at the altar.

MARK L. SPEARMAN
Bryan, Texas

Garden State Tax Refugees May Re-Create Their Woes

The problem with "New Jersey's Tax Gift to Florida" (Review & Outlook, July 2) is that the gift cannot be returned or exchanged if New Jersey's high-income migrants still vote for Democrats after getting to our no-income-tax Sunshine State. Some New Jerseyans may exit when the marginal income tax on residents making more than \$5 million jumps to 10.75%, but their desire to escape onerous taxes does not always mean an abandonment of faith in the Democratic Party.

PAUL ROBERTS
Jacksonville, Fla.

Pepper ... And Salt

THE WALL STREET JOURNAL



"Yeah, everyone agrees on the numbers, but nobody knows what they mean."

OPINION

Political Harassment Is for the Birds

By Lance Morrow

Some birds are known to engage in an activity called "mobbing." The Sibley Guide to Bird Life and Behavior says it is "a poorly understood phenomenon in which one or more members of a species, or even several species in concert, chase, dive-bomb, or surround a predator or kleptoparasite, often vocalizing vigorously."

Swallows, gulls and terns, crows, blackbirds and orioles, tyrant flycatchers and parids—all practice mobbing. The "enemy" may be a hawk, an owl, an eagle or a similar aggressor. Sometimes the mobbers merely make a commotion. Sometimes they get violent.

What happened at the Red Hen is reminiscent of the way mobbing crows attack an eagle or an owl.

"The intent of such attacks," the Sibley guide continues, "is largely to encourage the 'enemy' to move on to another area." Mobbing, in other words, is justified self-defense (who can complain about that?) and arguably heroic. On the other hand, one ornithologist's victim may be another's villain. In the woods on my farm last week, I saw five crows tormenting an owl that was perched (for the moment innocently) in a tall white pine. The crows' only motive seemed to be recreational malice.

But perhaps deeper urgencies of bird politics—even ideology—were at work. To human eyes, the hawk has the charm of his rakish and soaring self-sufficiency. The owl makes his living as a predator but nonetheless is an elegant and sympathetic creature. Yet to the crow, an able and highly intelligent character,

there is no such thing as an innocent owl.

I thought of mobbing birds after two news items late last month. First the Red Hen restaurant in Lexington, Va., expelled White House press secretary Sarah Sanders—not exactly mobbing, but close: a territorial gesture meaning: *Your kind is not welcome here*. Immediately after that, Rep. Maxine Waters took it to the next level, encouraging a crowd to harass, like birds out of Hitchcock, members of the Trump administration anywhere they might be found. The mobbers say it is a matter of self-defense, a call to arms of their righteous indignation. Prepare yourself. Mobbing is about to become the style of American politics.

No side, left, right, or otherwise, has a monopoly on violence; even Tibetan Buddhist politics sometimes turns savage. Lately there has been a pattern of hit-and-run Antifa squads mobbing a protest or a fixed line of march. Having a parade permit does not make marchers virtuous, but it gives them, for the moment, the protection of the First Amendment. The mobbing birds—this is the dangerous part—believe that their righteousness supersedes the Constitution.

Political animals are animals first. When we think about American independence, patriotic memory, which always involves some gentrification, likes to emphasize the Enlightenment thought that went into the project. But the colonists also engaged in a certain amount of animal behavior—vandalism, rioting by torchlight, work with tar and feathers.

During Donald Trump's second summer in office, the American self-image is vexed and complicated. There are immigration dramas on the border; there is a sudden vacancy on the Supreme Court that many find deeply ominous; there is intolerable suspense over what Robert Mueller might have turned up, or not. This Fourth of July, what one heard (at least from the left) was



An angry crow mobs a bald eagle, trying to drive her from her nest.

less John Philip Sousa than rising notes of anger and hysteria.

In a Rasmussen poll published last week, 31% of American voters said it was likely "that the United States will experience a second civil war sometime in the next five years." At the news of Justice Anthony Kennedy's retirement, New York magazine's Frank Rich remarked that "the discrepancy between this Court's decisions and the realities of the fast-evolving modern America beyond its chambers could lead to a national conflict as convulsive as the one that followed the Taney Court's *Dred Scott* decision in 1857."

One should not get carried away with the idea of a coming civil war. It's always 1857 somewhere in America. Someone is always repeating the novelist John Dos Passos' line (published in 1936, in reference to the Sacco-Vanzetti case a decade earlier): "All right, we are two nations." Lincoln warned that "a house divided against itself cannot stand," but America has usually been a house divided, one way or another.

In unexpected fashion, that might have been the secret of the country's success. Since its founding, America has been a dynamic of selves and anti-selves: North vs. South, East vs. West, rural vs. urban, agricultural vs. industrial, black vs. white, frontier vs. Ellis Island, redskin vs. paleface, wets vs. dries, labor vs. management, hawks vs. doves, liberals vs. conservatives, Chamber of Commerce vs. Students for a Democratic Society, neo-Nazi vs. Antifa. Everywhere you look in the American drama, you see doubles banging against each other.

But the 21st century may be different in crucial ways. The cultural and financial gap between elites and nonelites has become vast and seemingly unbridgeable. The elites inhabit the 21st century, and the nonelites, in effect, dwell in zones of the 20th. (Mr. Trump's wistful frame of reference is the 1950s.) Political passions are intensified and driven to extremes by social media. Anxieties and divisions multiply. And the astonishment of imponderable Donald Trump presides.

America is definitely crazier than it was a few years ago.

So it is possible to envision something like a new civil war, but not along the lines of 1861-65, with two clear geographical sides and large regular armies fighting pitched battles. Instead imagine high-tech mobs, an *intifada* with stones and drones, locals and irregulars in improvised warfare with the feds. America could devolve, slow-motion, into an archipelago of warlord states—like China after the collapse of the Qing Dynasty—pitting the coasts against the interior, with progressive fortresses at Austin, Texas, and other big university towns.

There are all sorts of Fort Sumters waiting to happen. A ruling by the Supreme Court to overturn *Roe v. Wade*? Or same-sex marriage? Or affirmative action? Suppose that Robert Mueller's findings set off a constitutional crisis: Could Mr. Trump be removed from office? Could he be prosecuted while in office? No one envisions him departing quietly.

The Founders were fearful of mobs. Benjamin Franklin, with perfect accuracy, placed the principle of compromise at the center of the new American government. The essence of the problem today is that, between the crows and the owls, no compromise is possible. It was the same fatal impasse in 1860. Then again, it all might come to anticlimax. I have watched dozens of times as a group of crows—a murder of crows—has mobbed an owl, an eagle or a hawk. Frankly, these things tend to end when the crows get bored.

It would be nice if boredom proved to be the outcome of the current politics. But the likelier and somewhat darker denouement may be exhaustion, and a good deal of wreckage.

Mr. Morrow, a senior fellow at the Ethics and Public Policy Center, is a former essayist for Time.

A Lost Love Gave Us Hemingway's Spare Prose

By Robert R. Garnett

July 1918: Momentous events are afoot. On the Western front, 40 German divisions assault the Allied defenses in northern France. It will be Germany's last great push of the Great War. Reinforced by fresh American troops, counterattacks soon will send the German army into retreat. Within four months the war will be over.

In Russia, the killing has begun in earnest. During the dark early hours of July 17, Bolshevik executioners massacre Czar Nicholas II, his wife and their five children, auspiciously inaugurating seven Soviet decades of repression, purges, pogroms and 15 million dead.

A mortar burst and a fickle nurse transformed an ambulance driver into a great author.

Another notable event, in northern Italy, makes no headlines. About midnight July 8, an 18-year-old American Red Cross ambulance driver serving with the Italian army is distributing chocolates and cigarettes to frontline soldiers when an Austrian mortar shell bursts nearby. He is peppered with 227 shell fragments and then, helping another casualty to safety, struck by two machine-gun bullets.

His wounds, although severe, are not mortal, and they have a curiously fruitful result. During the hot Italian summer, Ernest Hemingway will accumulate the most intense experiences of his life. They will kindle a career that, 100 years later, we can thank for reinventing American writing.

Evacuated to Milan, Hemingway was admitted to a newly opened Red Cross hospital for American soldiers

and Red Cross volunteers. On the top floor of what had been a small hotel were 16 private rooms. Half had balconies; the other half opened onto a long terrace looking out toward Milan's great cathedral, and furnished with flower boxes, potted oranges, lounge chairs and a phonograph—"a peach of a hospital," Hemingway wrote home. The patients, all men, were tended by young Red Cross nurses, all women.

Here began the second and more piercing trauma of Hemingway's war. Nurse Agnes von Krouskov, seven years older but, as another patient recalled, "fresh and pert and lovely," was an adventurous spirit from Philadelphia. Flirtation progressed to romance, romance to engagement. Agnes, enjoying her nursing adventures, lingered in Italy after the armistice, while Hemingway returned to his home outside Chicago. There, hobbling about with a cane and flaunting his military-looking Red Cross uniform, he awaited her return and their marriage.

Or so he thought. Back in Italy, Agnes—fickle, by her own admission—had moved on. Two months after Hemingway's return, the fatal letter arrived. "Ernie, dear boy," it began. She wished him all the best and had great hopes for him, but the age disparity made their romance impossible. She remained fond of him, but "more as a mother than as a sweetheart." Incidentally, she added, she was about to marry someone else.

Agnes flitted off; Hemingway grieved. An Italian surgeon had patched up his damaged knee, but the deeper wound persisted. Five years later, married and a father, he told a friend that he would give up everything for Agnes if she reappeared in his life. A dozen years later yet, the protagonist of his short story "The Snows of Kilimanjaro," an embittered novelist, recalls "the first one, the one who had left him . . . what she had done could never matter since he

knew he could not cure himself of loving her." Hemingway kept Agnes's letters through four marriages, until his death.

In imagination, the wound and the lost woman fused. An early Hemingway story recounts with recognizable detail and cold irony a wounded soldier's jilting by a nurse called "Ag." Hemingway's first novel, "The Sun Also Rises," narrates a war cripple's hopeless love for a chic aristocratic tramp he had met when wounded. His best-known novel, "A Farewell to Arms," revisits the nurse again. This time, she dies.

One of the most moving lines in Shakespeare is perhaps the simplest. Mourning his daughter Cordelia, King Lear groans: "Never, never,

never, never, never." Pecking at his typewriter, Hemingway worked to make spare language convey difficult emotions, "to tell the truth about his own feelings at the moment when they exist," as T.S. Eliot wrote. Writing was not about voluble self-expression, but a laborious self-discipline of stripping away needless words, abstraction, cliché and false sentiment. "The Sun Also Rises" opens abruptly, as if the first dozen pages are missing—in fact, they are. In proof he ruthlessly deleted the first chapter and a half, as wordy and slack.

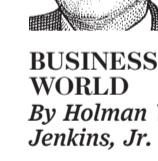
Yet even as time numbed his wounds, success and self-indulgence dulled his pen. By 30, his best work was behind him. "He was a great

listener before he moved to Key West," one biographer writes, "and a great talker afterwards."

But the taut, restrained style of his early fiction still influences careful writers today—or it should. To get started, Hemingway told himself, "write one true sentence." In an era of massive, ubiquitous verbiage, from a single year's 96,000-page Federal Register to the daily inundation of tweeted banality, the principle still tolls like a deep-voiced bell over a million shrilling cicadas. For that we can thank the fortuitous conjunction, 100 years ago, of a mortar burst and a pretty nurse.

Mr. Garnett is a professor of English literature at Gettysburg College.

The Court Shows the System Works

 **BUSINESS WORLD**

By Holman W. Jenkins, Jr.

The world is ending, lament liberals, because Donald Trump will appoint another Supreme Court justice. Never

mind that a Republican was likely to be president after two consecutive Obama terms in any case. And any

justice Mr. Trump can get confirmed

is likely to be a standard-issue, highly qualified conservative jurist like any other GOP president might have appointed.

That Mr. Trump is doing the picking may not be of sufficient relevance to validate much shrieking after all.

We have a system that continues to work even while we have a polarizing, chaotic president. That's what the framers gave us in the Constitution—a system for dealing with non-negotiable realities.

Which brings us to last month's Supreme Court decision on public-sector unionism. What liberal critics of *Janus* call "judicial activism" was, in fact, the discovery that the factual premise, not the principle, was wrong in the court's 1977 ruling known as *Abood*.

Janus overturned *Abood*'s expectation, at a time when public-sector unionization was still nascent, that a distinction could reasonably be drawn between union spending on workplace matters and union spending on politicking. Experience has shown otherwise: All activities of public-sector unions are political because they involve fights over what to do with public resources. On First Amendment grounds, then, an Illinois state worker cannot be forced to subsidize labor's political agenda as a condition of government employment.

Here's where nonnegotiable realities come in. Justice Samuel Alito, in delivering this opinion for the majority, drew a straight line to the state of Illinois's fiscal crisis: \$174 billion

in unfunded pension and retiree liabilities, which already are consuming 25% of state spending, squeezing out money for public safety, education and other services that residents rely on.

Justice Alito might have further pointed out that the total state pension hole nationally is at least \$1.6 trillion, and this shortfall is disproportionately concentrated in the 22 states that require workers to kick back a portion of their wages to make sure union-dependent politicians are always sitting across the bargaining table from them.

Don't buy the standard exclamation of these workers now about the inviolability of their unfunded pensions: "But you promised!"

The *Janus* decision opens political space for reforms in public finance that will have to happen.

The truth is, their labor representatives could have negotiated the funding to make good on these long-term commitments but preferred to maximize immediate pay and benefits and leave an IOU in the kitty.

Consider a test-tube example, almost ordered up to make the court's case for it, vouchsafed by California just a few weeks ago. The state's Democratically controlled Legislature offered the public university system \$120 million to bulk up its underfunded pensions on one condition—that the university drop a plan to offer thousands of unionized workers a 401(k) in lieu of a traditional pension.

See what's going on here? A 401(k) is a fully funded option: An employee gets cash now and manages his or her own retirement nest egg. Such an approach might appeal not only to a worker who doubts the state's promises, but any worker who views a

public-sector job as a way station rather than a lifetime commitment.

Behind this attempted extortion, as the Sacramento Bee reported in May, are two California unions that represent university workers. Their motives are not a mystery. Union leaders prefer a pension formula that encourages members to remain indentured for life. They also want members fully committed to maintaining labor's political hegemony over the public sector as the only hope of collecting their unfunded benefits.

In 2008 Barack Obama ran as a postpartisan problem solver. By his 2012 election campaign, he was fully reclothed in reactionary liberalism—a defender of existing government handouts and the organized interests behind them.

A similar metamorphosis is likely to overtake the latest wunderkind, Alexandria Ocasio-Cortez, 28, the appealing new Democratic standard-bearer in Queens, N.Y., who just knocked off a 10-term U.S. congressman in a party primary. She and her new-look Democratic ultraliberal promise the sky—a guaranteed job, government-supplied health care, free college—for which the political economy is unlikely to cough up the resources.

Wait for it. Unless she really is something new in the Democratic Party, she will slot in as just another water carrier for her party's vested interests, the public-sector unions most of all.

There's a reason, going back to its opposition to the defeated Kennedy-Nixon health-care compromise of 1974, that Big Labor has been the engine of America's policy stagnation. It's the same reason a true reformer among Democrats is a rare bird. Of course, you might say Republicans haven't been much better. But as long as we have a Constitution and a Supreme Court to enforce it, there's a hope that nonnegotiable realities will eventually bring the necessary institutional change. *Janus* is precisely an example of that happening.

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SPORTS

BELGIUM 2, BRAZIL 1

Belgium Delivers on Promise

With a quarterfinal victory over Brazil, Belgium's Golden Generation proved they belonged on the game's grandest stage

By JONATHAN CLEGG

Kazan, Russia
IT'S MORE THAN a half-century since international soccer witnessed its first Golden Generation. That was the name bestowed on the Hungarian national team of the 1950s, which revolutionized the game and is considered by some to be the greatest soccer team of all time. Since then, the term has been passed down to any country that, through smart planning or good fortune, saw a glut of highly talented players emerge at the same time.

There was the Portugal team of the late 1980s, the Dutch squad of the 1990s, and in the 2000s, Golden Generation was famously applied to David Beckham and the traveling circus known as the England team. It was meant as a compliment, but in practice, it has been more like a curse. Because what has united those teams beyond the Golden Generation name is a shared history of under-achievement. None of them ever went on to win a major international tournament.

For some five years now, this has been the great fear for Belgian soccer. Ever since a young team featuring some of the most electrifying attacking players in European soccer qualified for the 2014 World Cup, Belgium had its own Golden Generation. And since then, the country has waited anxiously to see if players such as Eden Hazard, Kevin De Bruyne and Romelu Lukaku would fulfill that promise.

In that regard, Belgium's 2-1 win over Brazil in the quarterfinals of the 2018 World Cup may come to be seen as a coming-of-age moment. The Belgians are by no means certain to win the tournament. And in France, they face a semifinal opponent that may be the only team in Russia with as much individual quality in its starting lineup. But in beating Brazil, the tournament favorite and most successful nation in World Cup history, Belgium's Golden Generation showed they belonged on the



Belgium's Kevin De Bruyne, No. 7, celebrates after scoring his side's second goal in a 2-1 win over Brazil.

game's grandest stage.

"This generation, they have so much talent," Belgium manager Roberto Martinez said. "But what makes me proud is the belief."

When the final whistle sounded, De Bruyne sank to his knees and stretched out his arms toward the mass of Belgian fans in red jerseys bouncing down in the far corner of the Kazan Arena. It was his goal that proved the difference between the two sides, a thunderous strike from the right edge of the box into the left corner of the Brazilian net that capped off one of the blistering counterattacks that have become this team's trademark.

That goal saw Belgium take a 2-0 lead into halftime, and though substitute Renato Augusto pulled one back with a header late on, the deficit proved too much.

For Brazil, the defeat will spark a fresh bout of soul-searching in

the country that loves soccer like no other. This loss was nothing like the humiliation of 2014, when Brazil was eviscerated by Germany in a 7-1 semifinal defeat. But it will leave its own psychological scars.

This is the fourth successive

World Cup in which Brazil has been knocked out by a European team and there is a sense that for all their creativity and trickery on the ball, Brazilian soccer no longer produces players with the positional discipline and defensive

nous required at the top level. More alarming for the winningest nation in World Cup history is the fact that by the time the 2022 tournament kicks off in Qatar, it will be two decades since Brazil last lifted the trophy.

Belgium's three-man defense largely restricted Brazil to long-range shots, with Vincent Kompany particularly imposing at the center of the Belgian back line. He was also involved in Belgium's opening goal, getting the faintest of touches to Eden Hazard's corner, which flew into the Brazilian net off Fernandinho's right arm.

Kompany is in many ways the senior member of Belgium's Golden Generation. He was the first to earn a big-money move to the English Premier League, where so many of Belgium's stars play their club soccer. But he was by no means the only standout on a humid night here. Hazard and Lukaku are better known for their offensive fireworks, but played crucial roles here with their tireless running off the ball.

Before the tournament, there had been questions about the work ethic of this Belgian squad, which suffered a meek loss to Argentina in the quarterfinals four years ago, and a defeat by Wales at the same stage in the 2016 European Championship. But on a night when Belgium went a long way to justifying its Golden Generation tag, it answered those questions too.

FRANCE 2, URUGUAY 0

LES BLEUS PUTS IT TOGETHER

By JOSHUA ROBINSON

Nizhny Novgorod, Russia
THE FRENCH national team at this World Cup has been about as inscrutable as French conjugation. Every time you think you have a handle on it, some new detail crops up to complicate the picture.

Les Bleus came into the tournament with one of the most offensively gifted squads around—but trudged through the group stage as a dull and repetitive defensive unit.

Then, in the round of 16, the rules for understanding Les Bleus changed. All the attacking accents were suddenly pronounced and France blew away Argentina. And in the quarterfinals against Uruguay on Friday, France did the most French thing possible: it introduced yet another exception.

This time, it came in the form of goalkeeper Hugo Lloris, whose one-handed save to his right changed the course of France's 2-0 victory and helped guide them into the World Cup semifinals. No one is quite sure what the biggest strength of this squad is, but its quality is now undeniable.

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This time, it came in the form of goalkeeper Hugo Lloris, whose one-handed save to his right changed the course of France's 2-0 victory and helped guide them into the World Cup semifinals. No one is quite sure what the biggest strength of this squad is, but its quality is now undeniable.

FRANCE 2, URUGUAY 0

LES BLEUS PUTS IT TOGETHER

By JOSHUA ROBINSON

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LES BLEUS PUTS IT TOGETHER



Disney's Deals
CEO Robert Iger's
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EXCHANGE

THE WALL STREET JOURNAL.

Uneasy Riders
Economists say it's
hard to predict impact
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BUSINESS | FINANCE | TECHNOLOGY | MANAGEMENT

DJIA 24456.48 ▲ 99.74 0.4% NASDAQ 7688.39 ▲ 1.3% STOXX 600 382.36 ▲ 0.2% 10-YR. TREAS. ▲ 3/32, yield 2.831% OIL \$73.80 ▲ \$0.86 GOLD \$1,254.30 ▼ \$3.00 EURO \$1.1744 YEN 110.46 SATURDAY/SUNDAY, JULY 7 - 8, 2018 | **B1**



JUN CEN

WHEN THE

Client Is a Harasser

Companies struggle to confront misbehaving customers; a difficult position for sales staff

BY VANESSA FUHRMANS AND JULIE STEINBERG

In the new era of sexual-harassment accountability, companies have learned they can no longer give a pass to star employees accused of misconduct. Confronting high-dollar clients may be harder.

At many companies, client relationships are the most difficult to police—and the most important to protect. The conundrum is how to square the customer-is-king ethos with complaints, especially from women in client-facing jobs.

A former vice president at market-data firm Research Now SSI alleged in a lawsuit filed in April that a senior executive from the airline Virgin America, Stuart Dinnis, began kissing and groping her without warning in a hotel elevator late at night during a 2016 travel-industry conference.

Though she said she repeatedly said no,

Mr. Dinnis followed her to her hotel room, where he allegedly tried to push her inside by the back of her neck, saying, "You want it," according to the lawsuit. She alleged that Mr. Dinnis didn't leave until she crouched down in the hallway and refused to budge.

In a recent interview, she said she was terrified and also aware of the lopsided power dynamic between them. Earlier that day, she and her boss had discussed Mr. Dinnis, then Virgin America's director of loyalty, as an important client to cultivate during the conference. "In the back of my mind, I was thinking: 'This guy's a business partner,'" she said.

The next day, she said, she sought to keep things polite when Mr. Dinnis continued to text her, including a photo of an earring of hers that had lodged in his jacket during the

encounter. "Given our key partnership with your organization, it's best we keep things strictly professional," she wrote back, according to the lawsuit filed in federal court in San Francisco.

Mr. Dinnis declined to comment and hasn't responded to the suit in court.

The woman, who lives in Texas, says her bosses were supportive after she told them about the incident, but she left her job soon after in part because it required her to travel alone, which made her anxious.

She now works at an airline and said she filed her lawsuit under the pseudonym "Jane Doe" to protect the privacy of her children and her career.

The suit names Virgin America, its parent Alaska Air Group Inc. and Mr. Dinnis as defendants, alleging that Virgin America knew

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TAX REPORT | LAURA SAUNDERS

Unpaid Taxes? You Could Be Denied a Passport



At least 362,000 Americans with over-due tax debts will be denied new or renewed passports if they don't settle these debts, the Internal Revenue Service says.

Recently IRS officials have provided new details on the enforcement of a law Congress passed in late 2015. It requires the IRS and State Department to deny passports or revoke them for taxpayers who have more than \$51,000 of over-due tax debt. Enforcement began in February.

An IRS spokesman says the 362,000 people are current tax

debtors who are affected by the law. The IRS is sending their names in batches to the State Department, a process the tax agency aims to finish by year's end. A State Department spokesman confirmed that it has already denied passports to some debtors.

IRS Division Commissioner Mary Beth Murphy said in late June that for now U.S. authorities are denying passports rather than revoking them. So, many tax debtors with current passports should be able to travel abroad, but they won't be able to renew their passports; those without passports will be denied them if they apply.

The new enforcement is having



an effect: Ms. Murphy said that one tax debtor paid \$1 million to avoid passport denial. As of late June, 220 people had handed over \$11.5 million to pay their debts in full, and 1,400 others had signed

installment agreements, according to an IRS spokesman.

National Taxpayer Advocate Nina Olson is critical of some of the new procedures, however. One

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Markets Hit a Rut In China

Investors predict trouble ahead for the economy

BY SHEN HONG

SHANGHAI—This year's selloff in China's stocks and currency is reviving painful memories of the country's last market rout, in the summer of 2015. If anything, things look more worrying this time around.

Shares in Shanghai are the world's worst performing among major markets this year, tumbling 17%. The yuan has slumped 3.6% against the dollar since the start of June, pushed down by a combination of selling by nervous investors and the Chinese central bank's efforts to guide the currency lower as a trade conflict with the U.S. escalates.

Slump pales against 2015 market rout, but trade tensions with U.S. and other factors don't bode well for the future.

On paper, even those big market moves pale in comparison with 2015. Three years ago the Shanghai Composite Index lost nearly half its value in the two months starting in June, bottoming out only in early 2016: They have never since regained their mid-2015 highs. The central bank also shocked markets with an abrupt 2% devaluation of the yuan in August that year.

More concerning this time is that several factors, including Beijing's campaign against high debt levels and its trade war with the U.S., suggest that investors are responding rationally to signs of fundamental problems for China's economy.

The U.S. placed tariffs on \$34 billion worth of Chinese goods at midnight Eastern time on Friday. And while Shanghai stocks rose 0.5% on Friday, their fall this year has accelerated since trade tensions ramped up in the spring.

By contrast, in 2015 the market boom and bust was driven by retail investors who had taken on piles of debt

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Sonos Heads For Trading —And Profit This Year

Wireless-speaker maker files details ahead of IPO

BY MAUREEN FARRELL

Sonos Inc. pulled back the curtain Friday on its plans for an initial public offering, revealing a business that is on pace to turn a profit this fiscal year.

The wireless-speaker company's public filing with the Securities and Exchange Commission also showed it is on pace to generate more than \$1 billion in annual revenue. The filing said Sonos products are in nearly 7 million households.

The Santa Barbara, Calif.-based company is expected to start trading later this month or in early August, according to people familiar with the process. The company will trade on the Nasdaq exchange under the ticker SONO.

Sonos, which likely plans to raise several hundred million dollars in proceeds from the IPO, would have a market value of about \$2.5 billion to \$3 billion, a person familiar with the deal said. Still, pricing can change up until the night before an IPO begins trading.

Sonos reported \$655.7 million in revenue for the first half of its current fiscal year, yielding \$13.1 million in profit. That is up from \$555 million in revenue and \$15.2 million in profit for the same period a year earlier.

The company has reported annual losses for the past three fiscal years, though it was profitable for at least two years before that, according to the filing.

Sonos warned in the filing that its

Please turn to the next page

THE SCORE

THE BUSINESS WEEK IN 7 STOCKS

DELL TECHNOLOGIES INC.

DVMT After five years on the sidelines, Dell is coming back to the public markets. But in lieu of an IPO, the tech firm is opting for a complex maneuver to buy publicly traded DVMT, which tracks Dell's roughly 80% stake in software firm VMware Inc., and convert DVMT to class C common stock. Once completed, Dell Class C shares will trade on the New York Stock Exchange for the first time since founder Michael Dell and investment firm Silver Lake took the company private in 2013. Investors cheered the move, sending shares of DVMT up 9% on Monday.

MICRON TECHNOLOGY INC.

MU A patent feud between Micron, the largest memory-chip maker in the U.S., and United Microelectronics Corp. of Taiwan heated up on Tuesday as UMC and another rival said the U.S. firm was temporarily blocked by a Chinese court from selling certain products in China. Shares of Micron, whose Chinese sales account for half of its revenue, fell 5.5%. On Thursday, Micron shares recovered 2.6% after the company said it would challenge the ban and didn't expect second-quarter revenue to stray from its previously expected range of \$8 billion to \$8.4 billion.

AUTO MAKERS' STOCK PERFORMANCE THIS WEEK

Source: FactSet

5%

No U.S. trading

7.9%

BMW

Volkswagen

Fiat Chrysler

Ford

General Motors

Mon.

Tues.

Wed.

Thurs.

Fri.

GENERAL MOTORS CO.

GM Stocks of American auto makers moved in fits and starts this past week amid an intensifying trade fight with the European Union and China. GM fell 1.3% on Tuesday as industry executives cautioned that a trade war could raise car prices and slow sales, but by Thursday, GM shares rose 1.3% as car companies on both sides of the Atlantic got a reprieve after news of efforts to eliminate car import tariffs in the EU.

WYNN RESORTS LTD.

WYNN For the second consecutive month, investors betting on strong revenue growth from Macau's casinos got served with disappointing numbers. Wynn, which has large exposure to the semiautonomous Chinese gambling enclave, saw its stock fall 7.9% on Monday after Macau reported revenue growth of 12.5%, below an expected 18%. Separately, the company on Friday disclosed that General Counsel Kim Sinatra, who knew for years about a \$7.5 million settlement between former Chief Executive Steve Wynn and a casino employee, would step down July 15.

FACEBOOK INC.

FB Facebook shares fell 2.4% during Tuesday's truncated preholiday session after the social-networking giant said it received questions from the Securities and Exchange Commission and Federal Bureau of Investigation related to the Justice Department and Federal Trade Commission's probe of February's data breach at Cambridge Analytica, the firm that aided President Trump's 2016 election. Facebook said it is cooperating with the probe and pledged to continue assisting regulators. Shares rallied to end the week above \$200 amid an analyst's upgrade.

BARNES & NOBLE INC.

BKS Two hours after the close of trading on the day before the Independence Day holiday, Barnes & Noble announced the dismissal of CEO Demos Parneros for violating an undisclosed company policy. Mr. Parneros was removed from the bookseller's board and didn't receive any severance pay. His ouster is the latest sign of tumult for Barnes & Noble, which has had three CEOs since 2016 as it struggles to compete with Amazon. Shares fell 1.7% on Thursday and slid 11% on Friday as investors continued to digest the news.

—Laine Higgins

When the Client Is a Harasser

Continued from the prior page
he had a track record of being sexually aggressive with women at firms with business ties to Virgin America.

A spokesman for Alaska Air declined to comment, except to say Mr. Dinnis left the airline before Alaska Air took it over. In filing a motion to dismiss the complaint, the airlines argued Mr. Dinnis's alleged actions fell outside the scope of his employment. Research Now SSI declined to comment.

Federal law holds employers just as liable for shielding staff from misbehaving third parties as from in-house offenders. But client harassment is a bigger blind spot for many companies, says Laurie Ruettimann, a consultant who advises companies on human-resources matters.

A Difficult Conversation

Bosses often assume they have little control over the behavior of someone who isn't an employee or are loath to confront or drop a lucrative client, Ms. Ruettimann says. "When money is on the line, those conversations often don't take place."

The remedy companies often resort to is asking their worker if they want to leave the client's account. But that can set employees back in their careers, or make it harder for the employee to meet revenue targets that often determine commissions.

Sarah Centrella, a former technology saleswoman, says she was harassed by a large percentage of her predominantly male clients but never told her bosses. "What could they have done—take me off the account?" says Ms. Centrella, who left her last sales job in 2017. "That's how I made my money."

Ms. Centrella, who worked for a few different companies, declined to name her former employers. She said she never brought the incidents up with the companies and feels they weren't at fault.

She describes a frequent balancing act between sidestepping unwanted advances and taking pains not to offend clients. She also didn't want her male bosses or colleagues to think she couldn't handle an out-of-line customer. "I thought I was progressive because I wasn't crying about it," she says.

Conferences, where she was expected to book client meetings from morning to midnight, were particular minefields. At one Las Vegas trade show, she says, a prospective client insisted she accompany him to a strip club and promised other customers would be there. She reluctantly agreed, worried she might lose a sale or have to explain to her boss why she canceled a meeting.

On the way, he tried to kiss and grope her, told her to "lighten up" and put her hand on his groin, she says. At the club, she says, her discomfort grew. "Because I had gone, he thought he had even more leverage over me," she says. She soon left, she says, and never clinched the sale.

Executives are beginning to speak out more about this issue.



the lawyers added. The lawyers also said The Wall Street Journal hadn't provided enough details about the allegations for Mr. Chen "to have a fair and proper opportunity to respond."

In 2013, Mr. Chen was charged with committing indecent assault in 2012, according to company filings from Agile. Hong Kong police said at the time that the incident involved a 28-year-old woman. Hong Kong prosecutors decided not to pursue the charges after Mr. Chen pledged not to commit indecent assault, according to the Hong Kong Department of Justice. According to media reports, Mr. Chen's lawyer at the time said in court the chairman had been drinking and had misread the situation. Mr. Chen's current lawyers said, "Our client continues to have a clean and unblemished criminal record."

Agile said it had no comment beyond a 2013 filing that said the matter hadn't affected its business. The filing also said Mr. Chen had told the company's board he pleaded not guilty.

Legal Challenges

Courts have more recently grappled with how far employers should go to protect workers once they learn of harassment allegations against a client.

In a lawsuit filed in 2014, former AstraZeneca PLC sales representative Katherine Cozad alleged that the drugmaker hadn't done enough to protect her. She said that on a sales call to a family-practice physician in the Fresno, Calif., area, the doctor suddenly grabbed her crotch and kissed her. After the alleged incident, her manager said she no longer had to call on the doctor and stopped sending other primary-care sales representatives to him, depositions from AstraZeneca supervisors show. Yet, according to their testimony, the drugmaker didn't admonish or question the physician about Ms. Cozad's allegations, and another AstraZeneca sales team continued to visit him.

In 2016, a federal judge in California said she wasn't convinced the drugmaker had done enough to stop the physician from harassing again. AstraZeneca, which reached a confidential settlement with Ms. Cozad shortly afterward, said that when such allegations surface, the company tells any employee interacting with that doctor that they can stop making those calls or visit the doctor in pairs. In some cases, it said, it has dropped physicians altogether from its call lists. "The safety of our employees is of utmost importance to AstraZeneca," the company said.

Some of the people familiar with the situation said the woman was asked whether she wanted to be moved off the Agile account. She declined. The bank continued doing business with Agile: In 2008, a real-estate fund managed by Morgan Stanley bought a 30% stake in a resort property it developed jointly with Agile. Morgan Stanley sold the stake to Agile last year for \$900 million, resulting in a profit of over \$100 million for the firm and its investing clients. Morgan Stanley and other banks advised Agile on spinning off a unit in Hong Kong in February.

Citing privacy considerations, a Morgan Stanley spokesman declined to comment on details of the allegation but said any incident involving harassment of its employees was of great concern. "Our employees have always been encouraged to escalate issues," he said.

Lawyers for Mr. Chen said he denies the allegations and calls them "wholly inaccurate and baseless." "Our client definitely did not try to force himself on anyone in any hotel during the roadshow,"

JPMorgan Chase & Co. Chairman and Chief Executive James Dimon said at a conference in December that women have asked him how to handle clients acting inappropriately. "I tell [women], don't balance it at all, tell the client, 'Don't touch me again,'" he said.

But many women never tell their employers about their harassment. Among more than 7,000 female sales professionals, 57% reported receiving unwanted sexual advances or otherwise being ha-

35%
of employers said they
had received harassment
allegations in the
past year

19%
of those who answered
yes said the reports
involved clients or other
third parties.

Source: Society for Human Resource Management (a March survey of 544 human-resource officials)

rassed by clients, according to a recent poll by the National Association of Women Sales Professionals. A quarter of those women said they told a superior.

"The message you get is: 'You're an entrepreneur—you should be able to handle your own client or prospect,'" says Cynthia Barnes, the organization's CEO.

A March survey conducted by the Society for Human Resource Management showed 35% of more than 500 HR officials said they had received harassment complaints from employees in the past 12 months. Only one-fifth of those HR managers said they had dealt with allegations involving a customer or other third party.

Morgan Stanley says it has pro-

cesses in place to address allegations of sexual harassment of employees at the bank. However, the bank has maintained and expanded its relationship with a lucrative Chinese client, property developer Agile Group Holdings Ltd., since an alleged incident involving Agile's founder and chairman, Chen Zhuo Lin, and a Morgan Stanley banker. On a 2006 trip to court investors after the bank helped take Agile public, Mr. Chen allegedly entered the woman's London hotel room and tried to force himself on her, according to people familiar with the matter.

Bank executives learned of the allegation months later, in 2007, people familiar with the matter said. A senior Morgan Stanley banker then spoke to Mr. Chen, some of the people said.

The bank neither discussed dropping Agile as a client nor reported the allegation to outside law-enforcement authorities, people familiar with the matter said. Some bankers who were aware of the alleged incident tried to avoid creating situations where female bankers would be alone with Mr. Chen, some of the people said.

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Sonos Has Insights on Profitability

Continued from page B1
revenue growth has been historically volatile and should therefore not be considered indicative of future performance.

Sonos, founded in 2002, has been a pioneer of high-end wireless speakers. The company said in its filing that more than 19 million of its products were in 6.9 million households as of March 31, the end of its fiscal first half.

The company has built a loyal fan base by enabling its customers to play music in every room of a home through a network of wireless speakers that supported streaming services such as Spotify and Apple Music.

In June, Sonos announced its newest product, Sonos Beam, a \$399 speaker system that connects with "virtually any streaming content" including multiple voice assistants and Apple AirPlay2. In the filing, Sonos said it plans to increase its pace of product launches.

Sonos also outlined its market opportunity as partly driven by repeat customers and by the increasing ubiquity of streaming music and voice assistants.

The company said follow-on purchases accounted for 38% of its new-product sales in fiscal 2017. It said it expects the continuing expansion of streaming services and voice assistants to drive its own sales since its products work with a wide range of partners.

In his letter to shareholders, Sonos Chief Executive Patrick Spence said the company's software platform "gives our customers unparalleled freedom."

The company has built a loyal fan base by enabling its customers to play music in every room of a home.

Sonos's public filing comes as the pace of IPOs has picked up dramatically. The IPO market logged one of the best first halves in recent years and the fourth-highest-volume first half on record, according to Dealogic data that dates back to 1995.

The pace of IPO filings is expected to remain elevated for the duration of the year, as a slew of companies have filed confidentially.

Many companies that have gone public on U.S. exchanges this year have posted blockbuster returns in trading. Investors have been bidding up U.S.-listed technology companies most aggressively. Technology companies that have gone public this year closed the first half up more than 50% on average from their IPO prices, according to Dealogic data.

Unlike many other technology companies that have gone public recently, Sonos will start trading without a dual-class structure that typically gives the founders and some investors more votes per share. Many of the companies that employ such structures still have founders as CEOs or senior executives. By contrast, Mr. Spence took the helm last year after joining Sonos as an executive in 2012.

Some employers say the only way to make employees feel protected is to put the onus on the customer. Francine Katsoudas, chief people officer at Cisco Systems Inc., says that in harassment cases, it is common procedure for the technology giant to confront the client. When one of its sales executives reported earlier this year that she had been harassed by someone at a Cisco client, a senior Cisco manager took up the issue with her counterpart at the other firm, which removed the person from the Cisco account, Ms. Katsoudas said.

"In that situation, there's a risk because you do business with this partner," she said, "but we're very clear on what the right thing to do is."

—Ese Erheriene and Chester Yung contributed to this article.

BUSINESS NEWS

Univision Considers Selling Digital Assets

BY SHALINI RAMACHANDRAN AND BENJAMIN MULLIN

Univision Communications Inc. is exploring a sale of Fusion Media Group, which houses websites including Gizmodo and Deadspin, as it pursues a companywide restructuring following a leadership change, people familiar with the matter said.

The move would be a reversal for Univision, best known as the largest Spanish-language TV broadcaster in the U.S. Over the past several years, it has invested in digital assets and sought to diversify its audience by buying English-language websites that appeal to younger, bilingual Hispanic-Americans.

Fusion Media Group's other properties include Lifehacker, the Root and a stake in the Onion's parent company.

A Univision spokeswoman declined to comment.

Earlier this year Univision shelved plans to go public after disappointing financial results. In June, Univision's board tapped Vincent Sadusky, former chief executive of TV station-owner Media General Inc., as the company's new chief executive, replacing Randy Falco.

Last year, Univision sought to sell a 20% stake in Fusion Media Group for \$200 million, valuing it at \$1 billion, some of the people familiar with the matter said. The effort failed to attract buyers, in part because potential investors were skittish about the crowded ownership team running Univision, the parent of Fusion.

Univision's owners include billionaire Haim Saban's Saban Capital Group, Mexican media giant Televisa, and private-equity firms Providence Equity Partners Madison Dearborn Partners, Thomas H. Lee Partners and TPG.

They took the broadcaster private in 2007 for \$13.7 billion in one of the biggest deals during the leveraged-buyout boom, weighing the company down with debt just before the financial crisis. The owners have struggled to find an exit.

Univision, like other big media companies, has struggled to adapt to a changing media landscape as cable TV cord-cutting has accelerated, putting pressure on subscription and advertising revenues for cable channels and broadcasters alike.

The business climate in digital media also has been punishing, as tech giants Google and Facebook Inc. vacuum up ad dollars and leave other publishers fighting for what is left.

The decision to sell Fusion Media Group comes after a business review by Boston Consulting Group this year that recommended cuts in the range of \$200 million across Univision. The cost-cutting has already begun at Fusion Media Group, which recently underwent a round of buyouts.

Made-in-U.S. Avon Calls It Quits

Cosmetics company sells last domestic factory to French private-label supplier

BY SHARON TERLEP

After more than 100 years of making beauty products in the U.S., Avon is selling its last domestic factory to a French cosmetics manufacturer.

Fareva Group will take over production of lipstick, body lotion, face cream and other products at Avon's factory and warehouse in Morton Grove, Ill., people familiar with the plan said. The contract manufacturer also will make private-label products for drugstore chain Walgreens Boots Alliance Inc. at the underutilized 500,000-square-foot plant, one of the people said.

Financial terms couldn't be learned. Current Avon employees are expected to keep their jobs as part of the ownership change, the person said. Avon employed 362 in Morton Grove in 2016, according to the northern Chicago suburb's records.

The deal comes less than three years after New Avon LLC, the unprofitable North American arm of Avon Products Inc., split from the larger



The direct seller isn't as big as it once was, but still has about 200,000 salespeople in North America.

MONDADORI PORTOFOLIO/GETTY IMAGES

company as part of a deal with private-equity firm Cerberus Capital Management LP. Cerberus bought a 17% stake in the parent company and acquired 80% of New Avon, which was separated from Avon's international business.

Avon, one of the nation's biggest direct sellers with

around 200,000 representatives in North America, has lost thousands of door-to-door salespeople over the years as the company failed to modernize its products, develop an online strategy or capitalize on social media. The company already sells a slew of products, from clothing to housewares,

made by outside suppliers.

Cerberus installed a consumer-products veteran as CEO and has been working to turn around the company, slashing costs and overhauling the company's strategy by trimming product offerings and getting into the health and supplement business.

In Morton Grove, Avon employs less than one-third of the workers it did in 2015, when the village's records say 1,200 people worked at the company, making it the largest employer. Avon remains the town's third-largest employer.

Morton Grove Village Administrator Ralph Czerwinski said the factory remains important to the local economy.

He hadn't heard about plans to sell the factory to Fareva,

adding "I hope they are able to keep the plant going."

An Avon spokeswoman said the company chose Fareva to take over production because "they are one of the top beauty development houses in the world."

A contract manufacturer with roughly 12,000 employees globally, Fareva makes cosmetics, pharmaceutical and industrial and household products. The company entered the U.S. in 2011 by buying a Pfizer Inc. factory and taking over production of over-the-counter products such as ChapStick, Robitussin cold medicine and children's Advil.

Boeing's Inroad Causes Anxiety in Brazil

BY SAMANTHA PEARSON AND JEFFREY LEWIS

SÃO PAULO—Boeing Co.'s proposed takeover of Embraer SA's commercial jetliner business marks the end of an era for one of Brazil's most successful companies, and the beginning of a potentially bitter political dispute.

Coming ahead of Brazil's presidential election in October, the \$3.8 billion deal announced Thursday is shaping up to become a divisive campaign issue, analysts said, stirring nationalist ire in much the same way that U.S. motorcycle maker Harley-Davidson Inc. has been lambasted by President Donald Trump for its plans to shift some operations overseas.

Embraer was privatized in 1994, but "it is still seen as a national asset by Brazilians, and one they don't want to lose," said Sérgio Lazzarini, a professor at São Paulo business school Insper and author of books on crony capitalism in Brazil.

The front-runner in the presidential race, Jair Bolsonaro, a right-wing former army captain, has largely backed the partnership with Boeing. Brazil, one of the most-closed emerging-market economies, "cannot isolate itself from the world," he said in a recent television interview.

But swaths of left-leaning politicians have opposed the takeover. The president of the Workers' Party, Sen. Gleisi Hoffmann, called it an attack on Brazil's sovereignty and decried the sale of national technology "for the price of a banana."

Ciro Gomes, a center-left politician who ranks third in most polls, vowed to reverse the deal should he become president—though such a reversal likely would be hard to achieve, analysts say.

Unions have called on the government to veto the deal with Boeing via its so-called golden share in Embraer, while others have accused the companies of timing their announcement to coincide with the distraction of the World Cup in a soccer-mad country.

The companies said they



Aircraft maker Embraer is a shining example of first-rate manufacturing in Brazil, but it now plans to sell some assets to Boeing.

IAN LANGSDON/EPA/SHUTTERSTOCK

plan to get the approval of Brazil's government while President Michel Temer is still in power.

Set up by Brazil's military government in 1969, Embraer evolved from an unprofitable state company into one of the world's biggest producers of commercial jets. It is held up by many as a shining example of first-rate manufacturing in a developing country better known for producing soybeans, cattle and iron ore, and as a cherished reminder of the nation's proud aviation history.

It was with mixed feelings, then, that Brazilians received the news Thursday that Embraer's commercial business, responsible for 58% of the company's revenue last year, was being sold off.

Boeing will take an 80% stake in Embraer's commercial airplane and services business. Embraer will own the remaining 20%, with the right to force Boeing to buy it out over the next decade.

Embraer's defense business was excluded from Thursday's deal, but the two companies said they would explore a joint venture for certain defense products.

Airbus Undaunted By Rival's Gambit

LONDON—Airbus SE vowed to use what it sees as its first-mover advantage to outpace arch rival Boeing Co. in the market for smaller passenger jets.

Boeing's deal with Brazilian aircraft maker Embraer SA follows Airbus's recently completed agreement to take over Bombardier Inc.'s CSeries jet program, which has pumped out a series of smaller airliners.

"Everything in Brazil that has any value" gets sold to foreigners, said Tatia Jois, a 40-year-old film-and-television extra from São Paulo.

Despite its heritage, Embraer owes its success largely to its focus on global markets and independence from the government.

"The real question we should be asking," Mr. Lazzarini said, "is not why it's being sold, but why aren't there more companies like Embraer in Brazil?"

Boeing and Airbus have for years fought it out building the

world's largest jetliners. Now they are turning to the smaller planes they have long shunned.

Both plane makers are struggling to boost output of their bigger planes amid booming orders from airlines. To keep costs in check, executives see the expansion into smaller aircraft as one more lever to pressure suppliers.

Montreal-based Bombardier launched the CSeries a decade ago, but despite critical praise sales haven't taken off. Airbus is betting that with its marketing muscle, it can fix that.

—Robert Wall

Embraer's early bet on producing midsize planes for the growing regional aviation market began to win the company orders in the U.S. in the 1980s. It is now heavily dependent on the U.S. market, with more than 2,000 employees in the U.S. and a factory in Florida. The North American market generated 57% of sales in 2017, while Brazil accounted for only 13%.

Brazil's government has given Embraer leeway to operate, standing back as the com-

pany purchased most of its parts from foreign players and announced heavy layoffs in the wake of the 2008 financial crisis to remain nimble—all the more important after Airbus SE teamed up with Embraer rival Bombardier Inc.

"The powerful partnership between Bombardier and Airbus had been threatening Embraer's leading position in the market for regional aviation," said Victor Mizusaki at investment bank Bradesco BBI in São Paulo.

AT&T Hires Former Tillerson Aide in D.C.

BY DREW FITZGERALD

AT&T Inc. hired former State Department chief of staff Margaret Peterlin to a senior government-affairs role after a shakeup at the company's Washington office.

Ms. Peterlin, who served during Rex Tillerson's tumultuous 13-month tenure as U.S. secretary of state, is now AT&T's vice president of global external and public affairs, according to a letter sent to company employees last month. She reports to general counsel David McAtee.

Mr. McAtee has overseen AT&T's government work since

the departure in May of external and legislative affairs executive Bob Quinn. The Dallas-based company parted ways with Mr. Quinn after news broke that his office paid \$600,000 to Michael Cohen, President Donald Trump's personal attorney.

AT&T said it hired Mr. Cohen in early 2017 to offer insights into how the new administration operated. But his work for several corporate giants became a public-relations liability after federal agents raided his home, office and hotel room.

AT&T Chief Executive Randall Stephenson later called

the decision to hire him a mistake.

Mr. Quinn oversaw government relations during a time of transition for the wireless, satellite and internet service provider.

The company successfully pushed for the reversal of Obama-era internet rules and for a lower corporate tax rate. It also battled a Department of Justice lawsuit seeking to block its \$80 billion-plus purchase of media giant Time Warner Inc., a case the company won last month.

AT&T spent \$16.8 million on federal lobbying last year, making it the capital's second-

biggest corporate spender after Google owner Alphabet Inc., according to the Center for Responsive Politics.

Ms. Peterlin, a former Navy officer and Capitol Hill staffer, also served as a senior official at the Patent and Trademark Office during the Bush administration. She left the State Department shortly after Mr. Tillerson's departure in March.

"This is a new position as McAtee organizes his team to match the needs of a modern media company," an AT&T spokesman said. "Peterlin brings both private-sector and government leadership experience to AT&T."



Margaret Peterlin served as chief of staff for Rex Tillerson during his tenure as U.S. secretary of state in the Trump administration.

BRENDAN SMIALOWSKI/AGENCE FRANCE PRESSE/GETTY IMAGES

FULL DISCLOSURE | JOHN D. STOLL

A Vision for Changing Health Care Online



Earlier this year, I needed a new pair of glasses, and instead of trekking to my optometrist, I decided to give **Warby Parker's** trendy offerings a try. The glasses maker has an app that lets customers take an online vision test.

But I quickly ran into a snag: I live in Michigan, one of 11 states where so-called telemedicine products like app-based vision tests are illegal. I would need to see an optometrist after all.

My experience spotlights one of the biggest questions facing the new economy: Can the same disruptive forces reshaping retail really take on the entrenched \$7 trillion health-care sector?

The question is looming as digital giants like Amazon.com, which recently paid \$1 billion for online pharmacy **PillPack Inc.**, enter the health-care business.

In Focus

Optical companies' 2017 U.S. sales*

Vision Source	\$2.73 billion
Luxottica	2.45
Walmart	1.69
National Vision	1.38
Costco	1.06
Warby Parker	0.24

*Includes product sales, professional services, managed vision benefit revenues and e-commerce. Source: Vision Monday

THE WALL STREET JOURNAL.

For customers, Amazon's move could mean more convenience in filling prescriptions. For Amazon, it will also mean facing a thicket of regulations that often protect incumbents and obstruct change.

Consider Warby Parker's attempts to shake up a health-care procedure that has barely changed in the last century: the routine eye exam. In states where online eye exams are legal, the process for getting a pair of eyeglasses can be conducted from an iPhone at the kitchen table with Warby's Prescription Check app. These online tests are critical to the company's blueprint for disruption.

University Health Plan estimates the average cost for an exam, lenses and a frame is \$541 nationally; Warby Parker's service is typically under \$200.

Founded by four Wharton classmates in 2010 trying to find a cheap and fast way to replace glasses, Warby Parker has grown into a company valued at around \$1 billion.

Other firms have developed competing online tests, which, like Warby Parker's, work with doctors



ANGELA OWENS/THE WALL STREET JOURNAL

who accept online tools and will verify results within a day or two. Opternative Inc.'s software, for instance, is offered to third-party online sellers such as Framegenie.com, and is particularly helpful for contact-lens users who have to make routine purchases.

The optical industry's online sales have jumped 100% since 2011, according to the Vision Council, a nonprofit trade association. Still, the \$2 billion sold online in 2017 is 6% of the broader \$32.5 billion market.

Optometrists haven't universally welcomed the online trend. Many have worked with legislators and professional associations to outlaw online exams in states including Maryland, New Jersey, Georgia and South Carolina.

Warby Parker co-founder Neil Blumenthal told me in an interview last week that responding to legislation pushed by opponents is like "playing a game of Whac-A-Mole."

Opternative has also been fighting. Its head of government relations Pete Horkan said there have been showdowns in about 25 states over the past two years alone. Each one costs the companies tens of thousands of dollars in lobbying or legal costs.

This puts optical startups in the types of battles that Uber Technologies Inc. has faced with taxi drivers and Tesla Inc. has encountered with car dealers.

Optometrists collect more than 60% of revenue from eyeglass and contact-lens sales, according to a study conducted by CareCredit, a subsidiary of Synchrony Financial providing financing for medical bills. Getting patients in the chair as often as once a year is key to steering them toward products on their shelves.

But optometrists also take issue with the safety of online exams. Statements from the American Optometric Association and state organizations say that the technology that an app or computer relies on (known as refraction) doesn't represent a comprehensive survey. They could miss the emergence of glaucoma, for instance, or diabetes.

Warby Parker and Opternative say their tests should be used as a supplement to conventional office visits and not as a replacement. They tell users to follow testing guidelines set by the American Academy of Ophthalmology.

Now, the upstarts are hatching plans to challenge the state legislation that bars the tests.

"We've had a really aggressive presence on defense the last two years," Mr. Horkan said. "I'm very prepared to go on offense."

Their progress will be something for Amazon and other companies looking to shake up health care to keep at least one eye on.

DAN PAGE

THE WALL STREET JOURNAL

STRATEGY



Inside the Disney Deal Playbook

With his company's pursuit of Fox, CEO Robert Iger's formula faces its biggest test.

BY ERICH SCHWARTZEL AND BEN FRITZ

Disney Chief Executive Robert Iger has a signature formula for making deals. First, target a company that few know is even for sale. Then, win over the top executive by extolling Disney's vision for the company's future. Finally, figure out how to integrate the new company and its distinctive culture into Disney's moneymaking franchise machine, across the empire's movie, television, consumer products and theme parks businesses.

It's a strategy Mr. Iger pursued successfully in Disney's three biggest acquisitions during his tenure: **Pixar Animation Studios**, **Marvel Entertainment** and **Lucasfilm Ltd.** These deals allowed Disney to dominate the Hollywood landscape with megahits like "Star Wars: The Last Jedi," "Black Panther" and "The Incredibles 2" in the past year alone.

Now, that deal making playbook is being put to the test by the company's riskiest pursuit yet. Disney is locked in a protracted bidding war with Comcast Corp. to win major assets of **21st Century Fox Inc.**, a media fight that's driven Disney's bid to \$71 billion. In contrast, the acquisitions of Pixar, Marvel and Lucasfilm cost Disney less than \$16 billion combined.

In his pursuit of Fox, Mr. Iger once again saw an asset that no one thought was for sale. He again sold an iconoclastic top executive—in this case, media titan Rupert Murdoch—on his vision.

"It's the same approach, just magnified," said a person close to Disney's previous deals.

With Fox, Mr. Iger is asking his company to swallow an acquisition that transforms his company's business strategy and is nearly 10 times bigger than any previous purchase he's made as CEO.

Both Disney and Comcast think acquiring Fox would give them the leverage they need to compete in a digital landscape where firms like Netflix Inc. rule. In response to the Netflix threat, Mr. Iger has reorganized his company around a Disney-branded streaming service set to launch next year with original programming.

Mr. Iger's legacy, once seemingly secure, is on the line. If the deal goes south, he may well be remembered more as the executive who lost Fox than the one who built Disney into the entertain-

ment empire of the early 2000s.

If it goes through, he will need to convince some Wall Street skeptics of his plan.

"Arguing that acquiring Fox will help win the war in the fight for the [direct-to-consumer] market is similar to Bob McNamara arguing in 1965 that he could win in Vietnam if he had more troops," Doug Creutz of Cowen & Co. wrote in a recent report. Disney declined to comment on Mr. Creutz's report but noted that other Wall Street analysts support the plan.

After postponing his retirement four times, Mr. Iger is now scheduled to leave Disney in 2021, assuming the Fox deal is completed.

When Mr. Iger took over as Disney CEO in 2005, he quickly became a stabilizing force for a company in turmoil. His predecessor, Michael Eisner, spent his final years preoccupied by contentious boardroom drama.

Step one: target a company that's not for sale. Step two: win over the top executive.

His first major test as CEO came in 2006, when Mr. Iger made a deal to buy Pixar Animation Studios.

The production company behind hits like "Toy Story" had upstaged Disney's own animation house, and Mr. Iger thought the acquisition could rejuvenate its core business of family entertainment.

Winning Pixar required wooing Steve Jobs, the Apple Inc. co-founder and Pixar chairman. Mr. Iger promised Mr. Jobs that Pixar's creative culture would remain untouched, and that Disney would promote the studio's characters across its multiple divisions.

"Steve Jobs didn't do the deal because of Bob Iger. He did it because of the strategic vision Bob laid out," a former Disney employee said.

The ultimate price tag of \$74 billion in Disney stock was on the high end of bankers' estimates of Pixar's worth, according to people familiar with the negotiations.

It proved to be a savvy move. Pixar has since produced some of Disney's biggest hits, including "Finding Dory." The company's chief creative executive, John Lasseter, led Disney Animation through a renaissance that brought "Zootopia" and "Frozen" to the screen. (Mr.

Lasseter is leaving the company following allegations of inappropriately touching subordinates.)

The Iger playbook also came in handy with the 2009 acquisition of Marvel Entertainment. The \$4 billion purchase caught Hollywood by surprise, since Marvel wasn't officially for sale. Mr. Iger personally wooed its chief executive and controlling shareholder, Ike Perlmutter, much as he did Mr. Jobs, by promising him broad autonomy along with access to Disney's vast resources, according to people with knowledge of that deal.

And in 2012, Mr. Iger met George Lucas to discuss buying Lucasfilm Ltd., another \$4 billion deal that's resulted in megahits like "The Force Awakens" and "Rogue One." Again, few knew Mr. Lucas was considering retirement, and people close to Lucasfilm speculate the company could have fetched a higher price if it had entertained competing offers. Again, Mr. Iger won out.

The pursuit of Fox is one step in Mr. Iger's new quest: to transform Disney into a digital powerhouse. By the time Messrs. Iger and Murdoch began hashing out a possible deal at Mr. Murdoch's Los Angeles vineyard last year, Disney had already announced plans to launch its own streaming service. (21st Century Fox and Wall Street Journal parent News Corp share common ownership.)

Things quickly grew complicated when Comcast entered the fray. Disney and Fox agreed to an all-stock deal in December valued at \$52.4 billion. Last month, Comcast put in an unsolicited \$65 billion all-cash bid for the assets, prompting Disney to boost its offer to a \$71.3 billion mix of cash and stock. The move could strain Disney's balance sheet. And the steeper price caused a few credit-ratings firms to put Disney on a downgrade watch.

Unlike Pixar or Marvel, Fox is too big to have a single company culture. The Fox Searchlight specialty film division behind "The Shape of Water," for instance, is very different than the Star satellite TV service that airs cricket in India. That could make it more challenging for Disney to absorb.

But Fox's difference from Disney could prove to be a major asset, since it builds out a library of programming the company can use in its streaming strategy. Fox-produced edgy entertainment could also help siphon users from Netflix.

My Patient Is a Hologram



The young man arrived at the clinic with a laceration down his back—an injury he'd suffered while mountain biking. After suturing his wound and administering painkillers and antibiotics, nurses left him for 30 minutes of observation. Moments later, he began itching and broke into hives. He was going into anaphylactic shock.

The patient, in this instance, was a hologram. The nurses were students at San Diego State University and Texas Tech University Health Sciences Center. And the man's allergic reaction was one of 10 scenarios available in HoloPatient, a mixed-reality software program that offers would-be nurses experience coping with medical dilemmas.

HoloPatient is one of a suite of educational applications developed by Pearson PLC, the London-based education company, for Microsoft Corp.'s HoloLens headset. When users press a button on the goggles, a three-dimensional, life-size patient avatar appears in a real-life classroom.

Though neither mixed reality nor virtual reality—which immerses users in a fully virtual environment—is widespread in health-sciences programs, both are becoming more common. Professors see the technology as a way to immerse students in otherwise inaccessible real-world settings in a relatively cost-effective and

easily reproducible way. "Do I want my students to experience a patient fall? Absolutely not," says Philip Greiner, director of SDSU's school of nursing. But to prepare them for such a scenario, "I want to be able to reproduce that for every single one of my students."

Over the past two years, Pearson developed three HoloPatient scenarios—the aller-

gic cyclist, an older adult taking a balance test and a victim of chronic obstructive pulmonary dis-

ease—with the schools. The company filmed the scenes using a standardized patient and Microsoft's holographic capture technology, which employs 106 cameras ringed around a 10-foot green-screen dome. The schools tested the programs last year, and will add HoloPatient to a limited number of classes in the fall. In May, Pearson began selling \$50,000 packages to colleges, which include four HoloLens headsets and access to the full software suite. (The headsets, which are intended for commercial or developer use, cost either \$3,000 or \$5,000.)

—Leigh Kamping-Carder

THE FUTURE OF EVERYTHING

WEEKEND INVESTOR



For Athletes, It's Double Trouble to Plan For Retirement

Sarah and Ben True don't take vacations. They don't buy gifts for each other. They spend freely only on healthy food, which they consider a business expense.

The Trues are professional athletes—Ms. True a triathlete and Mr. True a distance runner. Their frugality is part of a long-term strategy to plan for two retirements: the first after their athletic careers end, the second for good.

"We really eliminate spending on anything that won't enhance our athletic performance or help us plan for the future," Ms. True says.

For professional athletes like the Trues—and others whose primary careers are finite or sporadic—financial planning can be challenging and easy to put off. Yet whether athletes make a \$2 million salary or win occasional \$20,000 race prizes, planning for two retirements is essential.

"We call it wealth planning through the arc of their career," says Michael Bapis, who helps pro athletes with financial planning. Mr. Bapis is partner and managing director of The Bapis Group at HighTower Advisors, a private wealth-management firm in New York.

Mr. Bapis advises athletes to first max out contributions to a traditional retirement fund, to tap into 25 years after their athletic career ends. Any excess money should go into an initial-retirement account designed to last those first five years after the last race or event, he said.

For the Trues' later retirement, they have SEP IRAs, or simplified employee pension individual retirement accounts, which are like 401(k)s for self-employed people. The Trues, who earn in the low six figures annually, max out their contributions at 25% of their income.

Their initial-retirement planning is more elaborate. The couple, who live near Hanover, N.H., earn income through sponsorship agreements, such as Mr. True's

deal with shoe-and-apparel maker Saucony and Ms. True's with bike maker Specialized, and competition revenue.

For Mr. True, competition income includes everything from race winnings and appearance fees to bonuses for being the top American finisher. Ms. True can earn performance bonuses through her sponsors.

Ms. True, who is 36 years old, probably will end her athletic career first, followed by Mr. True, 32, in what he hopes will be about five years.

The Trues have two savings accounts and a Charles Schwab brokerage account to serve as first-retirement emergency funds and second-retirement supplements.

They also have "529" education-savings accounts that they plan to use on themselves. Both have bachelor's degrees but are considering enrolling in graduate programs to help with their next careers. Ms. True is considering an M.B.A.—"I loved school," she says—but wants to be sure such an investment would pay off.

The couple also want to complete a business-certificate program for military veterans and transitioning elite athletes such as themselves at Dartmouth College's Tuck School of Business. The two-week program costs \$1,500.

In the meantime, the Trues recently began a business experiment. With partners Ryan and

Desiree Linden, they launched Linden & True Coffee, a bean-roasting company they run partly out of their respective garages. The Lindens—he's a triathlete and she's a marathon runner—live in Michigan.

All four business partners do a bit of everything for the business, but Messrs. True and Linden concentrate on roasting the beans. Ms. True handles much of the product writing and design and Ms. Linden excels at sales and customer service.

The nascent company got a boost of publicity when Ms. Linden won the Boston Marathon in April, the first American woman to win it since 1985.

"One of the great things about



being an athlete is you have so many great contacts and referral sources," says Stan Schneider, the Trues' Colorado Springs, Colo.-based accountant. He encourages clients to pursue a passion in a second career but to do ample research before making an investment.

Although the 34-year-old Ms. Linden doesn't think about a specific retirement date—"it kind of takes away from your commitment to the sport," she says—she has been planning financially for retirement since 2010.

The coffee company did about \$40,000 in sales in its first three weeks, including online and at a pop-up store at the Boston Marathon, Ms. True says. "In my ideal world, Linden & True Coffee will be big enough that when I walk away from running, I'll have the career that I want," Mr. True says.

Meanwhile, the Trues continue their frugal ways. They own a 2004 Ford Ranger and a 2016 Subaru Outback they bought deeply discounted through a dealership connection. Their wardrobe consists mostly of free athletic gear from sponsors.

"Some of this is just built into Ben's DNA," Ms. True says of their saving. "For example, he has one pair of pants (aside from sponsor gear). He refuses to buy new pants until this one pair is unwearable."

"They're about five years old," Mr. True says of the pants in question. "But they're in good shape."



Professional athletes Ben and Sarah True—shown roasting coffee beans at their West Lebanon, N.H., home on a recent day—are co-owners of Linden & True Coffee. The business is part of their initial-retirement plan.

Passports Denied for Tax Debtors

Continued from page B1
objection is that the IRS notifies a tax debtor at roughly the same time it tells the State Department that someone qualifies for passport denial. This may not leave enough time to resolve tax issues and have the IRS and the State Department lift restrictions, she said.

Instead, Ms. Olson would like the IRS to warn debtors 30 days before the agency sends their names to the State Department. She said this is similar to what the Department of Health and Human

Services requires before someone is denied a passport because of \$2,500 or more in unpaid child support.

Ms. Olson would also like the IRS to provide information in its letter to debtors about all exemptions from the new law, and for the State Department's letter to include information about emergency and humanitarian exceptions. The current letters don't do this, she said.

While officials sort out such issues, here's what to know about the new enforcement:

Tax debtors at risk. Taxpayers can have passports denied if they have "seriously delinquent" tax debt of more than \$51,000, adjusted for inflation. This amount includes assessed tax, penalties, and interest, but it doesn't include "Fbar" penalties for not reporting foreign financial accounts, according to an IRS spokesman.

To be at risk of passport denial, a taxpayer must typically be subject to a lien, which advises creditors of a debt to the IRS, or a levy, which gives the IRS the authority to seize assets.

Tax debtors not at risk. Taxpayers typically aren't subject to passport restrictions if they're

contesting an assessment administratively or in court, or if they have pending or current installment-payment agreements or offers-in-compromise with the IRS.

Also excluded are many taxpayers who are victims of identity

theft; have requested "innocent-spouse" relief; have debts in "not-collectible" hardship status; are in bankruptcy; are in a federally declared disaster area; or are serving in a combat zone.

In addition, the State Department can issue a passport for emergencies or humanitarian reasons. A department spokesman said it does so to make sure an American citizen overseas can return to the U.S.

What happens. The IRS sifts through its records looking for tax debtors covered by the law and sends a letter to them at about the same time it sends their names to the State Department.

The letter to the debtor warns that his or her passport won't be issued or renewed unless the debt is resolved and that the State Department also has the power to revoke the passport.

If a debtor then applies for a

passport, the State Department holds the application open for 90 days. If the issues aren't resolved within that period, the taxpayer needs to reapply for a passport.

Caveats for expats. An IRS spokesman said the agency is sending passport letters to tax debtors both in the U.S. and abroad. This raises issues for U.S. citizens living abroad because of IRS problems with international mail.

In 2015, the Treasury Inspector General for Tax Administration, a watchdog agency, noted that "IRS data systems aren't designed to accommodate the different styles of international addresses, which can cause notices to be undeliverable."

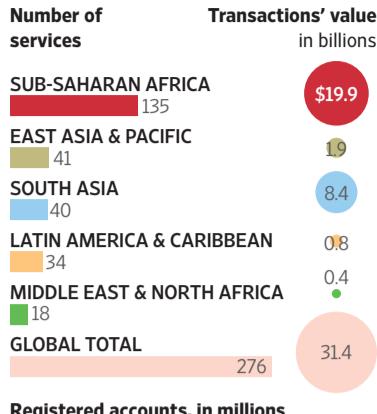
Some expats maintain a U.S. address or give a power-of-attorney to a U.S. person to ensure that official mail doesn't go astray. Now that Congress is using passport denial to collect tax debts, there is more reason to take such steps.

FINANCE

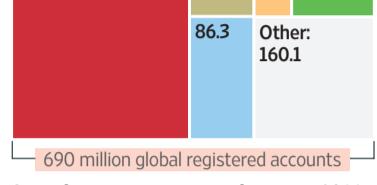


Money in Your Pocket

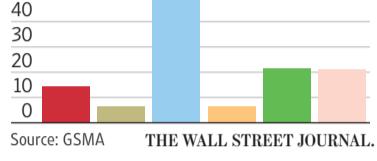
Sub-Saharan Africa dominates mobile money, but other regions are getting in



Registered accounts, in millions



Growth in transactions' value since 2016



Source: GSMA THE WALL STREET JOURNAL.

An Unlikely Leader in the Mobile-Money Race

Racked by inflation, the breakaway republic of Somaliland is moving toward a cashless economy as residents increasingly use their phones as wallets

By MATINA STEVIS-GRIDNEFF

Hyperinflation and economic isolation have pushed the breakaway republic of Somaliland closer to a virtual milestone than most other countries in the world: a cashless economy.

Mobile-money services have taken off over the past decade in Africa. One in 10 adults across the continent—about 100 million people—use them. In Kenya, **Vodacom Group** Ltd.'s service M-Pesa, broadly considered the first major and most successful mobile-money technology platform, counts 26 million users, roughly half the population. More than half of the world's 282 mobile-money platforms are in sub-Saharan Africa, research by **McKinsey & Co.** shows.

The continent, home to many of the world's frontier economies, has come closest to "leapfrogging" traditional brick-and-mortar banks and going straight to heavily using phones as wallets.

Nowhere are the benefits of mobile money more apparent than in Somaliland, where the extreme economic and financial conditions have allowed Zaad, a service from the

main local telecom, Telesom, to catalyze commerce in one of the most isolated parts of the world.

"I have my salary paid on Zaad, so I only use cash when I can't use Zaad," said Qassim Ali, a supermarket salesman here in the country's capital. "I prefer it. I have less cash on me, so I am less vulnerable if I am robbed."

Somaliland, a self-declared republic of 3.5 million that broke away from Somalia in 1991, isn't recognized by any foreign nations and, despite being considered more peaceful than Somalia, it is largely cut off from international banking because terror-finance concerns restrict transactions. The country prints its own currency, the Somaliland shilling, but the exchange rate is around 10,000 or more to the dollar, money traders say. This leads to wide use of the greenback, which arrives through remittances and major aid agencies that operate here and mainly pay in dollars.

Since its launch in 2009, Zaad, which means "to grow" in Somali, has swelled to 850,000 users—roughly one-quarter of the nation's population. Locals use the platform on battered old cellphones and, less

frequently, on smartphones and a designated app.

Without mobile money, cash has a hard time flowing through the country. No commercial banks really operate here, and hauling physical cash over rough roads is time-consuming. Companies use Zaad for their monthly payrolls, instead of handing wads of cash to their employees.

More than half of the world's 282 mobile-money platforms are in sub-Saharan Africa.

Today, each user on average makes 35 Zaad transactions a month, and Somalilanders say they try to use Zaad for most transactions. A rudimentary texting system makes it easy even for the many Somalilanders who are illiterate.

Apart from phone-to-phone transactions, users can top up their mobile wallets by handing cash—shillings or dollars—over to an official agent, who is often a single person



Hyperinflation has driven mobile money to the fore in Somaliland. Above, Farah Hasan Ali at her currency-exchange stall in the capital, Hargeisa.

in a shack on the side of the road.

"This service has been a driving force for the smooth operation of our economy," said Abdikarim Dil, Telesom's chief executive.

Since mobile-money services aren't regulated by the central bank, they aren't subject to the restrictions that traditional banks face, including requirements meant to block terror financing.

The reasons for mobile money's success in Somaliland are on full display on Hargeisa's busy, bumpy streets, where rows of money changers lounge in front of 3-foot-tall towers of cash, some held together by nets, others in sacks. To get the shillings to a customer's car, most money exchanges employ assistants armed with wheelbarrows to lug the heavy bags.

Once a week, Abdulahi Abdirahman hauls two bulky, heavy sacks of shillings from his gas station across Hargeisa to the money-exchange area downtown and, several hours

later, returns with just a few dollar notes in his back pocket and his Zaad wallet loaded up.

Clients pay Mr. Abdirahman in Somaliland shillings. He needs to pay suppliers in dollars. Using Zaad, he gets half the payments in mobile money, meaning the cumbersome ritual has become more manageable in these times of high inflation.

Stories like these have driven an average 10% growth in Zaad over the last year alone. Other services have also sprung up, creating more competition. Dahabshiil, a Somali-owned money-transfer service that operates in 126 countries, is another player in mobile services in Somaliland.

Dahabshiil has paired with Somtel, another telecom company here, to launch e-Dahab. The platform has become popular with Somalilanders abroad, who use it to remit money home over mobile—one major source of dollars here.

"The idea of a cashless economy has attracted growth as a result of the lack of conventional banks and also due to security concerns that continue to be an issue," Dahabshiil CEO Abdirashid Duale said.

Zaad and the newer mobile-money platforms are so critical to the running of Somaliland's economy, and the spirit of patriotism here is so strong, that these executives have been offering the services free. Similar services elsewhere in Africa tend to be expensive, with charges as high as 10% for transactions as small as \$1.

But Mr. Dil, the Telesom boss, says the free lunch may be over here, too. He is considering introducing ultralow charges for Zaad transactions later this year.

"People don't like to pay and it will be tough," he said, "but we have to...persuade them it's to their benefit and to our benefit to pay a little for something so important."

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06 430 Coupe Blk/Bge 25k	\$99K
05 430 Coupe Yel/Blk 8k	\$117K
04 360 Spider Grigio/Cuoio 4k	\$99K
04 575M Sil/Blu	\$125K
01 360 Coupe Red/Bge 27k	\$59K
93 512TR Yel/Blk 3k	\$229K
89 Mondial T Cpe Red/Beige	\$59K
89 328 GTS Wht/Red 20k	\$89K
89 TR Azurro Blk, 1 Owner	\$179K
84 BB612i Red/Bge	DUE
71 365 GTB/4 Daytona	DUE

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THE INTELLIGENT INVESTOR

JASON ZWEIG

Ode to the Wall Street Platitude

Proverbs are peculiar. Heard one at a time, they sound so sage and familiar that we seldom notice how contradictory they would be if we compared them. Somehow, "opposites attract" even as "birds of a feather flock together"; "the devil takes the hindmost," but "haste makes waste"; "two heads are better than one," yet "too many cooks spoil the broth."

Perhaps more than other walks of life, Wall Street abounds in pithy sayings that clash with each other (and often with common sense and the principles of prudent investing). To commemorate my 10th anniversary writing this column for The Wall Street Journal, I decided to write a column with nothing but the platitudes that financial professionals have bombarded me with over the years.

Mashed up in the right order, the clichés of investing turn into a form of "found poetry." Or, in this case, doggerel. I'd like to think that when you encounter Wall Street's proverbs set up like this, they will seem naked and nonsensical to you, as they do to me.

Buy low, sell high.
Trees don't grow to the sky.
Buy right and hold tight,
Sell in May and go away.

As January goes, so goes the year.

Buy the rumor, sell the news,

Buy the dips, sell the rips,
Buy on the cannons, sell on the trumpets.

Don't fight the tape.
Don't fight the Fed.

The trend is your friend.

Buy your dollars for fifty cents.

Buy when blood is running in the streets.

The easy money has been made.
When the market gives you lemons, make lemonade.

Cut your losers and let your winners ride.

Never fall in love with a stock.

Hold on for dear life.

Never marry a stock.

Don't try to catch a falling knife.

Being right too soon is the same as being wrong.

Stocks take the stairs up and the elevator down.

It's always darkest before the dawn.

Don't try to get rich in a hurry.

The retail investor is always wrong.

Bull markets climb a wall of worry.

The market is like a coiled spring.

The Fed is pushing on a string.

In the land of the blind, the one-eyed man is king.

Cash is trash. Cash is king.

This time is different.

It's a stock picker's market.

It's a market of stocks, not a stock market.

Our thesis is still intact.

Sooner or later, stocks always come back.

It's only a paper loss unless you sell.

You can either sleep well or eat well.

When you get a hunch, bet a bunch.

There's no such thing as a free lunch.

Don't put all your eggs in one basket.

Put all your eggs in one basket,

And watch that basket!

Bears make money, bulls make money, but pigs get slaughtered.

When the ducks quack, feed 'em.

The numbers don't lie.

We think this stock is oversold.

We're keeping our powder dry.

When the U.S. sneezes, the world catches cold.

A rising tide lifts all boats.

We only buy stocks with competitive moats.

There are old pilots,

And there are bold pilots,

But there are no old, bold pilots.

It's priced for perfection.

MARKETS DIGEST

Dow Jones Industrial Average

Last Trailing P/E ratio 23.57 20.82
 ▲ 99.74 P/E estimate * 16.05 18.24
 or 0.41% Dividend yield 2.21 2.35
 All-time high 26616.71, 01/26/18 Current divisor 0.14748071991788



Weekly P/E data based on as-reported earnings from Birinyi Associates Inc.

Major U.S. Stock-Market Indexes

	Latest					52-Week					YTD		
	High	Low	Close	Net chg	% chg	High	Low	% chg	YTD	3-yr. ann.	% chg	High	Low
Dow Jones													
Industrial Average	24520.29	24281.47	24456.48	99.74	▲ 0.41	26616.71	21408.52	▲ 14.2	-1.1	11.4			
Transportation Avg	10520.08	10384.74	10473.93	47.31	▲ 0.45	11373.38	9021.12	▲ 8.0	-1.3	9.0			
Utility Average	731.26	723.24	729.37	5.84	▲ 0.81	774.47	647.90	▲ 3.9	0.8	9.0			
Total Stock Market	28831.07	28515.00	28792.09	246.36	▲ 0.86	29630.47	25030.26	▲ 14.6	4.0	9.9			
Barron's 400	754.54	746.57	753.76	6.41	▲ 0.86	760.51	629.56	▲ 16.3	6.0	10.1			
Nasdaq Stock Market													
Nasdaq Composite	7695.81	7588.65	7688.39	101.96	▲ 1.34	7781.51	6153.08	▲ 25.0	11.4	15.5			
Nasdaq 100	7217.00	7106.10	7207.33	106.29	▲ 1.50	7280.70	5656.47	▲ 27.4	12.7	17.7			
S&P													
500 Index	2764.41	2733.52	2759.82	23.21	▲ 0.85	2872.87	2425.18	▲ 13.8	3.2	10.1			
MidCap 400	1992.94	1971.70	1989.49	15.09	▲ 0.76	2003.97	1691.67	▲ 13.9	4.7	9.9			
SmallCap 600	1051.05	1040.59	1049.94	8.38	▲ 0.80	1052.40	817.25	▲ 22.8	12.1	13.6			
Other Indexes													
Russell 2000	1695.18	1678.57	1694.05	14.57	▲ 0.87	1706.99	1356.90	▲ 19.7	10.3	10.8			
NYSE Composite	12684.35	12561.96	12664.88	79.67	▲ 0.63	13637.02	11699.83	▲ 7.8	-1.1	5.5			
Value Line	581.50	575.91	580.88	4.54	▲ 0.79	589.69	503.24	▲ 11.7	3.3	5.3			
NYSE Arca Biotech	5008.71	4886.78	5008.06	167.06	▲ 3.45	5018.28	3787.17	▲ 28.3	18.6	6.3			
NYSE Arca Pharma	543.58	538.87	542.62	5.02	▲ 0.93	593.12	514.66	▲ 1.9	-0.4	-2.1			
KWB Bank	104.69	103.01	104.33	0.59	▲ 0.57	116.52	89.71	▲ 7.4	-2.2	10.6			
PHLX® Gold/Silver	83.96	83.32	83.75	0.04	▲ 0.05	93.26	76.42	▲ 8.1	-1.8	9.7			
PHLX® Oil Service	154.58	149.94	154.25	2.56	▲ 1.68	170.18	117.79	▲ 21.7	3.1	-6.6			
PHLX® Semiconductor	1351.31	1325.85	1349.19	16.23	▲ 1.22	1445.90	1054.90	▲ 27.9	7.7	26.0			
Cboe Volatility	15.45	13.34	13.37	-1.60	-10.69	37.32	9.14	▲ 19.5	21.1	-7.7			

\$Nasdaq PHLX

Sources: SIX Financial Information; WSJ Market Data Group

International Stock Indexes

Region/Country	Index	Close	Net chg	Latest % chg	YTD % chg
World	The Global Dow	3007.63	22.42	▲ 0.75	-2.6
	DJ Global Index	394.56	3.15	▲ 0.81	-0.7
	DJ Global ex U.S.	253.65	1.89	▲ 0.75	-4.9
Americas	DJ Americas	660.58	5.74	▲ 0.88	2.8
Brazil	Sao Paulo Bovespa	75010.39	457.33	▲ 0.61	-1.8
Canada	S&P/TSX Comp	16371.78	105.17	▲ 0.65	1.0
Mexico	S&P/BMV IPC	48981.41	418.76	▲ 0.86	-0.8
Chile	Santiago IPSA	3912.20	13.07	▲ 0.34	-7.1
EMEA	Stoxx Europe 600	382.36	0.77	▲ 0.20	-1.8
Eurozone	Euro Stoxx	381.67	1.16	▲ 0.30	-1.0
Belgium	Bel-20	3770.67	23.44	▲ 0.63	-5.2
Denmark	OMX Copenhagen	892.70	5.10	▲ 0.57	-3.7
France	CAC 40	5375.77	9.45	▲ 0.18	1.2
Germany	DAX	12496.17	31.88	▲ 0.26	-3.3
Israel	Tel Aviv	1523.75	...	Closed	0.9
Italy	FTSE MIB	21925.51	11.22	▲ 0.05	0.3
Netherlands	AEX	553.62	1.18	▲ 0.21	1.7
Russia	RTS Index	1173.47	1.83	▲ 0.16	1.6
South Africa	FTSE/JSE All-Share	57313.88	-100.12	-0.17	-3.7
Spain	IBEX 35	9905.00	38.80	▲ 0.39	-1.4
Sweden	OMX Stockholm	565.54	1.28	▲ 0.23	-0.6
Switzerland	Swiss Market	8697.42	23.38	▲ 0.27	-7.3
Turkey	BIST 100	98733.89	-363.11	-0.37	-14.4
U.K.	FTSE 100	7617.70	14.48	▲ 0.19	-0.9
U.K.	FTSE 250	20618.34	-2.75	-0.01	-0.5
Asia-Pacific					
Australia	S&P/ASX 200	6272.30	56.80	▲ 0.91	3.4
China	Shanghai Composite	2747.23	13.35	▲ 0.49	-16.9
Hong Kong	Hang Seng	28315.62	133.53	▲ 0.47	-5.4
India	S&P BSE Sensex	35657.86	83.31	▲ 0.23	4.7
Japan	Nikkei Stock Avg	21788.14	241.15	▲ 1.12	-4.3
Singapore	Straits Times	3191.82	-64.89	-1.99	-6.2
South Korea	Kospi	2272.87	15.32	▲ 0.68	-7.9
Taiwan	TAIEX	10608.57	-3.24	-0.03	-0.3
Thailand	SET	1614.76	13.34	▲ 0.83	-7.9

Sources: SIX Financial Information; WSJ Market Data Group

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U.S. consumer rates

A consumer rate against its benchmark over the past year



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2017 2018

Source: Federal Home Loan Banks

*Excludes closing costs.

Source: SIX Financial Information; WSJ Market Data Group; Bankrate.com

Selected rates

New car loan

Bankrate.com avg:	3.72%
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MARKET DATA

Futures Contracts

Metal & Petroleum Futures

Contract Open High hilo Low Settle Chg interest

Open High hilo Low Settle Chg interest

Copper-High (CMX)-25,000 lbs.; \$ per lb.

July 2,8180 2,8195 ▼ 2,7855 2,8130 -0,010 3,674

Sept 2,8305 2,8390 ▼ 2,7825 2,8240 -0,020 143,840

Gold (CMX)-100 troy oz.; \$ per troy oz.

July 1255.50 1255.50 ▼ 1254.40 1254.30 -3,00 166

Aug 1258.40 1260.20 1253.70 1255.80 -3,00 311,985

Oct 1264.10 1264.50 1259.30 1261.40 -2,80 20,144

Dec 1269.80 1271.00 1265.30 1267.20 -2,80 122,703

Feb'19 1274.90 1275.00 1272.00 1273.20 -2,70 18,473

June 1285.00 1285.90 1285.00 1285.30 -2,80 5,057

Palladium (NYM)-50 troy oz.; \$ per troy oz.

Sept 945.10 948.00 935.20 947.60 4,90 20,190

Dec 939.50 944.20 932.00 944.00 5,50 1,969

Platinum (NYM)-50 troy oz.; \$ per troy oz.

July 843.50 843.50 842.50 844.20 7,10 412

Oct 845.20 848.90 838.90 848.60 7,20 79,082

Silver (CMX)-5,000 troy oz.; \$ per troy oz.

July 15,945 16,000 15,930 15,981 -0,027 1,210

Sept 16,065 16,190 15,985 16,069 -0,028 159,705

Crude Oil, Light Sweet (NYM)-1,000 bbls.; \$ per bbl.

Aug 73.11 74.01 72.14 73.80 0,86 377,643

Sept 70.80 71.68 69.93 71.57 0,94 286,781

Oct 68.65 69.28 67.77 69.14 0,68 212,193

Dec 67.86 68.17 66.95 68.04 0,42 291,917

June'19 65.17 65.75 64.78 65.59 0,38 149,314

Dec 63.09 63.65 62.64 63.48 0,45 201,259

NY Harbor ULSD (NYM)-42,000 gal.; \$ per gal.

Aug 2,1845 2,1860 2,1558 2,1684 -0,013 120,643

Sept 2,1896 2,1903 2,1615 2,1751 -0,0084 85,383

Gasoline-NY RBOB (NYM)-42,000 gal.; \$ per gal.

Aug 2,1338 2,1355 2,0952 2,1085 -0,0208 129,483

Sept 2,1114 2,1134 2,0747 2,0893 -0,0172 93,558

Natural Gas (NYM)-10,000 MMBtu.; \$ per MMBtu.

Aug 2,830 2,862 2,824 2,858 ,021 199,443

Sept 2,805 2,833 2,799 2,826 ,014 196,840

Oct 2,814 2,841 2,809 2,834 ,012 166,132

Jan'19 3,050 3,074 3,047 3,067 ,008 115,681

March 2,926 2,943 2,920 2,937 ,005 120,237

April 2,644 2,661 2,644 2,658 ,003 122,417

Agriculture Futures

Corn (CBT)-5,000 bu.; cents per bu.

July 342.00 352.25 342.00 351.75 8,25 3,959

Dec 363.00 374.00 362.00 373.00 8,50 759,423

Oats (CBT)-5,000 bu.; cents per bu.

July 265.00 265.00 254.00 254.25 -4,00 26

Dec 242.50 247.00 241.25 242.75 -7,5 3,058

Soybeans (CBT)-5,000 bu.; cents per bu.

July 836.00 877.25 834.50 874.00 38,50 1,765

Nov 855.25 897.75 ▼ 853.25 894.50 38,75 413,711

Soybean Meal (CBT)-100 tons; \$ per ton.

July 328.00 340.40 328.00 339.80 11,60 2,529

Dec 323.90 338.90 323.20 337.40 13,50 197,936

Soybean Oil (CBT)-60,000 lbs.; cents per lb.

July 28.40 28.89 28.36 28.90 ,43 2,395

Dec 28.98 29.58 28.87 29.46 ,43 231,502

Rough Rice (CBT)-2,000 cwt.; \$ per cwt.

July 1220.00 1220.00 1198.50 1211.50 -12,00 409

Sept 1187.00 1202.50 1180.50 1198.50 12,50 5,781

Wheat (CBT)-5,000 bu.; cents per bu.

July 500.25 513.25 500.25 512.75 8,75 398

Sept 505.00 516.25 498.25 515.25 9,75 207,274

Contract									Contract									Contract								
Open	High	hilo	Low	Settle	Chg	Open interest	Open	High	hilo	Low	Settle	Chg	Open interest	Open	High	hilo	Low	Settle	Chg	Open interest						
March'19	97,2250	97,2500		97,2200	97,2350	0,050 1,306,862	July	1,1702	1,1769		1,1692	1,1750	,063 4,784	Dec	97,0250	97,0550		97,0350	0,0250 1,809,402							
Sept	1,1750						Sept	1,1750						Sept	1,1750											

Currency Futures																											
Japanese Yen (CME)-\$12,500,000; \$ per 100%																											
July	9043	9061		9033	9059	,0018 402	Sept	24319	24507		24241	24456	113 82,096	Dec	24400	24510	▲	24256	24466	110 490							
Canadian Dollar (CME)-CAD 100,000; \$ per CAD							Sept	2735,30	2765,70		2732,60	2762,90	24,30 56,982														
British Pound (CME)-£6,250,000; \$ per £							Sept	1,3240	1,3273		1,3221	1,3271	,0054 1,898	Sept	1,3261	1,3332		1,3243	1,3307	,0055 178,283							
Swiss Franc (CME)-CHF 125,000; \$ per CHF							Sept	1,0124	1,0179		1,0116	1,0160	,0041 90,395														
Mini DJ Industrial Average (CBT)-\$5 index																											
Sept	24319	24507		24241	24456	113 82,096																					
Mini S&P 500 Index (CME)-\$25 x index																											
Sept	2737,00	2766,25		2731,25	2763,00	24,50 2,597,888																					
Mini S&P Midcap 400 (CME)-\$100 x index																											
Sept	1,2740	1,2740		1,2740	1,2740	24,25 50,857																					
Mini Nasdaq 100 (CME)-\$20 x index																											
Sept	7118,8	7237,8	▲	7101,3	7223,5	107,8 241,059																					
Mini Russell 2000 (CME)-\$50 x index																											
Sept	1681,70	1701,30																									

FINANCE & MARKETS NEWS

Investors Show Tepid Interest in Xiaomi

Shares of Chinese smartphone company fall below their IPO price in 'gray market'

By JOANNE CHIU

HONG KONG—One of the largest initial public offerings by a technology company in years closed with little fanfare Friday, and the shares fell in "gray-market" trading—an ominous sign for the official debut Monday.

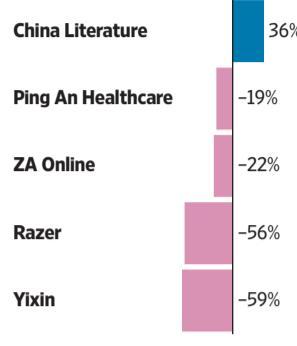
Chinese smartphone maker Xiaomi Corp. said the portion of its \$4.7 billion IPO made available to retail investors drew orders representing 9.5 times the shares offered—far short of the oversubscription rates of some other tech IPOs in Hong Kong over the past year.

Orders for a separate tranche for foreign investors only slightly exceeded the amount offered.

In gray-market trading Friday at the over-the-counter venue operated by Phillip Securities, Xiaomi shares closed at 16.10 Hong Kong dollars (US\$2.05), 5.3% below the HK\$17 IPO price. On another

Losing Steam

The road has been rocky for some recent Hong Kong tech debuts.

Change from IPO price

Source: FactSet

THE WALL STREET JOURNAL.



Customers and staff at a Xiaomi store in Hong Kong. The Chinese smartphone maker raised \$4.7 billion Friday in its initial public offering.

platform they finished at HK\$16.20. Gray-market trading has historically been a good indicator of shares' performance on their first day of trading on the exchange.

These are challenging times for Chinese stocks. Shanghai's main benchmark stock index recently entered bear-market territory—meaning a 20% drop from its recent high—and Hong Kong stocks are down

more than 10% from their January peak. Many analysts say investor sentiment has been hurt by the trade conflict between China and the U.S.

The soft post-debut performance of many tech IPOs in Hong Kong over the past year has also damped investor enthusiasm for new listings. Recently listed companies whose shares are trading below the IPO price include Ping An Healthcare &

Technology Co., online insurer ZhongAn Online P&C Insurance Co. and China's largest online car retailer, Yixin Group Ltd.

Beijing-based Xiaomi tried to position itself as an internet company, but skeptical analysts and investors saw it as a hardware business, meaning a lower multiple. The eight-year-old company priced its IPO at the bottom end of expectations, putting its value at roughly \$54

billion—far short not only of early enthusiastic \$100 billion hopes, but also of several analysts' recent estimates of \$65 billion to \$85 billion.

Investors can also use derivative products like futures and options to take positions on Xiaomi's future share price. The strike price of a Xiaomi call warrant with a maturity of one year offered by Swiss bank Vontobel is HK\$13.88,

18% below the IPO price.

Accounting-consultant firm PwC forecasts a record 220 companies will have IPOs in Hong Kong in 2018, with total proceeds of up to HK\$250 billion. Given the recent market turbulence and uncertainties surrounding trade and global growth, some may have to lower their valuation expectations, said Eddie Wong, a partner in capital-markets services.

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E-Mail: akola.ee@mahapwd.com Telephone No.: 0724-2435195

Subject:- RFP for Upgradation of Roads in Maharashtra State for Two Laning road / Two Laning Road with paved shoulder under MRIP Package on Hybrid Annuity Mode of(HAM) (Under Public Works Circle, Akola) (IIIrd call)

1. The Government of Maharashtra has entrusted the Authority for the Development, Maintenance and management of State Highways and Major District Roads of State of Maharashtra. The Authority had resolved to augment the existing roads in the state of Maharashtra by Two laning / Two Laning with paved shoulder thereof (the "Project") on Design, Build, Operate and Transfer (the "DBOT ANNUITY" or "Hybrid Annuity") basis and has decided to carry out the bidding process for selection of a Private Entity/Bidders to whom the project may be awarded.

Brief particulars of the Projects are as follows:

Package No.	Name of the State Highway / Major District Road	Length (in Km)	Estimated Project Cost (Rs. in Crores)
1	2	3	4
AM-3	Improvement to Road Joining Dist Place in Washim District. (Rithad to Washim) Length 15.00 km SH-51	274.89	782.11
	Improvement to Road Joining District place in Washim District (Sheloo Bazar to Washim) Length 31.85 km MDR-01		
	Improvement to Road Joining two District places in Jalana and Buldhana District (Buldhana Dhad) Length 17.764 km SH-226		
	Improvement to Road Joining two Taluka places in Buldhana District (Nandura Motala) Length 33.121 km		
	Improvement to Road Joining District place in Akola District (Hiwarikhed Telhara Adsal) Length 27.381 km SH 272		
	Improvement to Road Joining two Taluka places in Akola District (Warwat Bakal Malegaon Telhara Mundgaon Wani Warula) Length 33.936 km SH 271		
	Improvement to Roads for SHEGAON PALKHI MARG in Akola and Buldhana District (Shegaon Nagzari Paras Nimkarda Gaigaon Akola Goregaon Mazod Wedegaon) Length 59.049 km		
	Improvement to Roads for SHEGAON PALKHI MARG in Washim District (Medashi Brahmanwada Davha) Length 13.780 km		
	Improvement to Road Joining two District in Washim and Akola District (Kapashi Barshi Takali Pinjar Karanja) Length 43.00 Km SH 287 & 274		

The complete BID documents can be viewed / downloaded from e-procurement portal from Dt. 02.07.2018 to Dt. 17.07.2018 (up to 23.00 Hrs. IST). Bid must be submitted online only at <https://maharashtra.etenders.in> (subportal-<https://pwd.maharashtra.etenders.in>), during the validity of registration with the e-Tendering Portal on or before Dt. 17.07.2018 (upto 23.00 Hrs. IST). Technical submission of the Bids received online shall be opened on Dt. 23.07.2018 at 11.30 Hrs to Dt. 26.07.2018 at 18.00 Hrs. (IST). Pre-Tender Conference will be held on Dt. 11.07.2018 at 12.00 Hrs in the office of the Chief Engineer, P.W. Region Amravati

(Mithilesh Chauhan)
Executive Engineer,
Public Works Division, Akola

DGIPR 2018-2019/1586

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U.K. Blocks Cohen's Path To Reopening Hedge Fund

BY LAURENCE FLETCHER

The U.K.'s financial regulator has blocked Steven A. Cohen's Point72 Asset Management LP from opening its hedge fund to U.K. investors, people familiar with the matter said.

Mr. Cohen, a billionaire, has been raising money from outside investors as he re-enters the world of hedge-fund management.

One of the richest and best-known traders in the U.S., he was barred from managing outside money after his previ-

ous company, SAC Capital Advisors LP, pleaded guilty to insider trading in 2013.

That ban expired this year, paving the way for a return to running a hedge fund. Point72 has raised roughly \$3 billion from investors, said one of the people familiar with the matter, on top of the billions it has been running as a family office for Mr. Cohen and employees.

The move by the Financial Conduct Authority was earlier reported by the Financial Times. A spokeswoman for the FCA declined to comment on

specific cases. She said, talking about applications in general, that a firm that is denied permission to conduct regulated activities can still reapply at a later date.

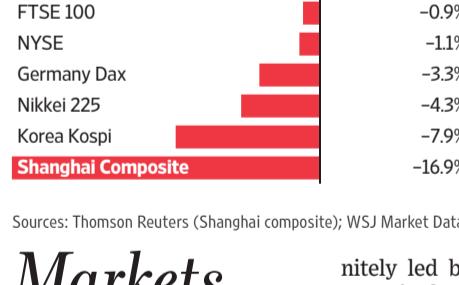
SAC closed its London office in 2013 as part of a restructuring following the guilty plea. It changed its name to Point72, which began trading out of London in 2015 and has been expanding its presence by adding traders.

A spokesman for Point72 declined to comment.

—Fareed Sahloul contributed to this article.

Summer Blues

China's currency and stocks have both fallen sharply in recent weeks.

**Year-to-date performance****How many yuan one U.S. dollar buys**

nately led by institutions, because in the past when the market fell, blue chips often bucked the trend. This time around, blue chips are falling, too, and it has been like a stampede," said Amy Lin, a senior analyst at brokerage Capital Securities.

A sharp fall in the use of margin finance, which enables investors to bet on stocks with borrowed money, is a sign that China's 90 million retail investors have had relatively less influence over this year's market slump. The value of margin loans outstanding is down to

increasingly pessimistic view of China's outlook has started to borne out by economic data. Despite solid growth in the first quarter, figures for May showed a slowdown in areas including investment and retail sales. Beijing's campaign against shadow-banking activity more than halved China's overall credit supply in May.

"The economy was in better shape in 2015, and the stock market had rallied for a long time before the crash. There was also no trade war at that time," Ms. Lin said.

For some, the market gloom is an overdue reflection of the difficult task policy makers in Beijing face in trying to juggle a financial-system housecleaning while protecting economic growth—all against the backdrop of a trade war.

China's central bank has faced a dilemma when it comes to managing the yuan's level against the dollar, too. Rising U.S. interest rates and slowing Chinese growth have created market pressure for the yuan to fall. Beijing may be happy to see the yuan slide, in part to offset any impact on its exports as trade tensions rise.

Still, policy makers are eager not to let the yuan drop too far, too fast, in case that encourages heavy capital outflows that could cause a liquidity shortage in China's financial system.

"Nobody, including myself and many of my friends, wants to invest in anything. There's no confidence, and we are in no mood," said Wu Yunfeng, a retail investor from Shanghai who said he hasn't invested in stocks since last year.

The latest selloff was defi-

nitual, investors, who take a longer-term view, appear to be driving the stock selloff.

90.9 billion yuan (\$137 billion) as of Thursday, less than half the record 2.1 trillion yuan right before the 2015 summer rout.

"Nobody, including myself and many of my friends, wants to invest in anything. There's no confidence, and we are in no mood," said Wu Yunfeng, a retail investor from Shanghai who said he hasn't invested in stocks since last year.

Institutional investors' in-

MARKETS NEWS

Stocks Rise as Jobs Data Help Reassure Investors

BY AKANE OTANI
AND GEORGI KANTCHEV

U.S. stocks jumped Friday and posted weekly gains, as signs of a buoyant labor market helped investors look past escalating trade tensions between the world's two biggest economies.

Investors contended with a confluence of forces heading into the end of the trading week. Labor Department data Friday showed the number of job seekers rising in June and U.S. employers adding to payrolls for the 93rd consecutive month—extending what has been the longest continuous jobs expansion on record. The unemployment rate ticked higher, but remained near an 18-year low.

The upbeat report helped reassure many that the economy remains on strong footing, even as some worry that increasingly fractious trade policies around the world could weigh on global growth. The U.S. slapped levies on \$34 billion of China's exports early Friday, while in response, China's State Council said it applied tariffs on 545 U.S. items ranging from agricultural products to vehicles.

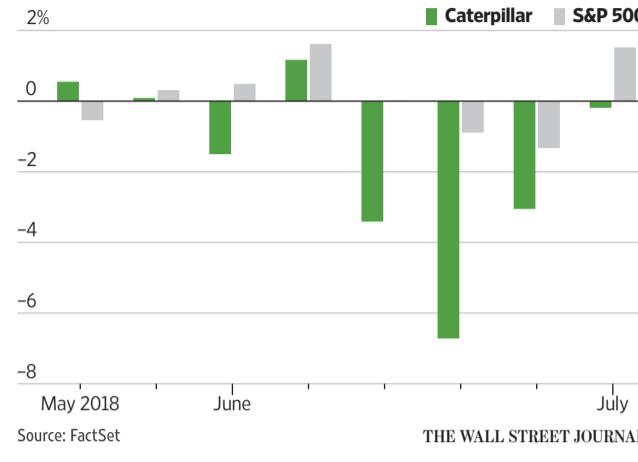
"The U.S. economy remains strong and the jobs report today confirms that, but I think in the short term you should expect volatility with the tariffs taking effect," said Shawn Cruz, manager of trader strategy at TD Ameritrade.

The Dow Jones Industrial Average rose 99.74 points, or 0.4%, to 24456.48. The S&P 500 added 23.21 points, or 0.8%, to 2759.82 and the Nasdaq Composite advanced 101.96 points, or 1.3%, to 7688.39.

The gains came in a quiet session, with just 5.2 billion

Trade Woes

Caterpillar has underperformed the S&P 500 every week since late May as investors have worried about tighter trade policies hitting industrial firms.



shares changing hands across exchanges owned by the New York Stock Exchange and Nasdaq—the lowest volume for a full trading day this year.

For the week, the Dow industrials added 0.8%, while the S&P 500 notched a 1.5% gain and the Nasdaq advanced 2.4% advance, its biggest one-week rise since May.

Shares of industrial firms, which analysts believe are vulnerable to restrictive trade policies, lagged behind the S&P 500, with Boeing and Caterpillar notching their fourth consecutive weekly declines.

But the losses were offset by broad gains across the rest of the stock market. Biotechnology stocks rallied following a string of clinical trial results, with drugmaker Biogen jumping \$58.67, or 20%, to \$357.48 Friday after saying its Alzheimer's drug developed with Japanese firm Eisai showed positive results. The S&P 500 health-care sector notched a

3.1% weekly gain.

Meanwhile, shares of consumer-staples companies ranging from Walgreens Boots Alliance to J.M. Smucker to Kellogg each rose more than 2% for the week as investors flocked toward bondlike sectors of the stock market.

Shares of real-estate firms, considered another bond proxy because of their relatively hefty dividend payouts, climbed 1.8% for the week.

Protectionist trade policies continue "to be a danger for markets," said Andrew Jackson, head of fixed income at Hermes Investment Management.

U.S. government bonds strengthened, with the yield on the benchmark 10-year U.S. Treasury note at 2.831%, compared with 2.840% Thursday. Yields fall as bond prices rise.

Elsewhere, the Stoxx Europe 600 finished up 0.2%, while markets across Asia recovered from recent falls to finish higher.

STEFAN WERNUTH/BLOOMBERG NEWS



As investors fret about the prospect of a trade war, the price of gold has fallen nearly 4% this year.

Gold Loses Its Luster as a Haven

BY BEN ST. CLAIR

As some investors look for safety, one haven is being ignored—gold.

The precious metal has historically been used as a safe place to invest in times of economic and political stress. But even as investors fret about the prospect of a trade war, gold has fallen by nearly 4% this year. In the past month, over \$2.1 billion has flowed out of the five largest exchange-traded funds that track the precious metal, according to FactSet data.

That confirms what some analysts have been saying for a while. Gold isn't the haven it once was. In recent years, its price has been mainly influenced by U.S. interest rates and the dollar.

As both rise, gold becomes less attractive. Meanwhile, physical demand from China and India that can buoy gold prices has faded.

On Friday, the U.S. and China imposed tariffs on \$34 billion worth of each other's imports. Analysts have warned that a trade war could knock the global economy. Political uncertainty also remains in European countries, such as Germany, Italy and the U.K.

"You would have thought that trade tensions would be a positive for gold, and we would have seen more safe-haven buying," said Caroline Bain, chief commodities economist at Capital Economics. "To be honest it's been quite a surprise."

Gold was trading down 0.3% at \$1,255.55 a troy ounce in London on Friday, near six-month lows.

It wasn't always this way in times of stress. In 1980, prices jumped more than 60% after the Soviet Union invaded Afghanistan and as Iran's Islamic revolution played out. From October 2008 to September 2011, gold prices shot up 150% amid a global recession and concern central-bank actions

Rising U.S. interest rates and the dollar's appreciation have made the precious metal less attractive.

would increase inflation.

But rising U.S. interest rates and subsequent dollar appreciation have made gold less attractive. Since gold is priced in dollars, the metal is more expensive to other currency holders as the greenback rises. The WSJ Dollar Index, which measures the currency against a basket of 16 others, has risen over 4% in the past three months. Higher U.S. rates make gold less competitive against assets that offer a yield, such as Treasurys.

"The dollar has just been phenomenal in the past month or so, and I think what it really reflects is everything that gold hasn't achieved this year," said Oliver Nugent, a commodities strategist at ING.

To be sure, current uncer-

tainty—which has increased volatility in stocks—hasn't provided a blanket boost for all traditional havens. But investors say it has been a factor in the continued strength of government bonds and the dollar.

Gold's own role as a haven has been waning for some time. Analysts note that Russia's annexation of Crimea and turmoil in Syria failed to really move gold prices, while concerns over North Korea's nuclear arsenal and uncertainty about Britain's Brexit vote offered only a temporary boost.

Two academics who studied gold's role as a haven found that investors who hold the metal more than 15 trading days after an extreme negative shock lose money from that investment.

"In the longer run, gold isn't a haven," said Dirk Baur of Dublin City University and Brian Lucey of Trinity College Dublin, in the 2010 research paper.

The recent price drop has also yet to trigger a buying rush in India and China, two of the largest consumers.

Stronger Indian and Chinese demand could typically be expected to stem gold's slide. Gold bullion sellers and jewelers seemed unsure why, but some predicted further price falls could bring bargain hunters in.

"I've given up trying to predict the gold price," said Ben Davis, a mining equity analyst at Liberum Capital Limited.

BOARDWALK GP, LP
9 GREENWAY PLAZA, SUITE 2800
HOUSTON, TEXAS 77046

**NOTICE OF ELECTION TO PURCHASE
COMMON UNITS REPRESENTING
LIMITED PARTNER INTERESTS OF
BOARDWALK PIPELINE PARTNERS, LP**

JUNE 29, 2018

Reference is made to the Third Amended and Restated Agreement of Limited Partnership, dated as of June 17, 2008, as amended (the "Partnership Agreement"), of Boardwalk Pipeline Partners, LP, a Delaware limited partnership (the "Partnership"). Unless otherwise specified, capitalized terms used herein and not defined herein shall have the meanings given to such terms in the Partnership Agreement.

This document constitutes a Notice of Election to Purchase pursuant to Section 15.1(c) of the Partnership Agreement and serves as notice that Boardwalk GP, LP, a Delaware limited partnership and the general partner of the Partnership (the "General Partner"), has exercised its right pursuant to Section 15.1(b) of the Partnership Agreement to purchase all of all Limited Partner Interests Outstanding held by Persons other than the General Partner and its Affiliates.

The only class of Limited Partner Interests of the Partnership Outstanding that is not entirely held by either the General Partner or its Affiliates is that consisting of Common Units. All conditions precedent to the exercise by the General Partner of its right pursuant to Section 15.1(b) of the Partnership Agreement have been fulfilled. The General Partner hereby elects to purchase all Common Units Outstanding held by Persons other than the General Partner and its Affiliates, upon surrender of Certificates representing such Common Units in exchange for payment of the Purchase Price set forth below, at the offices of American Stock Transfer & Trust Company, LLC, the transfer agent for the Common Units (the "Transfer Agent") set forth below.

Securities to Be Purchased:

All Outstanding Common Units held by Persons other than the General Partner and its Affiliates

CUSIP:

096627 10 4

Purchase Date:

July 18, 2018 (the "Purchase Date")

Purchase Price:

\$12.06 per Common Unit (the "Purchase Price"), which is equal to the average of the daily Closing Prices on the New York Stock Exchange per Common Unit for the 180 consecutive Trading Days ending on June 29, 2018.

Aggregate Purchase Price for All Common Units to Be Purchased:

\$1,504,010,427

Address and Telephone Number of the Transfer Agent:

American Stock Transfer & Trust Company, LLC
Operations Center
Att'n: Reorganization Department
6201 15th Avenue
Brooklyn, New York 11219
1-877-248-6417

This Notice of Election to Purchase is being mailed on July 3, 2018 to holders of record of the Common Units as of the close of business on June 27, 2018.

On or prior to the Purchase Date, the General Partner shall deposit with the Transfer Agent cash in an amount sufficient to pay the aggregate Purchase Price of all Common Units to be purchased. If on or prior to the Purchase Date the deposit described in the preceding sentence has been made for the benefit of the holders of Common Units subject to purchase, then from and after the Purchase Date, notwithstanding that any Certificate shall not have been surrendered for purchase, all rights of the holders of such Common Units (including any rights pursuant to Articles IV, V, VI and XII of the Partnership Agreement) shall thereupon cease, except the right to receive the Purchase Price (determined in accordance with Section 15.1(b) of the Partnership Agreement) therefor, without interest, upon surrender to the Transfer Agent of the Certificates representing such Common Units, and such Common Units shall thereupon be deemed to be transferred to the General Partner on the record books of the Transfer Agent and the Partnership, and the General Partner shall be deemed to be the owner of all such Common Units from and after the Purchase Date and shall have all rights as the owner of such Common Units (including all rights as owner of such Common Units pursuant to Articles IV, V, VI and XII of the Partnership Agreement).

All Certificates surrendered for payment must be accompanied by a letter of transmittal in the form to be mailed to holders of record of the Common Units as of the close of business on the Purchase Date. Copies of the form of letter of transmittal may be obtained from and after the Purchase Date free of charge upon request directed to the Transfer Agent at the address or telephone number set forth above. At any time from and after the Purchase Date, a holder of an Outstanding Common Unit in certificated form subject to purchase as provided herein may surrender such holder's Certificate evidencing such Common Unit, together with a completed letter of transmittal in the prescribed form, to the Transfer Agent in exchange for payment of the amount described herein, without interest thereon. The method chosen for the delivery of Certificates representing Common Units to the Transfer Agent is at the option and risk of the holder. If delivery is by mail, use of registered or certified mail, properly insured, is suggested.

Common Units held through The Depository Trust Company ("DTC") should be surrendered for payment in accordance with DTC's procedures therefor. Payment of the Purchase Price with respect to Common Units held in uncertified or book-entry form on the books of the Transfer Agent will be made in accordance with the applicable procedures of the Transfer Agent.

For more information regarding this Notice of Election to Purchase, you may contact the Transfer Agent at the address or telephone number set forth above.

EXCHANGE

HEARD ON THE STREET

FINANCIAL ANALYSIS & COMMENTARY

No One Knows How Much Tariffs Will Hurt

Economists try to model the impact of trade wars, but many believe fallout could be worse than anticipated

By JUSTIN LAHART

No matter how fiery the rhetoric around trade becomes, one comfort is that most economists calculate the impact of expected tariffs on the U.S. economy will be small. The problem is that these same economists concede that their models don't capture the complexity of trade and supply chains, and personally believe the reality could be much worse.

The Trump administration placed tariffs of 25% on \$34 billion in Chinese products on Friday, drawing a matching, retaliatory tariff from China. These actions came on top of the tariffs the White House has already imposed on steel and aluminum imports from Canada, Mexico and the European Union at the end of May. And there could be much more to come.

The number-crunching models economists use to build their forecasts suggest the ultimate effect of the tariffs put in place so far will have a minimal effect on the \$20 trillion U.S. economy. Moody's Analytics model, for example, shows they will shave 0.03% off U.S. gross domestic product in the third quarter, rising to 0.1% next year.

But Mark Zandi, Moody's Analytics chief economist, isn't as sanguine about the tariff effects as his model is. "If anything, we're significantly underestimating the disruption this will have on the U.S. economy," he says.

Take Harley-Davidson's announcement late last month that it would shift production to Europe

of motorcycles it has been exporting there to avoid retaliatory EU tariffs. A typical economic model might predict that European sales of Harley motorcycles would fall because of the tariff. It wouldn't predict that Harley would wholesale move production of nearly 40,000 bikes it sells in the EU out of the U.S., which amounts to a bigger reduction in GDP.

The models economists use to analyze trade are a lot more complex than the ones in introductory economics textbooks, which predict bigger losses to consumers from tariffs than gains for domestic producers and the government. Economists' more sophisticated models include second-order effects, such as what tariffs do to inflation and how the Federal Reserve reacts. But moves like Harley's plans aren't part of the models. And there are other potentially big factors that they don't include.

Stock prices, for example, aren't in a lot of them, and if they are there aren't assumptions about how negative psychology could affect prices. That means the models could be missing a crucial element in how trade could affect the economy. The U.S. economy is especially sensitive to sharp stock sell-offs, which can lead consumers to curtail spending and companies to reduce investment and hiring. Bank of America Merrill Lynch economist Ethan Harris points out that some of the stock market's biggest declines this year have come on days when trade tensions have escalated.

The problem, says Goldman Sachs economist Jan Hatzius (who excludes stocks from his model), is that predicting how stocks will react to tariffs (or just about anything else) is difficult. You can raise your expectations in your model about how much stocks might decline and create a

negative economic reaction to tariffs. "But if you do that, in some sense you're assuming the answer," he says.

Other sentiment effects—how worries about tariffs might affect businesses' plans or make workers worried about losing their jobs—are similarly tricky, notes Deutsche Bank economist Peter Hooper. "Nobody's model does a very good job of how uncertainty and hits to confidence affect behavior," he says.

The models also don't address how in modern supply chains, where goods can be imported and exported multiple times through the manufacturing process, tariffs can be magnified as they come on top of one another. That could make the proposed up-to-25% tariffs on autos particularly onerous because car parts can cross borders multiple times. JPMorgan Chase economists point out that less than half of the content of cars sold in the U.S. is sourced domestically.

The U.S. economy is doing well, which will offset much of what

isn't captured in economists' models. The danger is that if the U.S. continues to step up tariffs, and other countries continue to retaliate, the effects could be amplified.

Under Mr. Zandi's model, if the administration proceeded with all the tariffs it has floated—the car tariff and the additional 10% tariff on \$400 billion in Chinese goods—and China and other countries responded in kind, the hit to

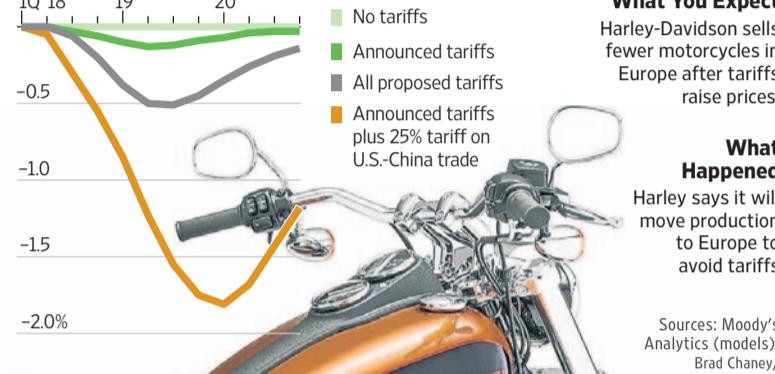
GDP next year would go to 0.5% from 0.1%. In an extreme case, where the U.S. put a 25% tariff on Chinese imports, and China responded in kind, the hit would rise to 1.3%. That is a big bite out of the 2.4% growth economists expect next year.

Add all the things that aren't in his model and the reality of any of those scenarios could be much more dire.

Reality Ride

Economic models don't anticipate reactions to tariffs like Harley-Davidson's.

Scenarios of tariff impact on U.S. GDP



What You Expect
Harley-Davidson sells fewer motorcycles in Europe after tariffs raise prices.

What Happened
Harley says it will move production to Europe to avoid tariffs

Sources: Moody's Analytics (models); Brad Chaney/Associated Press (photo)



Job applicants at an employment fair in Sunrise, Fla., in June.

For Investors, Jobs Report Is Just Right

Labor market is humming but not overheating

By JUSTIN LAHART

Goldilocks isn't dead, yet. Friday's jobs report was everything investors could have asked for. It showed the economy added 213,000 jobs in June—more than the 195,000 economists expected—and that the May and April jobs numbers were revised higher. It also indicated that, despite the hiring gains, wage growth (read: labor costs) was still fairly muted,

There are plenty of things for investors to worry about. The jobs situation isn't one.

with average hourly earnings up 2.7% from a year earlier. The one blemish, merely skin deep in this case, was that the unemployment rate rose to 4% from 3.8%. That actually is good news because it came about because more Americans entered the labor force and were looking for work.

Broad, sweeping statements on the basis of one month's jobs report are ill-advised but endemic.

Here is what the market may conclude this time:

First, the strong job gains reflect an economy that is doing well and companies that are experiencing growing demand. If employers are rattled by escalating trade tensions, they aren't rattled enough to slow their pace of hiring.

Second, the wage figures and the growth of the labor force suggest there is still potential that the job market has left untapped. That reduces the chances of the economy overheating.

Third, the risk that the Federal Reserve will feel a need to ratchet up rates quickly has been reduced. The wage figures provide it with more leeway on policy, and the unemployment rate at 4% adds to its comfort level. The Fed will still keep raising rates, but in a predictable sort of way unlikely to upset markets.

Of course, all of these sentiments could be reversed by early August, when the next jobs report comes out. But for now, at least, the risk that the labor market somehow goes awry seems lower.

There are plenty of things out there for investors to worry about. The job situation isn't one of them.

OVERHEARD

It seems every young company wants to be "the Uber of (fill in the blank)," but not quite in this way. MoviePass, the all-you-can-watch movie service that has been hemorrhaging cash, informed its customers that it will introduce "Peak Pricing" for popular showtimes. An example would be an opening weekend. A showtime in high demand will require users to pay an additional fee. They also can pre-pay, buying a Peak Pass for one showing a month during a busy time.

It turns out that unlimited movie tickets for \$9.95 a month can get quite expensive. The company had a cash deficit of \$40 million in May, for example. The company recently said it potentially is seeking to raise over \$1 billion in order to keep its business going.

Speaking of peak pricing, all this hasn't exactly done wonders for Helios and Matheson Analytics Inc., the parent company of MoviePass. The initial excitement over the offering sent the shares up nearly 900% from the beginning of 2017 through mid-October.

Since then, they have dropped by 99.6%. The shares are now in danger of being delisted from Nasdaq.

This story doesn't seem to be headed for a Hollywood ending.



The Hazards of Chasing a Biogen Rally

Alzheimer's results inspire hope and lift shares, but recent history suggests investors should be careful

By CHARLEY GRANT

A potential new treatment for Alzheimer's disease offers hope for sufferers and spurred a strong share-price rally. Neither patients nor investors should get too swept up in the excitement.

Biogen and its Japanese partner Eisai announced positive results in a late stage trial for an experimental Alzheimer's drug called BAN2401. Patients who received the highest dose of the drug showed a statistically significant slowing of disease progression after 18 months of treatment, the companies said in a press release.

Biogen shares closed about 20% higher on Friday.

A stock rally of some sort does make sense. A treatment for Alzheimer's disease is perhaps the largest unmet medical need in the world. Even a small benefit for patients could translate into a massive business opportunity should regulators allow BAN2401 or Biogen's other Alzheimer's candidate, aducanumab, to reach the market.

The share prices of most large biotech companies have sharply underperformed the broader stock market over the past two years in large part due to a dearth of such potential growth opportunities. A good biotech stock needs to have a growth story to attract investors and Biogen now has better potential on that front than any similar-sized rival. Even after Friday's rally, Biogen trades at a fairly sober 14 times forward earnings, according to FactSet.

Still, there are good reasons for investors to be careful. Full data will be presented at a future medical conference. Until then, investors can't be sure of the magnitude of any benefit for patients, which is essential information. For example, the companies don't say in the press release how many of the 856 patients in the trial actually received the highest dose of medicine.

Carried Away

Biogen share price

\$360

Friday
\$357.48

▲19.63% from previous close



Source: FactSet

THE WALL STREET JOURNAL.

"We do not include BAN2401 in our revenue forecast at this time and would need to see a more complete representation of the data at a medical meeting in order to make any corresponding adjustments to our model," wrote analysts at Leerink Partners.

After all, the reason such a massive market opportunity exists is that developing an Alzheimer's drug has stymied drug-development experts for decades.

Biogen's recent history also calls for a cautious approach. Investors bid up Biogen shares by more than 50% from the fall of 2014 through the following spring after Biogen had announced strong preliminary Alzheimer's data at an investor conference for aducanumab. The stock rallied again after full data were presented; yet that also marked the stock's all-time high. It shed all of those gains by the time summer had rolled around.

Investors would be wise to keep that episode in mind before joining in the euphoria.



Don't Dive, Think
Our bias for action keeps us from pausing to learn, hurting performance **C3**

REVIEW

THE WALL STREET JOURNAL.

Natural Wonders
Following in the footsteps of 'the first ornithologist'
Books C7



CULTURE | SCIENCE | POLITICS | HUMOR

SATURDAY/SUNDAY, JULY 7 - 8, 2018 | **C1**



ILLUSTRATION BY ROBERTO PAPADA; LEFTERIS PITARAKIS/ASSOCIATED PRESS (GS); DAVID MCCLELLAN FOR THE WALL STREET JOURNAL (WEEKEND CONFIDENTIAL)

RUSSIA'S TURN TO ITS ASIAN PAST

As nostalgia surges for the eastern conquest of Genghis Khan, Putin maps out his own empire.

BY YAROSLAV TROFIMOV

PRESIDENT DONALD TRUMP's summit with President Vladimir Putin on July 16 will take him to Helsinki, one of Russia's many lost possessions. From Finland to Mongolia, the Russian Empire and then, in somewhat different borders, the Soviet Union once ruled more than a sixth of the planet's surface. Mr. Putin has famously described the loss of this empire, which happened nearly overnight in December 1991, as the "greatest geopolitical catastrophe" of the 20th century—not least because it has stranded tens of millions of Russian-speakers beyond Russia's shrunken frontiers.

The phantom pain over that vanished great-

ness still haunts Russia's collective consciousness. These days, the sting of this perceived historic injustice is redefining Russia's sense of where its civilization really belongs—and is prompting a revision of how the country views its own past.

Less than a decade ago, it seemed self-evident that Russia, despite all of its cultural and political differences, was reclaiming its rightful place as part of the Western world. In a piece for a German newspaper, Mr. Putin wrote of a "Europe from Lisbon to Vladivostok" that aspires to free trade and shares common values.

Now Russia is increasingly looking East, toward an uneasy alliance with an illiberal and much more powerful China, and—in recognition of the country's increasingly Muslim makeup—with nations such as Turkey and Iran. But even more pronounced is a sentiment that Russia, so unique in its vastness, must remain a world unto itself, a country that should expect kinship from no one—and that, in a motto coined by Czar Alexander III more than a century ago, can count on only two reliable allies: the Army and the Navy.

Russia is not the only country where nationalism, fueled by a desire to regain past glories, real or imagined, runs high today. From Brexit Britain to Mr. Trump's "America First" policy to Xi Jinping's emboldened China, the established international order and its institutions—based on cooperation and compromise and built largely by the U.S. and its allies—are struggling to survive. The very concept of the West is now in question.

This unraveling has prompted a dramatic change in how Moscow sees its own place in the world. "Russia followed a Western-centric approach for 200 years, with the West as its reference point, either in a positive way or in a negative way," said Fyodor Lukyanov, head of



Russia's Council for Foreign and Defense Policy, a body that advises the Kremlin. "Today this no longer corresponds to the realities of the world—because the West is ceasing to be the center of the world."

This change is happening even as Russia's cit-

Please turn to the next page

ODD MAN OUT:
Putin with other
G-8 leaders in
2013, before the
group suspended
Russia for
annexing Crimea.

Inside

PARENTING

Small people, big feelings: how parents can help children to master their emotions. Tip: Try mastering your own first. **C5**



'Swing Vote'

Justice Kennedy's retirement from the Supreme Court highlights a term that he never liked. **C2**

WEEKEND CONFIDENTIAL

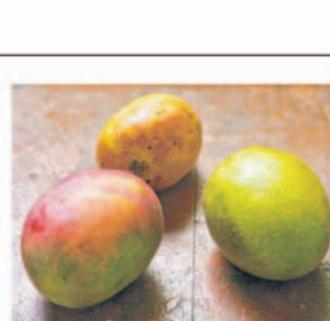
Connecticut-born Caroline Jones had an epiphany in Nashville and is now a rising country star. **C6**



FOOD

The Great Indian Mango Trail

A traveler finds exotic fruits and a culture of camaraderie. **C3**



REVIEW

Russia's Turn To Asia

Continued from the prior page

ies and lifestyle appear increasingly similar to those in the West, something evidenced by the festivities of this summer's soccer World Cup. In Moscow, visitors now encounter bike-sharing, vegan cafes and bearded hipsters serving craft beers.

Still, the feeling of a separate destiny—and of being surrounded by foes—has taken hold of Russian society. Mr. Putin's invasion of Ukraine in 2014, and the Western economic sanctions that followed suit, pushing Russia into a recession and a financial crisis, turned out to be a turning point of historic proportions.

"Until 2014, Russia used to see itself as the easternmost bus stop of the Western world," said Dmitry Trenin, director of the Carnegie Moscow Center. "Since then, there has been a fundamental shift and Russia has turned inward. The Russian elite and its leader, Putin, have come to the conclusion that attempting to become part of the West won't lead to desired results."

What's happening in Russia today isn't just reversing the liberal legacies of Soviet leader Mikhail Gorbachev and Russia's first president, Boris Yeltsin, Mr. Trenin added. It's also an attempt to undo the westernizing approach that has dominated the Russian state going back all the way to Czar Peter the Great, three centuries ago. To some Russians, the reversal goes even further, with a new appreciation of the Golden Horde, the heir to Genghis Khan's Mongol empire that ruled Muscovy from the early 13th to the late 15th centuries.

Some Russian nationalists now herald this Mongol-Turkic state, governed by descendants of Genghis Khan's oldest son, as the foundation of Russia's own eternal empire. Long expunged from memory, the Horde is trending in Russia again, the subject of movies and a popular TV series. There is even a theme park at the site of the Horde's razed 15th-century capital Sarai Batu—a former film set of faux palaces and mosques where visitors ride camels, practice archery skills and take photos in Mongol dress.

Russia's official historians and the Orthodox church long viewed the Horde's rule over Moscow as a barbarian "yoke," responsible for Russia's underdevelopment compared with the West; studying its history was banned by the Kremlin in 1944. But modern revisionists, inspired by the "Eurasianist" ideology that sets Russia apart from the West, see the Russian state as the heir and beneficiary of that Mongol empire. They admire its ruthless centralism, its desire for conquest, its ability to maintain law and order—and its religious tolerance, which allowed Christianity and Islam to coexist.

Indeed, the medieval Russian state adopted much of the Golden Horde's administrative system. Russian words for money (*dengi*), treasury (*kazna*) and customs (*tamozhnia*) are all of Mongol-Turkic origin, and the Mongols' system of *yam* postal relay networks became the backbone of the Russian empire. But after defeating the Horde's successors, Russia eliminated most traces of its existence. Once a city larger than Paris or London, Sarai Batu today is just a giant field strewn with medieval pottery shards, its mosques and palaces dismantled to provide bricks for the fortifications and churches of As-trakhan's 16th-century citadel down the Volga river.



▲ Pro-Kremlin activists rally in Moscow's Red Square after Russia's 2014 move to annex Crimea.



▲ Mr. Putin met China's Xi Jinping in June to cement ties.

▼ The reconstruction of the medieval Golden Horde capital, Sarai Batu, revives Asian roots.



The leading voice of this Eurasianist movement in Russia today is the philosopher Aleksandr Dugin, who combines admiration for the Horde with close connections to the European and American alt-right and neo-fascist movements. "We, Russians, live under the shadow of Genghis Khan. He brought us not just the subjugation by the East but freedom from the yoke of the West," Mr. Dugin has written. "Russians before Genghis Khan were just a periphery of Byzantium and Europe. Russians after Genghis Khan are the core of the Universal Empire, the last Rome, the absolute center of the geopolitical battle for the destiny of the world."

Mr. Dugin, despite his frequent media appearances and a reputation of voicing what Russian officials prefer not to say in public, exercises little actual influence in Moscow's corridors of power, said Andrei Kortunov, director of the Russian International Affairs Council, a state think-tank in Moscow. Yet, he added, this new fascination with the Golden Horde serves a clear political purpose. "There is a desire to show the history of Russia not as purely Christian but as Christian-Muslim because we now have around 20 million Muslims in Russia," Mr. Kortunov explained. "And there is a desire to show that the Western orientation is not the only possible trajectory and that there are alternatives to it."

The impulse to abandon Russia's Western orientation was recently articulated by Vladislav Surkov, a close aide of Mr. Putin who advised him on the Ukrainian crisis. "Russia spent four centuries heading toward the East, and then another four centuries toward the West, without taking root in either place," Mr. Surkov wrote in a much-discussed academic article in April. From now on, Russia—an eternal "half-breed"—will face "a hundred (two hundred? three hundred?) years of geopolitical solitude."

The profound disillusionment also stems from the failure of policies that aimed to bring Russia closer to the West following the Soviet Union's breakup—a failure that many Western officials now admit wasn't just Moscow's. "The West was not sufficiently imaginative or creative in how to embrace Russia back when Russia had the intention of becoming a normal country," said Lithuania's former foreign minister Vygaudas Usackas, who served until last year as the European Union's ambassador to Moscow and now heads the Institute of Europe think-tank. "As a result, we are finding a Russia that is searching for its identity between Europe and Asia—and that, in the meantime, has become an assertive and aggressive power with the stamina and the resources to discredit and undermine Western democracies."

While the forces pulling Russia apart from the West have long bubbled under the surface, the breaking point came with Mr. Putin's decision in 2014 to invade Ukraine (which many Russian politicians and officials believe shouldn't be a separate country in the first place) and to annex the Crimean peninsula. The Ukrainian reaction to it, Mr. Surkov wrote, "marks the end of Russia's epic journey toward the West, a stop to the multiple and fruitless attempts to become a part of Western civilization."

The Western economic sanctions imposed since

2014 hampered trade, investment and the access of many big Russian companies to capital—as well as the ability of prominent Russian officials and oligarchs to take European vacations. Despite the election of Mr. Trump and his oft-stated desire for warmer ties with Mr. Putin, this pain has only intensified. In part because of congressional pressure, Mr. Trump's administration has tightened existing sanctions against Russian companies and individuals. Unlike President Barack Obama, who feared antagonizing Moscow with such a step, Mr. Trump has also delivered lethal weapons to Ukraine's military.

In Russia itself, hostility to the West has also grown deeper, with TV hosts—while often sympathetic to Mr. Trump and routinely calling him *nash*, or "ours"—matter-of-factly discussing the projected impact of Russian nuclear strikes against American cities. Russian state propaganda often

equates Western nations to Hitler's Germany and promises to defeat them just as the Soviet Union vanquished Germany in 1945.

It's not clear to what extent the Kremlin believes its own propaganda. While resentment over Russia's diminished stature is a key motivator of Mr. Putin's behavior, so far Russia's decision-making has been driven largely by opportunism rather than by a grandiose civilizational shift. "I don't think Putin is thinking in terms of historical mythologies," said Mr. Kortunov of the Russian International Affairs Council. "I don't think he needs an ideological grounding for his policies."

Still, Russian expansionism is not all about Mr. Putin and his personal ambitions. Empire-building is part of the DNA of Russian and Soviet history, said Alina Polyakova, a Russia expert at the Brookings Institution. Stalin's Soviet Union, just like Mr. Putin's Russia, she pointed out, moved to reconquer lost parts of the Russian Empire once it became sufficiently strong, annexing the Baltic states and invading Finland. "Putin's foreign policy is not really an outlier from a historical perspective," she said. "There is a difference between Russia and the other empires, such as the British or the French. Those empires may have given up even more territory, but in Russia, the sense of loss, the sense of being a victim of the world, has never been healed."

Mr. Putin highlighted this perception of victimhood in his March address to the Russian parliament, lamenting once again that, with the breakup of the Soviet Union, the country lost 23.8% of its territory, 48.5% of its population and 41% of its GDP. Though Russia within its current borders remains the largest nation on earth by landmass, it doesn't even rank among the world's ten largest economies. Its GDP is roughly the size of South Korea's or of the Guangdong province of China. Russia's political class naturally looks with nostalgia to the time of its youth, when Moscow was the feared and respected capital of one of the world's only two superpowers.

Today, Russia has no ideology or alternative economic model to export, and its claim to global relevance is backed up almost exclusively by its military might and the willingness to use it, as in Syria, Georgia and Ukraine.

"The position of the authorities and of Putin himself is clear: Everything was awesome in the past, during the Russian Empire and even during the Soviet Union, and we want to return to that greatness," said Russian historian Alexey Malashenko, the director of research at the non-government Dialogue of Civilizations think-tank. "But what greatness?" he asked. "There is no such thing as the Russian national idea anymore, just a thought that people should be afraid of us. It's a hooligan ideology. We cannot imagine our future and so we keep distorting our past."

And in Russia, he added, rewriting the past to suit present ideological needs is a time-honored tradition. "Everything is opportunistic. When I was a student, there was a Tatar-Mongol yoke, then it became a Mongol yoke, then it became just a Golden Horde yoke, and now it turns out there was no yoke at all, and it all was just an interaction between the East and Russia."



Justice Kennedy's opinion often held sway in close decisions.

made an early political appearance in 1938, when the Star-Gazette of Elmira, N.Y., discussed how the American Federation of Labor could throw its support to different parties. "This is sometimes called a 'swing vote,' used with a view to swing the balance of power for specific aims."

When "swing" began to be applied to pivotal members of the Supreme Court, it took the form of "swing man," evoking an athlete who can play two different positions in a sport, or a brakeman in the middle of a train who passes signals between the front and back.

As the Supreme Court grap-

ples with Franklin D. Roosevelt's New Deal reforms, Justice Owen Roberts was termed the court's "swing man." A 1937 editorial in the Herald of Decatur, Ill., argued, "When the views of one justice, a 'swing' man between four liberal and four conservative justices, become the meaning of the Constitution of the United States, there is need for overhauling our machinery of popular government." Roosevelt threatened to expand the court with more justices, but he backed off as Roberts swung increasingly in favor of the president's positions.

"Swing vote" and "swing voter," meanwhile, continued to

gain popularity in political usage to describe members of a voting bloc that can decide the result of an election, depending on which way they swing. By the 1952 presidential campaign, battleground states like Connecticut and Michigan were being called "swing states."

In the Supreme Court context, "swing vote" replaced the older "swing man" expression in the 1960s. A 1966 article in the Boston Globe said of Justice Hugo Black that he "apparently has become a swing vote on the court." Black's colleague on the bench, Justice Byron White, would more often earn the "swing vote" designation, followed by Justice Lewis Powell, a Nixon appointee. Powell's retirement in 1988 opened the door for Justice O'Connor to take the "swing" mantle, followed by Justice Kennedy.

Now Chief Justice John Roberts is being seen as the new "swing vote," as Justice Kennedy's replacement will almost certainly move the court in a more conservative direction. The judicial pendulum continues to swing.



WORD ON THE STREET

BEN ZIMMER

A Pendulum In Close Elections And Tough Supreme Court Cases

DURING HIS LONG tenure on the Supreme Court, one phrase has become firmly linked to Justice Anthony M. Kennedy, who announced his retirement last week: "swing vote."

Especially after the retirement of Justice Sandra Day O'Connor in 2006, Justice Kennedy occupied a pivotal and often decisive role on the Court, situated between its conservative and liberal wings. His opinion often held sway in

closely contested 5-4 decisions. But Justice Kennedy never liked having "swing vote" applied to him. "I hate that term," he said in an appearance at Harvard Law School in 2015. "It has this visual image of these spatial gyrations. The cases swing, I don't."

His distaste for the expression is understandable given the oscillating history of the word "swing" and its application to electoral politics and judicial decision-making.

Since the 16th century, "swing" has been used for the swaying motion of a pendulum, metaphorically extended to vacillations of opinion or states of mind. In American political use, it developed the meaning of swaying the electorate in favor of a position or candidate.

An 1884 article in the Boston Globe, for instance, reported that Independents in Massachusetts "claim to be able to swing the election in any way and at any time they choose," tipping results to Republican or Democratic candidates. The phrase "swing vote"

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REVIEW



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Don't Simply Dive Into Action: Think

We have a bias for busyness, and it keeps us from pausing to learn

BY BRADLEY R. STAATS

AS WE'VE SEEN IN RECENT WEEKS, some of the most dramatic moments of the World Cup are the penalty kicks, when the outcome of an entire match can rest on a showdown between the shooter and the goalie. In a penalty kick, the ball is placed 11 meters from the goal line and centered on the goal. The goalie must stay on the line but may move left or right before the ball is kicked.

Surprisingly, however, the goalie's best strategy may be not to move at all. In a 2007 study published in the *Journal of Economic Psychology*, Michael Bar-Eli of Israel's Ben-Gurion University and colleagues examined almost 300 penalty kicks taken against goalies in professional competitions. They found that goalies jump to the left 49.3% of the time, to the right 44.4% of the time and stay in the center only 6.3% of the time. Kicks, however, go to the left, right or center 32.2%, 28.7% and 39.2% of the time, respectively. This means that goalies are much more likely to stop a kick if they just stay put.

So why don't they? The answer is simple, and it has implications for all kinds of work, including jobs far from the soccer pitch. The problem is that we have an action bias: We would rather be seen doing something than doing nothing. When the going gets tough, the

tough get going, right? This idea is so deeply ingrained that we are afraid to give the appearance of doing nothing, even when it is the best strategy.

Worse, the need to be always "on" seriously hampers the most important work of all: learning. I'd go so far as to say that we live and work today in a learning economy. We can't just be knowledge workers; we must also be learning workers. And learning requires recharging and reflection, not constant action.

The poster child for this idea is Thomas J. Watson Sr., the longtime CEO of IBM, who built the company into a major global organization. The story goes that in 1911, when Watson was in a meeting with sales managers at National Cash Register, he became frustrated by the lack of good ideas among the attendees. "The trouble with every one of us is that we don't think enough," he declared. "Knowledge is the result of thought, and thought is the keynote of success in this business or any business."

The case for contemplation is powerful, yet most of us don't include practicing reflection and relaxation in our professional tool kit. Why? One big reason is that we are often rewarded simply for the appearance of activity. A 2010 study by Daniel Cable and Kimberly Elsbach, published in the journal *Human Relations*, focused on passive "face time"—that is, simply being observed in the workplace, not actually doing any work. In a series of interviews and experiments, the researchers found that a worker who is seen to be at work early or late is more likely to be described as "committed" and "dedicated."

Certainly, many of us consider working constantly to be a measure of status. In a 2016 study, Silvia Bellezza of Columbia Business School and colleagues conducted experiments in which they found that signaling busyness—for example, by shopping with an online grocery service rather than at an actual store, or by wearing a wireless Bluetooth headset rather than a pair of corded headphones—gave people higher status in the judgment of American observers.

But the conventional wisdom about busyness is wrong. In a 2015 study in the *Harvard Business Review*, Erin Reid of McMaster University studied overwork in

▲ Colombia's David Ospina concedes a penalty goal. A study suggests a better strategy: Don't move.



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WATSON SR.
Former CEO of IBM

consultants to see how it affected performance. She found that although managers penalized employees who admitted putting in less time at work, the managers could not tell the difference between those who really worked long hours and those who only said they did. She also found no difference in performance between those who worked more hours and those who worked fewer. So if overwork brings no real benefits, why are we so reluctant to pause for thinking and learning?

One reason is fear of regret. In the soccer study, researchers asked a sample of professional goalies about their strategy for penalty kicks. The majority responded that they preferred to dive left or right rather than stay in the center of the goal. When asked why, the goalies most often said that they would regret allowing a goal more if they stayed in the center than if they dived. In other words, they wanted to be seen to be doing something, even if that something was wrong.

When we sit at our desks and debate whether to take a short walk or to brainstorm for five minutes on the problem at hand, we may think that the time spent not acting is wasted. But we need sufficient time to rejuvenate during the workday, between workdays and on vacations if we are to be able to learn successfully. Busyness by itself doesn't lead to learning.

This lesson was driven home to me many years ago, during a meeting with my mentor, the late Harvard Business School professor David Upton. I was rushing through my to-do list, trying to share everything I was working on. I have a tendency to talk fast when I get nervous, and that day I was flying a mile a minute. When I took a rare breath, Dave held up a hand to get me to pause. He waited a couple of seconds, looked me in the eye and gave me one of the best pieces of advice I have ever received: "Brad, don't avoid thinking by being busy."

So fight the urge to act for its own sake, and recognize that when the going gets tough, the tough take time to stop and think.

This essay is adapted from Mr. Staats's new book, "Never Stop Learning: Stay Relevant, Reinvent Yourself and Thrive," published by Harvard Business Review Press. He is a professor of operations at the University of North Carolina's Kenan-Flagler Business School.

Goodbye to Summer, Just as It Begins

BY PAT CUNNANE

"SUMMER'S OVER!" Every year, not long after Memorial Day, one of the boys—my future uncles—would inevitably shout it, often on the drive back to the city. Stuffed into their parents' station wagon, they would suddenly come to terms with the end of their first weekend down at the New Jersey shore (or as we Philadelphians say it, just "down the shore").

It was my Uncle Harry, during one of those weekend trips in the early '60s, who first realized that summer's arrival also portends its end. It hit like the lightning that cracked through the muggy July afternoons. Then it spread among the siblings of the Dean family, like the sand they were supposed to kick off before breaking through the busted screen door out back and clattering to the front porch to watch the storm rumble by.

Summer's inevitable passing became a kind of half-serious family joke for all the Dean children—five boys and two girls, including the youngest, my mother, Madeleine. By mid-June they were taunting each other about what they'd wear for Halloween. Soon after, you might hear my grandmother, indignant, responding to her morose children: "What do you mean, who's bringing the stuffing to Thanksgiving?! It's June 28th!"

Eventually, it became a weapon, wielded when somebody was getting a little too high on the ocean air. If my Uncle Bob came back to the family's seaside house in Avalon, N.J., after a particularly exhilarating beach day, Harry would surely ask: "Picked your pencil case for school yet?"

These days, the declaration is often shared by text message, as we scattered relatives look for the right moment. My Aunt Maryann or I will get it going as early in the season as possible, sending off the two words at the height of an otherwise beautiful June morning. "Summer's over."

As family traditions go, this one may sound insane. Why deflate the pleasure of it all? But summer is different in the Northeast. The season's impermanence—that fleeting window between Memorial Day and Labor Day—is what defines it. Romantic writers and



painters have struggled to capture the wistfulness of that ocean air, the cloud shadowing those sunny skies; poets have called it forth with the squawk of the seagull.

At the Jersey shore and other beach towns of the Northeast, the monuments to summer are bike rental places and pizza stands, surf shops and dive bars—and most of all, that great summer highway, the boardwalk. Yet all stand vacant for most of the year.

And the beach changes in the off season. Pulling in on the Friday before Memorial Day, after a traffic-packed lurch down the Garden State Parkway, you never know what you're coming back to: a favorite joint replaced by a new restaurant, a familiar beach now

eroded, a previously invisible jetty jutting out from the sand.

From New Jersey and Maryland to Massachusetts and Maine, beach towns revert to a quieter mode in the off season. Locals get their streets back, and we seasonal visitors go away.

Not so across the country, where I live now, pulled by the Pacific to Santa Monica, Calif., a few blocks from the famous pier—a nonstop monument to summer. For most of the year, it's paradise. The massive beach never changes, or if it does, you fail to notice because you've lived it every day, walking the sandy expanse in October just the same as in June.

But summer down the shore is better, richer. It's a way to measure

progress, to recount the year's failings, to reconnect with last season's friends and flings. The beach's changes underscore our own. Another year gone. It's the transience that matters, the brevity that bonds beachgoers.

The next generation of Deans—16 cousins, including me—is united by the same anticipation and grief that our parents felt in the station wagon, those pangs of summer's looming end. There's something in our DNA. Unprompted, my six-year-old niece Aubrey, recently texted my brother: "Summer's over, Alex. Jingle bells, jingle bells, jingle all the way."

I know what you're thinking: Live in the present, you fool. For those who can, I implore you to do just that. Seize the summer; tell yourself it has just begun.

But for those East Coasters like the Deans, who are more comfortable anticipating, and worrying over, what's next, be grateful for the good that comes with the bad. After all, for nine months, from September to May, we get to look forward: Summer's almost here.

Mr. Cunnane, a television writer and a former senior writer in the White House under President Barack Obama, is the author of "West Wingin' It: An Un-Presidential Memoir."

WILCZEK'S UNIVERSE

FRANK WILCZEK

The Peculiar Power of Nature's Left and Right

ONE OF the strangest and most profound facts about space and the physical world is—literally—in our hands. Still, we must work to grasp it. I speak of the distinction between left and right. It's a theme that has powered not only revolutionary insights in physics but a long line of ancient and modern inventions, including some of today's cutting-edge nanotechnology.

The central geometric fact about the shapes defined by left and right hands is that although they have the same structure, you can't make them coincide. In mathematics, we say that they are congruent but have different orientations. A practical demonstration of this peculiarity is that you can't fit a right hand snugly within a left-handed glove.

Though motion can't bring these identical structures to correspond with each other, a mirror can do the trick. It's a familiar but subtle fact that the mirror reflection of a right hand has the shape of a left hand.

This transformation highlights an old paradox: Why does a reflection keep the upward part of an object up (and the downward part down) but interchange left and right? What's the difference?

The answer is that the reflection interchanges neither horizontal nor vertical directions. Rather, what switches places is back and front. This transformation, which reverses one direction, turns a left hand into a right hand and vice versa. You can see this directly by placing your palms together, as if in prayer.

Trouble arises if, while standing in front of a mirror, you try to identify what you mean by "east" by referring to the position of your right hand relative to your torso. Indeed, you and your mirror image will draw opposite conclusions.

The problem isn't that the mirror reflection truly reverses east and west—it doesn't, as you'll see if you hold up a map in the mirror—but that it reverses hand types. If you raise your eastern hand, so will your mirror image, but the reflected hand will be a left hand.

Lord Kelvin, in 1893, introduced the term chiral (from the Greek word for hand) to describe objects that, like hands, differ from their reflections: "I call any geometrical figure, or group of points, 'chiral,' and say that it has chirality if its image in a plane mirror, ideally realized, cannot be brought to coincide with itself."

Right- and left-handed screws differ and cranking them has opposite effects. Those two facts are closely related and illustrate a useful general principle: Whenever a definite sense of rotation is related to a definite direction of perpendicular linear motion, something chiral must be involved. In practical terms: If you want to use motion in circles to move things forward, you'll need some kind of screw.

Geniuses of the past reveled in mechanical manifestations of chiral geometry, which are oddly beautiful as well as being useful. Their intricacy wordlessly asserts the power of mind over matter.

The ancient Greek inventor Archimedes used grooved screws brilliantly, as devices to bring up water. Leonardo da Vinci's notebooks abound in clever variations on the theme. As a lefty, he may have been peculiarly sensitive to it. He wrote from right to left, probably to avoid smudging, in script that reads normally when reflected in a mirror.

At today's frontiers of quantum physics we aspire to manipulate electrons, atoms and molecules at submicroscopic scales. It's very convenient that they are often chiral, like little screws. Using electric and magnetic fields, or tiny chemical explosions, we can crank those little screws and thereby direct their motion. It's emerging as a powerful strategy for engineering nanomachines.

Biology has exploited chirality for eons. The microtubules and ropelike filaments that form the cell's transportation infrastructure feature helical structures, which are vital to their function.

Human ingenuity is finally catching up. Chirality, it turns out, is quite handy.



Street vendors sell mangoes in Lucknow, Uttar Pradesh, home of a major wholesale market of well-known and obscure varieties.

BY CHANDRAHAS CHOUDHURY

In last year's film "Victoria and Abdul," we see Queen Victoria's Indian manservant describing to her the delights of his homeland's mangoes, "the Queen of Fruits." Intrigued, the world's most powerful person immediately requisitions some. The fruit arrives, an offering from a subject subcontinent, and is presented in a velvet-lined box by two liveried staff. The Queen looks uncertainly to Abdul, who turns, disappointed, to his employer.

"This mango is off."

"Henry," the Queen exclaims to the attendant, "this mango is off!"

As it was bound to be. The mango is one of the few things in this world even more high-maintenance than monarchs. As then, so now: The great redeemer of South Asia's long, sweltering summer is a reluctant, tetchy traveler. Mangoes don't like long journeys. They are perversely self-harming, sometimes puddling under their own weight. They reach perfection for a day or two (when with a final blast of refrigeration they are sublime) and then swiftly turn overripe and soggy.

Whichever god brought forth the mango, she did so as a project that would frustrate imperial desires in the 19th century and defeat even the global supply system of capitalism in the 21st. That's why almost all the mangoes in American markets are the fine-looking but bland, fibrous pretenders from Florida, Brazil or Mexico, not the storied ones of India. Here the frostless winters and tumultuous summers provide the perfect weather cycle for complex and memorable fruit: warm to the touch even days after being picked and redolent of one or all of honey, lemon, peach, rose, cinnamon, pepper or sugar cane.

There is an upside to this delightful perishability: Not being a happy traveler itself, the mango is, therefore, a traveler's fruit. It's one of those joys of life that can't be acquired by throwing money at it. In olden times, traveling mendicants and traders often ate a bigger range of mangoes than kings and landowners did.

The mangoscape of India—where the mango originated, somewhere in the northeastern foothills near modern Myanmar—is immense. Some 4,000 years of spontaneous proliferation and studied cultivation, plus the dozens of new varieties developed in recent centuries by grafting and calculated hybridization, have allowed a vast diversity of mangoes (called "cultivars" in the scientific literature or, more evocatively, "landraces") to proliferate. The most comprehensive list, prepared in 1998 by the mango scientist S.N. Pandey, lists 1,663 kinds of mangoes. More than a thousand are found solely in India.

Of these, the vast majority are not easily found in markets, being either too small or unpredictable in output, or having too short a season, or being single trees in a grove of one of the major landraces. Even the most dedicated of mango-eaters in India has sampled only a small fraction of the mangoscape, and most lay eaters only know the major commercial cultivars like the Banganapalli, the Alphonso, the Dussehri and the Langda. I asked R.R. Virodia, professor of agriculture at Junagadh Agricultural University in Gujarat and an important name in the mango-sphere, how many kinds of mangoes he had

REVIEW



With more than a thousand varieties, a succulent symphony of tastes—and perhaps a philosophy of the universe, too



Three mangoes from Goa (top); the author shares a moment with Kalimullah Khan, who has grown 300 varieties on a single tree.

eaten. He said, "Probably no more than a hundred."

And so, realizing that even at this late stage in history we still await a Marco Polo of mangoes, I set out last month with a plate, a sharp knife and a notebook, to eat as many mangoes as possible in a fortnight across India. Big

or small, yellow or green, broad-shouldered or long-beaked, cutters or suckers, I sought them out in that hundred-degree heat.

I began in Goa, the tiny state on India's west coast that was for 400 years a Portuguese colony. Goa is the sacred land where the story of the modern mango begins. It was Portuguese horticulturists, many of them cassocked priests, who, puzzled by the fact that mangoes grown from seed often failed to reproduce the characteristics of the parent, worked out that mangoes reproduce through what is called open pollination, which offers unreliable results.

To keep the lineage of mangoes true to type, they invented the system of vegetative propagation, or grafting. This allowed "the preservation of outstanding varieties which originated as chance seedlings," to quote S.R. Ganguly from his classic survey of Indian mangoes, full of delightful color plates, from 1957, now out of print.

In this way, a stable, ordered new man-made mango universe was carved out of the chaos and caprice of creation. "Even today,"

the great mango scientist A.R. Desai told me, "some of the best mango trees in Goa are to be found in churchyards."

In a hotel room in Panjim, the Goan capital, I set down a stash of Mancurados, Hilarios, Fernandins, Musarrats and Xaviers that I had bought at dawn at the municipal fruit market (their baroque names pointing to their origins in Catholic botany). I ate them with a steadily escalating elation—and disbelief that I had lived less than 400 miles north in Mumbai for half of my life and never encountered one of these superstars.

On I went, up the western coast of India into Gujarat, then 1,000 miles east to Bhubaneswar, then down south to Karnataka to a giant festival of peninsular mangoes, and finally 1,200 miles north to the great mango-growing district of Malihabad. Everywhere, I ate mangoes I had never eaten before: Amrapallis and Akhurstas, Gulab Khases and Neelams, Imam Pasands and Sugar Babies. After a point I didn't even bother to wipe the juice off my beard or the stains off my clothes. I became a mango bum.

Mango-eating requires particular attitudes. It is best done alone, without the impediments of social etiquette and table manners to constrain the licking of fingers, or the disapproving faces of sophisticates to sour the sweet. Eaten in solitude, mangoes generate words, as the mind rummages for language to describe precisely what the senses are experiencing. They also resuscitate memories, as the almost symphonic taste fires up deep places in the soul that quotidian experience could never hope to approach.

And there is a social aspect of mangoes too. They exemplify a dwindling subcontinental culture of camaraderie and large-heartedness, best articulated by those who have spent their entire lives growing, grafting and gifting them. Some of my richest experiences on the mango trail were of people rather than fruit.

In Malihabad, I went to see Kalimullah Khan, the greatest name in the world of Indian mangoes. A small, chirrupy man in his late 70s, he has been growing mangoes in his family orchard for sixty years. On this plot stood his pride and joy: a giant mango tree on which he had painstakingly grafted more than 300 cultivars since 1987. "It is both a tree and an orchard," he said in an artful humblebrag, as he looked up into its massive canopy.

To walk around this botanical marvel, watching the mangoes change in shape and size on the branches every few yards, was to experience creation in all its mystery and plenitude. And the vivid old man had, over the years, come to propound a sort of mango-centered mysticism. "The union of two to make one is the founding principle of the universe—and of mango-grafting," he declared.

"This tree of mine I have made for the unity of the world, to show how things that appear different are all aspects of the same creation," he said. "In truth, we are all man-goes on the same tree. What do you think?"

"He who has eaten a mango has but eaten a mango," I replied, wise from so much ambrosial eating. "But he who has eaten many mangoes, has truly seen the world."

Mr. Choudhury is a writer based in New Delhi. His novels include "Arzee the Dwarf" (New York Review Books) and "Clouds" (forthcoming in April 2019).



TOMASZ WALENTA

BY JENNIFER BREHENY WALLACE

Gone are the days of children being "seen and not heard." Today's parents know that it's healthy for a child to express a broad range of emotions. But parents sometimes struggle with how to help their child rein in the big feelings. Knowing how to regulate emotions means more than just avoiding outbursts in the candy aisle. It's about learning how to cope with disappointment, handle frustration, self-soothe in times of stress and seek support from family or friends when needed.

Even well-meaning parents can inadvertently get in the way of a child learning these skills. When a parent avoids situations that are emotionally challenging, routinely gives in to tantrums or rushes in to fix things, the child loses the opportunity to practice and bolster their own coping abilities. "Kids need scaffolding and a support system in their parents, but they also need opportunities to learn how to tolerate and manage discomfort, which will help them in the long run," said Susan Calkins, a professor of human development and family studies at the University of North Carolina at Greensboro, who has been studying emotional regulation in children for nearly 30 years.

For children, lessons in regulating emotion can be found in big challenges, like going away to camp, or in smaller ones, like sitting through a dinner out without the crutch of an electronic device. Fortunately, there are proven strategies that can help children to manage emotions, even in the heat of the moment.

A first step is for parents to teach their children how to recognize the physical signs that they are about to lose control. Do their breathing and heart rate quicken? "When you are breathing rapidly, your heart rate goes up and your body is so focused on the in-the-moment physical response that it can't engage in constructive thinking," said Dr. Calkins. "Explain how slowing down those physiological responses by breathing deeply allows their heart rate to slow down to a manageable state so their brain can do the job of helping them cope."

With younger children, parents can help them to express how they feel, reassure them that their feelings are normal and offer coping strategies, like distracting themselves by listening to music or counting by fives to 100.

When a child acts out instead of managing their emotions, a parent should step in with clear limits: "If you throw that again at your sister, you're going to go to your room." For teens, cognitive techniques like reappraisal ("Maybe she was short with me because she's stressed") and positive self-talk ("I can do this!") can be effective coping strategies, said psychotherapist Robin Stern, associate director of the Yale Center for Emotional Intelligence.

While a child's ability to manage their emotions can spare them from momentary public embarrassment, the real benefits are long-term. Self-regulation is a skill that offers big payoffs as we age, including better mental and physical health and stronger relationships, said Dr. Stern: "The more skillful we are at managing our emotions, the better we can handle life's ups and downs." Growing research finds that children who are able to regulate their emotions perform better academically and are more successful socially than those who don't. In adolescence, strong self-regulation skills can help to buffer against impulsiveness and risky behaviors, such as sex and substance abuse.

Parents are key to their child's ability to manage emotions, according to a study of 152 mothers with children ages 3 to 7, published this month in the journal Family Relations. The emotional self-regulation of the mothers was measured using a 10-item questionnaire asking, for example, how often they "have angry outbursts" or "overreact to small problems." Researchers also assessed the mothers' cognitive control—the processes that allow us to flexibly manage our thoughts and emotions in order to meet a goal—their parenting attitudes and approach to discipline, as well as their child's conduct.



When Children Lose Control

They may be small, but they have big emotions: some techniques to help children master their feelings

The study found that mothers with better emotional and cognitive control reported having children with fewer behavioral problems, while worse maternal control was linked to children with more conduct issues, such as angry outbursts and fighting with peers. In other words: It's hard to teach your child how to effectively regulate emotions when you're having a difficult time managing your own.

In a 2014 study in the journal Emotion, researchers recruited 161 adolescents and their mothers to take a widely used computerized math test that measures a person's tolerance for distress. (The test speeds up as it goes on, causing forced errors, and blares a loud noise whenever mistakes are made.) Participants were told that the better they did, the bigger their prize would be at the end of the test. When the researchers calculated how long each participant was willing to participate in the task, they found a strong association between a mother's tolerance level and her daughter's.

Similarly, a 2014 longitudinal study of 219 German mothers and

The more skillful we are at managing our emotions, the better we can handle life's ups and downs.

ROBIN STERN
Yale Center for Emotional Intelligence

fathers and their 5-year-old children, published in the journal Frontiers in Psychology, found that a parent's tendency to use healthy regulation strategies such as "reappraisal" (reframing a situation to give it a more positive view) or less healthy ones like "response suppression" (holding in external signs of emotion) led their children to use similar strategies over time as well.

When everyone's emotions are running high, it's tempting to give in to shortcuts. It can be especially hard for parents to regulate their own emotions when they see their child in distress.

But as parents, we want our children to go out into the world armed with the tools they need to successfully adapt to the many challenges they will face, now and through adulthood. As Dr. Calkins observed, "Life is about encountering novel, unpredictable situations, and there are very few that don't have some emotional challenge to them."

Ms. Wallace is a freelance writer in New York City.

ASK ARIELY

DAN ARIELY

Our Aversion to Randomness

Dear Dan,

On a recent trip to Las Vegas, my wife wanted to observe how roulette is played. In addition to the real game with a real wheel, we saw video versions of the game that you could bet on. It looked to us like the real version was less random than the video version, which must depend on algorithms to mimic the roulette wheel. Could this difference in randomness be true? —Mark

I haven't made a study of real roulette games versus virtual ones in Las Vegas, but I have to think that you're imagining the difference. We have a very hard time perceiving randomness and tend to see links between events even when there are none. We blame the gain of a pound overnight on eating things that couldn't have enough calories to cause such a weight increase, and we believe TV shows and web sites that explain with supposed certainty why a certain share price on the stock market went up or down that day, even though it's often just random variation.

It's the same with roulette. My guess is that with the physical wheel, you had more factors to pay attention to: the person turning the wheel, their movements, the action around the table. I suspect that it all made you think the real game was somehow less pure, less random.



Hi there.

My girlfriend and I get along well but feel our relationship is very superficial. The truth is that we both have trouble speaking about ourselves or our feelings, so we almost never have deep conversations. But our mundane discussions don't provide any real closeness, and they just help us pass the time in a sort of pleasant way. More troubling are times when one of us is going through some difficulty and doesn't bring it up—and as a result gets no help solving the problem. We've both realized this and want to get better. How could we establish a mechanism to push us to have regular "deep" conversations? —Miguel

You're experiencing what I'd call the small-talk syndrome. Making meaningless small talk is the easiest way to keep on having a conversation. Everyone can participate, and no one will be offended because nothing complex or controversial will be discussed.

But a deep relationship, which demands more intimate connections and often brings important challenges, needs more. I would suggest that you create a few rules for conversations. For example, ban small talk from Friday-night dinner: Only complex topics are allowed.

If you need some inspiration, Kristen Berman at Irrational Labs (a nonprofit behavioral consulting company that I co-founded with her) has made a deck of questions for such situations, including "What was the last lie that you told?" and "What gives you energy?" If you follow this plan for a few months, I suspect that making "big talk" will become much more natural and easy for both of you.

Dear Dan,

I belong to a sports club that loses many towels because members take them home. The towels are cheaply made, so it's doubtful that my club's affluent members really need them for their homes. What can be done to stop the losses? —Freddie

Put a permanent tag on each towel and write \$20 in a large font. This will remind members that the towels have value and that taking them is stealing.

Have a question for Dan? Email AskAriely @WSJ.com

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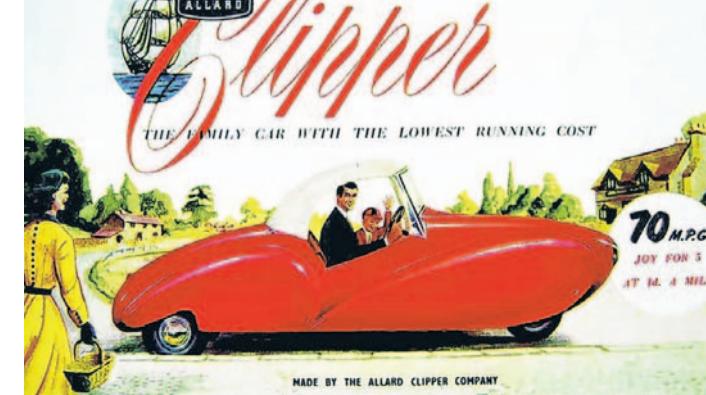
The Reliant Regal
3 Wheel Four-Seater Coupe

FROM LEFT: ELVIS PAYNE; DUNCAN CAMERON

EXHIBIT

Wee Wheels

DECADES BEFORE smart cars, there were microcars. Duncan Cameron's new book, "British Microcars: 1947-2002" (Shire Publications), showcases their rise and fall. After World War II, independent carmakers saw a demand for cheap, tiny vehicles that could slip through congested streets. They started making three- and four-wheeled versions, with mixed results. The Clipper (below) had no doors, and its small rear engine was prone to overheating. The three-wheeled Reliant Regal (left) was caricatured as tipping when it turned. By the 1960s, the vehicles lost favor in the face of more traditional models by big manufacturers. "The story of microcars is one of multiple failures," writes Mr. Cameron. Still, "They introduced unusual and interesting designs at a time when many British family cars were dull." —Alexandra Wolfe



REVIEW



DAVID MCCLISTER FOR THE WALL STREET JOURNAL

WEEKEND CONFIDENTIAL | ALEXANDRA WOLFE

Caroline Jones

A new country star took an unusual path

GROWING UP IN GREENWICH, Conn., Caroline Jones studied opera, wrote pop music and listened to rock and R&B, until she visited Nashville at age 17. Before that, she remembers, "The extent of country I knew was Shania Twain." After watching an acoustic show at Nashville's legendary Bluebird Cafe, she was hooked. "It was a life-changing moment for me," she says. "Something in me just clicked, and I just wanted to do that."

Ms. Jones kept on following her own impulses, taking an unconventional route to the country-music stage. Though she already had a manager, she decided, at 18, to part ways with him and become her own agent, producer and publicist. Instead of following the standard club circuit, she cold-called boarding schools and colleges to book gigs there, eventually turning her set into a music-teaching curriculum. "I didn't want to just play bars for five years. I wrote sensitive, poetic songs. At a bar they want to hear 'Free Bird,'" she says, mimicking the sounds of its famous electric-guitar solo.

Now 28, Ms. Jones will spend the summer opening shows for headliners including Jimmy Buffett, Zac Brown, the Eagles, Tim McGraw and Faith Hill. That comes after an album that she spent three years making—"Bare Feet," on which she plays most of the instruments. It reached #15 on the iTunes country chart. Last year, Rolling Stone named her one of the "10 New Country Artists You Need to Know," and in January, Billboard called her one of the "15 Country Artists to Watch in 2018."

Of her independent path, she says, "Complete creative control ... has always been essential to me." What's wrong with a more traditional path? "It's not so much that they tell you what to sing, but you're informed by people who know what sells," she says.

Ms. Jones is the daughter of Paul Tudor Jones, the billionaire

hedge fund manager and founder of Tudor Investment Corp., and his wife Sonia, a health and wellness entrepreneur. She says that aside from giving her a strong work ethic, her father had little influence on her career and always encouraged her to be independent. Her family is "in my art, so that's where it's relevant, but it's not relevant other than that," she says.

At age nine, she started taking opera lessons. "At the time, I was so embarrassed," she says. "I would die if anyone heard me singing opera, but looking back, it was such a great technical foundation." A love of writing poetry led her to other forms of music, and in her early teens, she started writing her own songs and recording demos. Through friends, she says, she found her manager. He noticed her songs had a country sensibility and encouraged her to head to Nashville.

Before her Bluebird moment, Ms. Jones had enrolled in the Professional Children's School, a New York City nonprofit prep school that encourages students to pursue professional careers while they get their high school degrees. She then went on to New York University.

Meanwhile, in addition to performing at schools, she appeared at well-known New York venues such as Feinstein's, the Carlyle and the Bitter End. Using money from those gigs, she produced her own songs and paid \$40 to a website to release each of four albums online.

Ms. Jones had learned to play the guitar and piano from professional teachers as a child and teenager. Next she learned the mandolin, banjo, harmonica and Dobro slide guitar by practicing and watching YouTube videos. Friends from New York performing circles introduced her in 2015 to the producer Ric Wake, who had worked with Mariah Carey, Celine Dion and Jennifer Lopez. She moved to South Florida, where he's based, to work on the album that became "Bare Feet."

Mr. Wake introduced her to Zac Brown, whose song "Tomorrow Never Comes" she grew up belting to herself in her mirror at home in Greenwich. Last year, she found herself standing alongside Zac Brown singing the same song to a crowd of 25,000 people. "It was truly surreal," she says.

Someone in Jimmy Buffett's management who had seen her perform asked her to join a hurricane relief concert in December and to sing with Mr. Buffett. "We really hit it off," she remembers. "It was an immediate connection." Mr. Buffett decided to sign her onto his record label and released her album.

The title song is something that occurred to her, she says, while washing dishes; as the water poured through her fingers, the feeling reminded her of what it was like to run her hands through dirt as a barefoot child digging in her backyard. She came up with the line, "I just want to feel the world's heartbeat/In my bare feet." When she's writing a new song, Ms. Jones says that she usually starts with a single lyric, often a nature metaphor, and builds from there.

Though she incorporates electronic and pop sounds into her music, she plans to stick with country, at least for the time being. "Country is the genre that still prizes lyrical and musical excellence above all else, above image, above fame, above production value," she says. "I'm trying to steer clear of the basic pitfalls that a lot of artists fall into because they're so sensitive and emotional. I want...to put happy music into the world, not sad depressed music."

I didn't want to just play bars for five years.



My 5-Year-Old's Plot to Drive Me Crazy With Fishing

I never shared my own father's obsession with rod and reel; now he's laughing somewhere.

THE FAMILY VACATION is here, and the car is stocked with all the necessary and unnecessary summertime diversions. There are baseball gloves, snorkels and boogie boards; there are sand shovels, Frisbees and a tennis racket or four. There was a debate over taking the family lizard—we got a lizard-sitter instead.

For my son, it doesn't really matter what we've packed. No matter where we are, or what the weather is, I know what that kid wants to do. "I want to go fishing," he says.

The kid has to fish. He's only 5, but I think he's settled on his lifetime obsession. A

couple of summers ago, up at the St. Lawrence River, one of his cousins taught him how to cast and use a reel. He caught a half dozen or so sunfish, and that was that.

Sometimes I catch him staring out the window on car trips, watching folks gathered on bridges with their rods and buckets.

"What do you think they are fishing for?" he asks me. I have no idea. I'm fish-ignorant. It's mortifying.

My son is too young to fish alone, so someone needs to go with him. Often it's one of his cousins, and this winter in Florida, his mother took him to a kids fishing camp for a couple of afternoons. Sometimes I get called upon. And I'm not prepared.

You have to understand: The joke is on me. My dad was a fishing lunatic, but I'm not. As far back as I can remember, he was tinkering with rods and reels, lures and flies. He'd wake up in the middle of the night to take long drives to the coast. When he was home,

he'd stand in the backyard and practice technique, flicking a fly as our cat leapt and tried to catch it.

As I grew older, my father tried to get me into fishing. I went on a few expeditions, but it just didn't take. I told myself that fishing wasn't for me, that it was boring, that I was not the type of person who could stand on a dock or a jetty for hours.

My dad kept going on his fishing trips, but not with me. He didn't bug me about it. If

he was disappointed, he never said so.

He lived long enough to see his grandson arrive, but he died almost four years ago, before the boy turned 2. Fishing wasn't part of the kid's life yet, and my father had gotten too sick to spend much time with his hobby.

And now, all the boy wants to do is fish. Yeah, I'm thinking what you're thinking.

I'm not a mystical person. But sure, I think my father is somewhere in my son, casting

away. The old man was finally able to pass fishing to the next generation, to his own blood, to someone who loves it just as much as he did.

And he's laughing at me, a fishing doofus, finally walking down to the water, after all these years.

I have to say, I envy my son. I'm still not a convert, and may never be, but I can tell that fishing makes him happy. It brings him calm, almost meditative contentment. What I see as boredom, isn't boredom to him at all.

Needless to say, the 5-year-old is a much better fisherman than I am. He's going to have to teach his father how to find the best spots, how to work the rod and reel, and how to be patient. He told me he wants to go night fishing with me "because night is when the big fish come out." Yikes.

Meanwhile, he's got a 3-year-old sister who also wants to fish, and she's not taking no for an answer. It's as if fishing is in our blood, because it is.

Thanks a lot, Dad.



JASON GAY



The aging heroine of Anne Tyler's new novel exchanges her family for one that needs her C10

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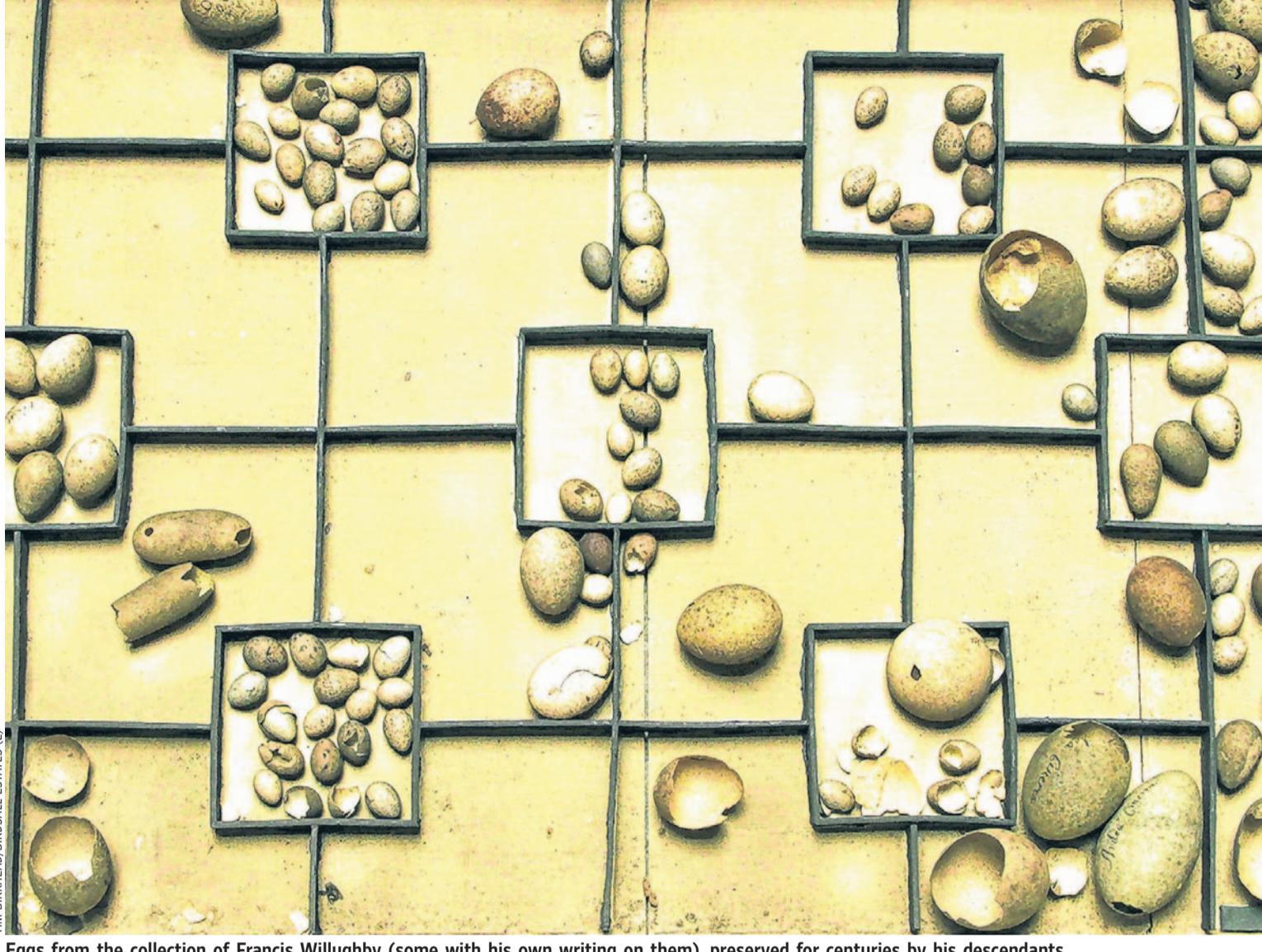
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Eggs from the collection of Francis Willughby (some with his own writing on them), preserved for centuries by his descendants. © TIM BIRKHEAD/BIRDSALL ESTATES

Hatching a New Science

Ballooning spiders, leaf-cutter bees, honey buzzards: Before nature's fascinating wonders could be understood, they had to be observed, described, catalogued—and given names

The Wonderful Mr. Willughby

By Tim Birkhead
Bloomsbury, 353 pages, \$27

BY JENNY UGLOW

THE SCIENTISTS OF the 17th-century—or natural philosophers, as they called themselves then—felt they were at the threshold of a new era of observation and experiment. And the more they examined the natural world, the more they felt that a new system of ordering it was needed—but they saw too that documenting the details and working out the patterns would require long and arduous work. It is hard to think oneself back into a pre-Linnaean era, before the establishment of the system of kingdom, class, order, family, genus and species, with their binomial identification.

This fine biography of Francis Willughby (1635-72) is intriguingly double-layered, the life of a 17th-century naturalist seen through the eyes of a modern ornithologist. Tim Birkhead, a professor at Sheffield University, is the author of several excellent bird books, and although he has tried to avoid hindsight and to see the world as Willughby did, he clearly found it irresistible—luckily for his readers—to update this with current knowledge, illustrated by fascinating accounts of his own experience. The dialogue between past and present brings the whole book alive.



RARA AVIS
Francis Willughby painted by Gerard Soest ca. 1657-60.

This is no dry academic study. It opens in 1664, with Willughby, age 28, riding south from the Pyrenees toward Valencia, reining in his mule and watching in awe “as hundreds of birds trace swirls of interlocking spirals as the sunlight creates golden windows in their dark-edged wings.” These were honey-buzzards, heading south to winter quarters in Africa. And in a sense they were “his” birds, for it was Willughby who had examined one closely a few years before and realized it was a different species to the common buzzard. Less than a decade later, in July 1672, Willughby died after a severe bout of fever, only 36 years old.

Willughby’s works were edited after his death by his friend and collaborator, the botanist John Ray. The “Ornithologia” was published in Latin in 1676 and English in 1678, while two Latin works on fishes and insects, the “Historia Piscium”

and the “Historia insectorum,” were published in 1686 and 1710, respectively. But this pioneering naturalist has since been nearly forgotten, overshadowed even among scholars by the longer-lived Ray. Mr. Birkhead sets out to rescue Willughby from the shadows, making us see his excitement and recognize his distinctive achievement.

The friends met at Trinity College Cambridge in 1653. Willughby, born at Middleton Hall in Warwickshire, was a wealthy Fellow-commoner—not equal in rank to nobles, but able to afford to dine at their “common” table. Ray, eight years his senior and already a university lecturer, was the son of a blacksmith and a “herb-woman,” lower down the social pecking order but distinguished by his brilliant mind.

Despite the turmoil of the Civil Wars, the execution of Charles I and the founding of the Commonwealth presided over by Oliver Cromwell, this was an exciting time for natural philosophers. Francis Bacon’s emphasis on direct observation and Descartes’ mechanistic theories had challenged not only the authority of the ancients but also the existence of God. In response, a rash of “natural theologians” began searching the natural world for evidence of divine purpose and design. In this spirit Ray began working to identify and catalog the local Cambridgeshire flora, with Willughby acting a keen helper.

In his preface to the “Ornithologia,” Ray claimed that God had given Willughby “quick apprehension, piercing wit and sound judgement,” and noted too how ferociously hard his younger colleague worked, to the cost of his already frail health. In his student years, Willughby also experimented with chemistry, marveled at crystals, collected insects, studied anatomy and dissected bitterns from the fens. In his engagingly informal and informative style, Mr. Birkhead notes the distinctive anatomical points Willughby found, such as the large ear-opening of the bittern (which the author speculates is “possibly linked to its exceptionally loud call”). He also points out some he missed, like the modified feathers, or “powder-down,” which help to waterproof the bird’s breast and perhaps give protection against the slime of the eels it devours.

In 1660 the clergyman and pioneering natural philosopher John Wilkins became Master of Trinity, bringing his determination to find a “universal language” that would be able to avoid ambiguity and be precise enough to provide a language, or a series of symbols, that scientists of all nations could understand. “However, for nature to be represented by a system of symbols,” Mr. Birkhead explains, “it was essential to discover the elements upon which all natural phenomena were based.”

Wilkins would lose his Trinity post following the Restoration (he was, after all, married to Cromwell’s sister). But he later became Bishop of Chester, and was

a founding member of the Royal Society. Ray and Willughby continued diligently collecting knowledge for him, ordering and comparing as they went. In the early 1660s, the two young scholars criss-crossed Britain in search of specimens, and Mr. Birkhead traces their journeys, describing their varied findings, from a distinctive species of char (later named “Willughby’s char”) to Manx shearwater chicks on the Calf of Man, which they identified as puffins (today we use that name to refer to a different species of bird). Willughby even found a hoard of gold coins in Gloucestershire. (He did not, however, find the “snap-apple bird” he had come to see.)

Willughby’s expertise was quickly being recognized. In December 1661 he was elected a Fellow of the Royal Society and by the next October he was demonstrating the embryo inside a snake’s egg to an audience including Wilkins, Robert Boyle, Christopher Wren, John Evelyn and Robert Hooke, the greatest English scientists of the age.

In August 1662, Ray resigned his Cambridge fellowship, unable to accept the Act of Uniformity, which required all clergymen to accept the sacraments and rites of the established Anglican church, including ordination by bishops, which went against the Puritan tradition. (As a result, nearly 2,000 ministers left the church.) The following spring Willughby and another of Ray’s pupils, Philip Skippon, joined him on a tour of Europe. Avoiding France, where war was raging, the three men trekked across Flanders, Germany, Switzerland, Italy, Sicily and as far as Malta. Their goal was not only to collect specimens, but also to meet experts, see famous museums, study private collections of rarities and visit the great botanical gardens of Leiden, Padua and Montpellier. On their journey home, Willughby left the two others and journeyed into Spain.

When Willughby’s father died, he inherited the Warwickshire estate, and in 1688 he married Emma Barnard, with whom he would have three children. All the while his groundbreaking discoveries continued: Willughby wrote on sap rising in trees, on ballooning spiders, on parasitoids in caterpillars and on leaf-cutter bees, later named *Megachile willughbiella*. There were many puzzles to be solved. But his health was poor. Following his death, Ray acted as his executor and initially stayed on at Middleton as the children’s tutor, beginning the long task of editing his friend’s works.

It might seem bold for Mr. Birkhead to call Willughby “the first true ornithologist,” since he turned often to the work of predecessors. Yet Willughby’s great step was to introduce method and order into the mass of unrelated information, developing classifications that generations of biologists would use as a basis. His tables classifying birds, insects and fish were published, with Ray’s tables of

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A Manifesto For the Open City

Building and Dwelling: Ethics for the City

By Richard Sennett
FSG, 343 pages, \$30

BY SHLOMO ANGEL

THE SOCIOLOGIST and urbanist Richard Sennett is a thoughtful writer with far-ranging interests and a keen eye for hidden patterns and complex processes that may escape the casual observer. He has always been a pleasure to read. His first book, “The Uses of Disorder,” published almost 50 years ago (1970), was a reflection on the value of anti-authoritarian or anti-hierarchical “anarchy” in city life, and his new book, his 15th, is a more elaborate, and more sophisticated, take on his original insights.

“Building and Dwelling: Ethics for the City” can be read as an outline for a manifesto for the open city, presented side by side with a scathing critique of its opposite, the closed city. The former celebrates freedom and its manifest expressions; the latter celebrates order and control. More precisely, Mr. Sennett explores the connection between the built form of the city, which he refers to as the *ville*, and the conduct of human affairs in the city, which he refers to as the *cité*. What is of primary interest to him is the way in which the physical manifestations of the *ville* affect lived experience in the *cité* and, more pragmatically, how urban planning decisions that are focused on the shape and form of the *ville* could, and indeed should, make thought, expression and action in the *cité* more open and free rather than more regimented and restrictive.

The task that Mr. Sennett poses for himself is to bring together two intellectual traditions—the literature on urban form and the literature on urban life. In the first half of his book, the reader is introduced to

Planned from the top down, Chinese cities offer a new model in which residents sacrifice freedom for safety and comfort.

his critical insights on these two traditions. We learn of efforts to shape the *ville* so as to attain a wide range of societal goals by key figures such as Joseph Bazalgette, the Victorian pioneer of sewer design; the Catalan city planner Ildefons Cerdà; Baron Haussmann, the modernizer of Paris; Frederick Law Olmsted, who designed Central Park; Le Corbusier; and Robert Moses. This reviewer is especially fond of Cerdà, who proposed a ninefold expansion of Barcelona in 1859, in the hope of keeping land values and, therefore, housing prices low enough for all to afford.

In parallel, we learn of scholars and writers who sought to understand the complexities of the *cité*, from Alexis de Tocqueville and Honoré de Balzac to Max Weber; the Chicago sociologist Robert E. Park; the architecture critic Bernard Rudofsky; the “philosopher of displacement” Gaston Bachelard; Georg Simmel, who evoked the sensory assault characteristic of city life; Martin Heidegger; Emmanuel Levinas and others. Mr. Sennett

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RAMBLING Barcelona, Spain.

BOOKS

'Science and literature are not two things, but two sides of one thing.' —T.H. HUXLEY

The Discoveries Of the Wonderful Mr. Willughby

Continued from page C7

plants, in Wilkins's "Essay towards a Real Character, and a Philosophical Language," in 1668. Ray and Willughby divided birds into landfowl and waterfowl and then, on the basis of anatomical details like beaks, feet or body size, into successive subdivisions.

Mr. Birkhead describes many of the findings that would form the basis for the "Ornithologia," but points out that perhaps the most original aspect of Willughby's notes—which Ray largely ignored in his editing—were his questions. First, simply, he asked: How should one identify a species? His answer was to make detailed accounts of anatomy, color and texture of plumage and to find "characteristic marks" like the tomial "tooth" (actually the cutting edge of the beak) of certain birds of prey. This is still a flagship indicator.

But Willughby also considered song, habit and habitat—an unusual approach, well ahead of his time. Other questions he contemplated concerned the color of a birds' irises, the female reproductive anatomy and whether birds' eggs "sometimes fall from them against their wills." How do birds survive the cold, he wondered. Which birds migrate, or hide, during winter? What would happen if migrant birds were kept captive over the winter?

Mr. Birkhead responds engagingly to Willughby's eager curiosity, adding contemporary knowledge, including vivid observations and personal anecdotes—another story of the making of a naturalist. We feel the author's excitement as an 11-year-old boy, visiting the tiny holy Island of Bardsey off North Wales ("I saw no skulls, saints or their remains, but the seabirds and flowers would shape the rest of my life"). We follow him working on the new theories of "individual selection" as a student, or tracking down a bittern to dissect for this book: "a bird with golden, star-spangled plumage; a dagger-like bill; leaf-green skin on the upper eyelid and gun-metal blue beneath."

There is yet another story in "The Wonderful Mr. Willughby": that of Mr. Birkhead's own research for the book. It was spurred by a chance conversation, when he casually praised Ray's brilliance to Lady Middleton, prompting a furious defense of Willughby, who was an ancestor of that family. Mr. Birkhead became convinced, organizing an international research group whose contributions he generously acknowledges here. Yet discoveries still took him by surprise, like the bird's eggs found in a cabinet at Middleton Hall, some cracked or in fragments but many bearing writing in Willughby's own hand.

Such moments bring us close to the past. But the book's conclusion returns us to the present. Francis Willughby has a plant species named after him, as well as a bee and a fish—but no bird. Isn't it time, Mr. Birkhead asks, to rename the birds that he saw circling in Spain as "Willughby's buzzard"—a long delayed, 21st-century accolade? It is hard not to agree.

Ms. Uglow's books include "Nature's Engraver: A Life of Thomas Bewick," "The Lunar Men: Five Friends Whose Curiosity Changed the World" and, most recently, "Mr. Lear: A Life of Art and Nonsense."



FIVE BEST ON SCIENCE AND LITERATURE

Oren Harman

The author of 'Evolutions: Fifteen Myths That Explain Our World'

Huxley: The Devil's Disciple

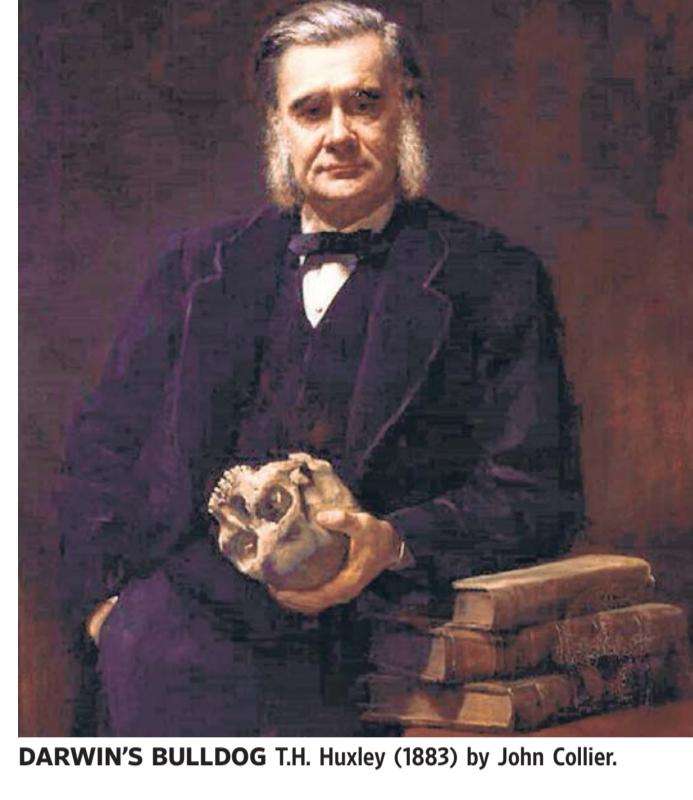
By Adrian Desmond (1994)

1 In Adrian Desmond's vividly detailed and impassioned biography, we first encounter T.H. Huxley on a train speeding through the English West Midlands. Huxley is taking stock: He had apprenticed, at age 13, to a "beer-swilling, opium-chewing" apothecary in Ealing and later worked for a lowlife doctor in a London teeming with "whores, pandars, crimps, bullies." Now he was president of the Royal Society. Mr. Desmond transports us to Victorian England, a Dickensian world where gigantic machines dig beneath the Channel while millions go hungry. We are taken, above all, into the mind and consequential life of Huxley. Known as "Darwin's bulldog," he had proved the fiercest, most eloquent supporter of both science and the new theory of evolution. Huxley wasn't ashamed of having a monkey for an ancestor, he declared—he would feel real shame, he said, if he had to deal with someone who tried to obscure the truth.

A Reason for Everything: Natural Selection and the English Imagination

By Marek Kohn (2004)

2 There is something quintessentially British about the idea of adaptation by natural selection. Marek Kohn delves into the biographies of several 19th- and 20th-century British evolutionary scientists to explain why. We go from the manicured grounds of Charles Darwin's home in Downe, England, where he bred his pigeons, to the gloomy mid-20th-century fruit-fly laboratory of the geneticist John Maynard Smith. We encounter the mannered statistician R.A. Fisher, who wrote that "natural selection is a mechanism for generating an exceedingly high degree of improbability." And here is Capt. J.B.S. Haldane, a polymath Marxist scientist and distracted genius who described the first-ever examples of genetic linkage in mammals in a scientific paper



DARWIN'S BULLDOG T.H. Huxley (1883) by John Collier.

written from his bombarded front-line trench during World War I. We meet the geneticist and naturalist Bill Hamilton—"the most distinguished Darwinian since Darwin"—and revel in his legacy of "a world lost with childhood, in which trees talk and the woods are full of activities that are beyond the scope of human senses." In this psychologically acute and colorful assortment of biographical sketches, Mr. Kohn has found a fascinating way to explore the history of evolutionary thought.

Radioactive: Marie and Pierre Curie, a Tale of Love and Fallout

By Lauren Redniss (2010)

3 For this evocative biography of the Polish-born physicist Marie Curie and her French collaborator and husband, Pierre, author and artist Lauren Redniss created hand-colored prints in lush hues to capture what Marie called radium's "spontaneous luminosity." But Ms. Redniss has drawn no less richly in words to describe the birth of radioactivity. She has, moreover, seasoned this history with the flavor of Marie's daily life. "In 1897, darting home midday to

nurse her child and cooking for her husband in the evenings, Marie began her research," and at night she and Pierre "linger in the lab to marvel" at their glowing samples of radium, which stirred in them "new emotion and enchantment." After the couple won the Nobel prize in 1903, Marie became not only the first woman laureate but would also become the first to win in two separate scientific categories, physics and chemistry. But soon tragedy struck, leaving Marie to travel to America alone.

Following a red-carpet fete at Carnegie Hall, she proceeds to the American Chemical Society "for fruit cocktails and chicken à la Tyrolienne." We can almost feel—thanks to this moving, bittersweet biographical work of art—that we are there with her, gleaning the tiniest atoms radiating from her heart.

Einstein's Dreams

By Alan Lightman (1992)

4 "Suppose time is a circle, bending back on itself. The world repeats itself, precisely, endlessly." So begin the reveries of Alan Lightman, physicist and writer, as he imagines himself into the dreams of young Albert Einstein, night-walking the streets of

Berne, Switzerland, in 1905, the year the patent clerk published his theory of relativity. The Einstein of Mr. Lightman's imagination dreams of a universe where time is a quality, not a quantity, "like the luminescence of the night above the trees just when a rising moon has touched the treeline"—immeasurable. And of a universe in which time flows more slowly the farther one travels from the center of the earth. Working out the consequences in each case, Mr. Lightman transports us into the very heart of scientific creativity. "There is a place where time stands still," we read. "Raindrops hang motionless in the air.... Parents clutching their children, in a frozen embrace that will never let go." And suddenly, for an instant, we understand relativity.

The Whale: In Search of the Giants of the Sea

By Philip Hoare (2008)

5 Here is everything one would want to know about whales, but this seductive work is also a reflection on human existence. "We are terrestrial, earthbound, dependent on limited senses," Philip Hoare writes. "Whales defy gravity, occupy other dimensions.... following invisible magnetic fields, seeing through sound and hearing through their bodies, moving through a world we know nothing about. They are animals before the Fall, innocent of sin." Part history, part travelogue and filled with biological lore, Mr. Hoare's book is a personal odyssey into the redemptive wisdom that diving into the world of whales can bring. "In their size—their very construction—they are antidotes to our lives in uncompromising cities. Perhaps that's why I was so affected by seeing them at this point in my life.... I had come looking for something, and I had found it." Here is a love poem, an ode to solitude and freedom. But Mr. Hoare knows that the connection is fleeting. "Back in the boat, I watched as the whale turned in a circle. Raising its head one last time, he dipped down, then lifted his flukes, and was gone."

The End of the Rainbow



POLITICS

BARTON SWAIM

The pomposity and petty spite of official D.C. is on full display in these Obama memoirs.

If I were a Democrat, I wouldn't listen. For one thing, electoral politics is protean: What worked in 2008 and 2012 is almost guaranteed not to work in 2020. For another, Mr. Obama and his team surely bear some of the blame for the Democrats' 2016 defeat. If he was truly the great leader his panegyrists claim, why couldn't Mr. Obama's chosen successor get herself elected against a seemingly unelectable agitator

who spurned and ridiculed Mr. Obama at every opportunity? Mr. Pfeiffer has no interest in self-criticism. Instead he blames Fox News, the reporters who failed to treat the Obama administration with sufficient reverence, the media's unfair treatment of Hillary Clinton, Donald Trump's evil use of Twitter, and just about anything that doesn't implicate the 44th president.

The path back for Democrats is pretty clear and it doesn't mean becoming more like Trump," he writes. "Hate worked for him; it won't work for us. It requires being audacious, authentic, and inspirational. It's not an entirely new playbook. It's an update of the one that Barack Obama wrote." This and similar passages suggest to me that Mr. Pfeiffer didn't write the book to show Democrats "the path back" but to insist that Mr. Obama was really the savior so many believed him to be.

Indeed, the author's own retelling of Mr. Obama's spectacular ascent from state senator to U.S. president undercuts the idea that some future Democratic candidate can duplicate his success. "People were channeling that desire for change into a freshman senator from Illinois," he writes. Mr. Obama "was young, cool, and represented something different from the usual politics." That's

putting it obliquely. Candidate Obama transcended ordinary politics in a way that no competitor could match. The fact that he won re-election in 2012 with few accomplishments and a lethargic economy should remind us that he was never going to lose. The next Democratic nominee could do

THIS WEEK'S BOOKS

Yes We (Still) Can

By Dan Pfeiffer

From the Corner of the Oval

By Beck Dorey-Stein

Hope Never Dies

By Andrew Shaffer

everything Mr. Pfeiffer advises and still not win for the simple reason that he or she is not Barack Obama.

The transcendental mystique of Mr. Obama's persona runs through his aides' memoirs like a leitmotif. There was such energy and excitement in the White House from 2009 to 2017 that even Mr. Obama's stenographer felt compelled to write a memoir. Beck Dorey-Stein, whose job was to ensure that transcripts of the president's remarks were accurate and well-edited, had no policy-making role in the administration. But she was constantly near the action and

has a fine story to tell. **From the Corner of the Oval** (*Spiegel & Grau*, 330 pages, \$28) doesn't engage in the prickly defensiveness of other Obama-era memoirs. Ms. Dorey-Stein is too good a writer to ruin her book with tendentious griping. She writes with wit and self-deprecating humor but is fully aware, too, of the pomposity and petty spite of official Washington. She's at her best and funniest when recalling the physically unhealthy and vaguely ridiculous work of following the president wherever he goes.

After an overnight flight on Air Force One, she writes, "all the lights are on in the staff cabin, and everyone is quietly eating their huevos rancheros in their business casual.... A movie with Liam Neeson is playing, but no one watches as they organize stacks of paper, zip their bags, turn on their cell phones, and look around for their shoes. I return my pillow to the closet, fold up my blanket, and wait in line for the guest cabin bathroom so I can change out of my pajamas—the solemn postsleepover party rituals are just as depressing on Air Force One."

Ms. Dorey-Stein does lapse into fangirl hokeyness when the subject is Mr. Obama himself. She once saw a rainbow in the sky just as the president was boarding Air Force One and

quickly moved to snap a photo. "When the president jogs up the stairs and waves to the crowd," she writes, "I get photos of his hand touching the rainbow, and also of the rainbow landing on the tops of his shoulders, as if he were the pot of gold at the end of it." It's hard to imagine an educated grown-up writing this way about any other president.

I am not entirely sure how to interpret Andrew Shaffer's deeply weird and very funny satirical novel **Hope Never Dies** (*Quirk*, 301 pages, \$14.99), but it works well as a send-up of the Obama infatuation. Barack Obama and his vice president, Joe Biden, are out of office and looking for things to do. Barack hears through his Secret Service detail that Finn Donnelly, a strait-laced Amtrak train conductor and longtime friend of Joe's, was run over by a train under suspicious circumstances. Barack and Joe, convinced of foul play, set out to solve the mystery.

The story is told in the first person by Joe, and it has to be said that he sounds a lot like the former veep: "I placed a hand on her shoulder. This has to be a shock." The book's running gag is how reverentially inferior Joe feels in comparison with Barack. "You're allowed to have other friends," Joe tells his old boss at the end of the story. "As long as I'm your best friend."

BOOKS

'Adventure is something you seek for pleasure, or even for profit, like a gold rush . . . but [it's] experience . . . that finally overtakes you.' —KATHERINE ANNE PORTER

The Man Who Hit the Mother Lode

The Bonanza King

By Gregory Crouch

Scribner, 466 pages, \$30

By PATRICK COOKE

ONE EVENING sometime in the 1850s, John Mackay, a prospector, was playing poker with his fellow silver miners in Virginia City, Nev. The wagering was furious, and Mackay was playing well. In one hand, he was dealt an improbable three aces. The man next to him was "betting like a cyclone," when Mackay drew the astonishing fourth ace, whereupon he laid down his cards and walked away without picking up the pot. "Leave me out, boys," he said. He didn't need it. At this point in his life, he had more money than he could ever spend.

John Mackay spent a lifetime defying odds, as Gregory Crouch tells us in "The Bonanza King," his monumentally researched biography of one of the 19th century's wealthiest self-made Americans. Mr. Crouch's story begins in 1831 on the outskirts of Dublin, where Mackay was born in a dirt-floor hovel that was shared with the household pig. In 1840 the family emigrated to New York and took rooms in Manhattan's notorious Five Points section—"a wilderness of filth," as the New York Tribune described it—where they settled in with other Irish emigrés. Mackay eventually landed an apprenticeship position in New York's shipyards working 10-hour days. Perhaps because he suffered from a life-long stutter, he learned to keep his mouth shut and his mind on his work.

He also sold newspapers, taking home 60 cents on a good day, and in 1848 those papers were filled with fantastic tales of men becoming rich overnight in California's newfound gold fields. Three years later, with only a rudimentary education—he



GOING FOR GOLD Comstock miners on the cages, braced for the terrifying descent underground where temperatures sometimes exceeded 135 degrees.

pans of gravel, Mackay was no better off than when he fled the Five Points.

In the summer of 1859, Mackay and a fellow prospector set off on foot for the Sierra Nevada Mountains in the Utah Territory (now western Nevada), where silver and gold was being extracted from a new and potentially lucrative area called the Comstock Lode. What they came upon was utter chaos: hordes of men pouring into what would shortly become Virginia City, a lawless tent camp of more than 4,000 spread out across a landscape of tumbleweed and desert rubble. Mr. Crouch quotes a local paper noting that of the first 36 people buried in the settlement in 1860, 35 had died by violent means. Amid the horse thieves, sharps and drunks—liquor was more plentiful than food—Mackay mainly kept to himself, improving his reading skills, learning how to buy and sell stock, and striking up a friendship with an obscure writer for the local newspaper named Samuel Clemens.

Some readers may be appalled at our ancestors' greed for gold, but Mr. Crouch takes a more sympathetic view. In the everyday world of farmers and laborers, he writes, "it took years of drudgery to gain a yard of advantage." But California and its gold "promised more." It offered a man "the opportunity to enlarge himself . . . to aim for heights beyond his previous imaginings."

With not a cent to his name, Mackay began swinging a pick ax for subsistence wages on other peoples'

claims, eventually working his way up to mine supervisor. "Mackay tried to cast his imagination into the rock," Mr. Crouch says, "looking for clues that would lead him to a greater understanding of what wealth lay underground." By 1865 he had acquired enough cash to buy a stake in a promising mine called the Kentuck. At first the investment looked to be another bust, but it suddenly hit big, paying out \$1.6 million of the "precious needful," as miners called valuable ore, over the next two years.

Mackay, 35, was suddenly a rich man. He married a local widowed seamstress and began betting his pot on more mines. In 1875 he and a handful of fellow Irish speculators formed a partnership that bought into a claim of dubious worth. More than 1,000 feet below the Nevada desert, however, it proved to be the mother of all silver strikes—the "Big Bonanza." In the 20 years it took for the Comstock to play out, it earned the equivalent of \$545 billion in today's dollars. The Big Bonanza contributed a third of that fortune. Mackay, who only a few years earlier was earning \$4 a day, was now pulling down \$450,000 a month.

In 1876, Mackay installed his wife and children in a spectacular Paris mansion, and the couple became the toast of European society—when Mackay wasn't commuting to the Nevada desert to oversee his mines. So immersed was he in the business that he skipped the grand reception his wife threw at their

home adjacent to the Arc de Triomphe honoring Gen. and Mrs. Ulysses S. Grant.

The author saves for last an account of the delicious come-uppance Mackay delivered to the American businessman Jay Gould—

"the most hated man of the age."

Gould had secured a monopoly on transatlantic telegraphy. Without competition, he gouged users,

prompting Mackay, a believer in private enterprise, to lay his own undersea cable, thus breaking Gould's stranglehold and winning public admiration on both sides of the ocean.

Mackay and his Irish partners established their own bank, built a railroad line over the mountains and financed a pipeline system that brought a flood of clean water from the Sierras to Virginia City.

These projects had the added benefit of foiling the machinations of a crooked California banker named William Sharon, the Snidely Whiplash of Mr. Crouch's tale.

For years Sharon had been enriching himself on the backs of Comstock miners through insider trading and stock manipulation.

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Mr. Crouch clearly admires his protagonist, at times nearly to distraction. He portrays Mackay throughout this well-written and worthwhile book as a man of high principle—kind, charitable and fair, dependably doing the noble thing. Strong and silent, he is the Gary Cooper of the sagebrush set. It ever so lightly strains credulity, however, to believe that Mackay didn't harbor a little larceny in his heart, like nearly everybody on the Comstock during the mad rush. But readers may well want to take the author's word that a man of such humility and generosity was exactly that. Nowhere will you read John Mackay's name among the robber barons of his era. Some men who are dealt four aces in life deserve them.

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In 1876, Mackay installed his wife and children in a spectacular Paris mansion, and the couple became the toast of European society—when Mackay wasn't commuting to the Nevada desert to oversee his mines. So immersed was he in the business that he skipped the grand reception his wife threw at their

home adjacent to the Arc de Triomphe honoring Gen. and Mrs. Ulysses S. Grant.

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BOOKS

'The ways we miss our lives are life.' —RANDALL JARRELL

The Family Maker

Clock DanceBy Anne Tyler
Knopf, 292 pages, \$26.95

BY BRAD LEITHAUSER

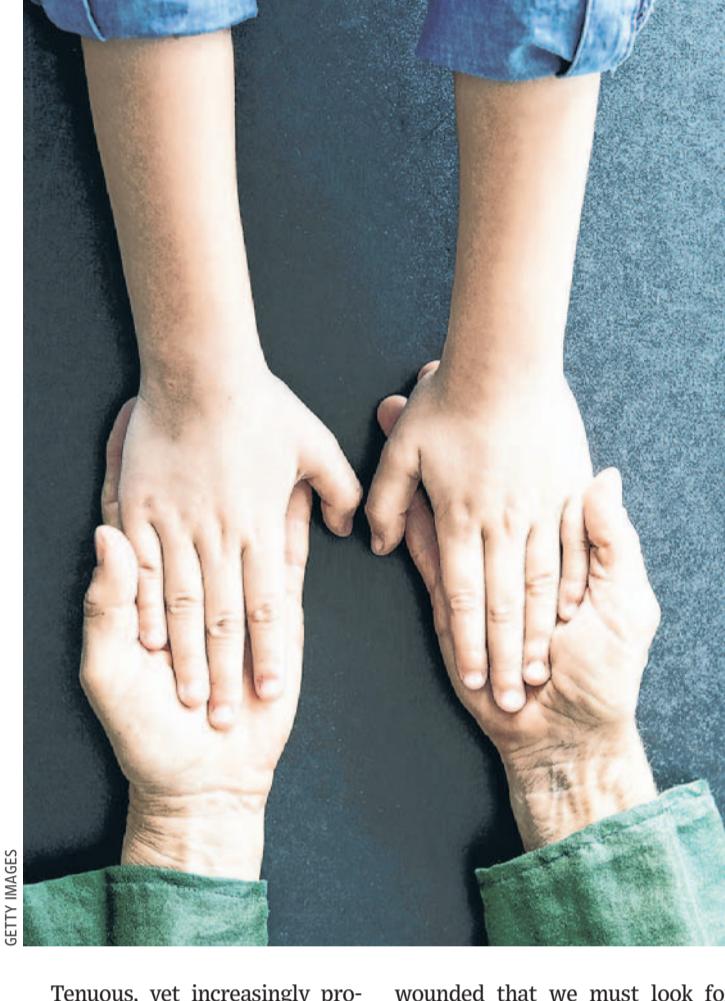
ATHIRD OF A century or so ago, Anne Tyler pulled off something extraordinary: She published four splendid novels—graceful, funny, powerfully moving novels—in a row. Appearing at three-year intervals, they were "Dinner at the Homesick Restaurant" (1982), "The Accidental Tourist" (1985), the Pulitzer Prize-winning "Breathing Lessons" (1988) and "Saint Maybe" (1991).

Hers was a feat unusual not merely among her contemporaries but also among her forebears. If you survey the literary canon across the centuries, venturing deep into the echoing ebony corridors of those glossy, black-jacketed volumes of the Library of America, you won't find many authors who have assembled, in succession, four such splendid books.

Not surprisingly, some fine novels preceded her streak-of-four ("Celestial Navigation," "Morgan's Passing") and succeeded it ("The Amateur Marriage," "A Spool of Blue Thread"). Her new novel, "Clock Dance," is her 22nd. I haven't read them all, but I've read the last 15, some more than once, and it seems patent to me that Anne Tyler is the most dependably rewarding novelist now at work in our country.

The heroine of "Clock Dance," Willa Brendan, is 61. She's married for a second time and living in Arizona. In the book's early chapters, we glimpse younger versions of Willa: as an 11-year-old Pennsylvania girl, selling candy bars door to door; as a 21-year-old Illinois undergrad, plunging into an engagement to a handsome athlete; as a 41-year-old Californian, prematurely widowed. Fans of Ms. Tyler will not be surprised to learn that Willa winds up in Baltimore, the chaotic, caroming hub of nearly all her fiction.

An alternative title for "Clock Dance" might be "The Substitute Family." Though Willa's loath to admit it, her kin are disappointments. Her husband is overbearing. Her sister is professional and cold. Her two sons are detached and incurious about her. The novel begins in earnest with an unexpected—indeed, misdirected—telephone call. Willa is summoned from Arizona to Baltimore, where she winds up as guardian to a stranger, a 9-year-old named Cheryl, whose hospitalized mother is recovering from a random gunshot wound. Cheryl's mother is an ex-girlfriend of Willa's elder son, but he has had many girlfriends; the bond between Willa and the child is tenuous.



GETTY IMAGES

Tenuous, yet increasingly profound. Days pass and an affection buds, as Willa finds herself emotionally needed in a fashion she hasn't known in years. Willa's spirit answers not merely to the child but to the broader Baltimore neighborhood, a block of modest homes where life unfolds with a puzzling, beguiling interconnectedness. Here is a Substitute Family: a cluster of people—young and old, robust and infirm—whose hungers complement Willa's own.

Years before, shortly after being widowed, Willa had a bleak insight that comforted her in her bereavement: what helped "was to walk down a crowded sidewalk sometimes, or through a busy shopping mall, and reflect that almost everyone there had suffered some terrible loss." Willa here resembles Macon Leary, of "The Accidental Tourist," who, all but undone by the murder of his son, experienced a similar vision on first lying beside the woman destined to save his soul: "The robe had fallen open; he felt smooth skin, and then a corrugated ridge of flesh jutting across her abdomen. The Caesarean, he thought . . . About your son, she seemed to be saying: Just put your hand here. I'm scarred, too. We're all scarred."

Willa, like Macon, initially arrives at the realization that wounded people surround us. And two decades later she learns, as Macon learned, that it is to the

wounded that we must look for strength.

One of Ms. Tyler's most appealing talents is difficult to illustrate in brief, as it's typically the happy outcome of page after page of careful accretion: a gift for evoking the moment when the heart goes out, when a mute call for sympathy sparks a responsive note in another's breast. Abby Whitshank, of "A Spool of Blue Thread," puts the matter aptly when explaining why she must adopt an abandoned child:

"He was sitting on the edge of the bed last night in his pajamas . . . and I saw the back of his neck, this fragile, slender stem of a neck, and it struck me all at once that there was nobody anywhere, any place on this planet, who would look at that little neck and just have to reach out and cup a hand behind it."

Book after book, Ms. Tyler has assembled and disassembled families—through illnesses, mortal accidents, abandonments, seductions, betrayals, far-flung acts of devotion. Her closest American ancestor may be someone who was not so much novelist as man of letters: Randall Jarrell (1914–1965), whose poems and essays reveal a lifelong obsession with the mysteries of family formation and functioning. In his children's book "The Animal Family," we meet a little boy with a knack for attracting odd but loving housemates: a hunter, a mermaid, a bear, a lynx. Time and again, Ms.

Tyler gives us the equivalent of a hunter, mermaid, bear and lynx: an unlikely menagerie of souls fused by clandestine but urgent appetites.

"Clock Dance" is a double Cinderella story. Readers will quickly gather that Willa has embarked—willy-nilly, not always consciously—on a psychic transformation. What clarifies more slowly is that Cheryl is likewise metamorphosing. When Willa meets her, the girl appears unpromising: "She had a pudgy face and a keg-shaped tummy . . . Willa had imagined someone a bit thinner and cuter, to be honest." In our last glimpse of her, however, she's transformed: "She reminded Willa of those little girls on Victorian valentines—her cheeks touched delicately with pink, her upper lip a curly Cupid's bow . . . She really was the most beautiful child, Willa thought." While this transformation speaks volumes about Willa—whose love has dulcified the child's features—it speaks, too, of the girl herself, blossoming under Willa's ministrations.

If Willa's journey is ultimately less moving than, say, Macon's in "The Accidental Tourist," I blame Peter, Willa's husband. He's a good provider, I suppose, and intelligent and good-looking. But there's nothing formidable about him, and Willa's gradual emancipation from his self-absorption and condescension lacks the drama that might arise were he more oppressor than pest. The reader, impatient with Willa as you might be toward any friend who excuses an inexcusable spouse, longs to pluck her out of the book and say, *Dump him! Dump him already!*

Ms. Tyler's career reveals a surpassing steadiness—of ambition, theme, output. In her fertility, she has created a series of worlds giving onto a larger world, one governed by its own pattern of artistic and emotional expectations. Fans can speak meaningfully of an "Anne Tyler novel"—as you might of a Faulkner novel, or a Trollope novel.

One hallmark of her steadiness has been her general avoidance of self-promotion. She has shied from spotlit distractions, from public readings and interviews. She doesn't teach or attend conferences or argue on television. She has remained herself—and by doing so, paradoxically, has altered with time. For ours is increasingly a celebrity culture. And given our razzle-dazzle genius for self-promotion, there's something ever more virtuously old-fashioned in this 76-year-old artist who has chosen to address her public by releasing a novel every few years. May she continue to do so, in just her way, subtly and forthrightly.

Mr. Leithauser's new novel, "The Promise of Elsewhere," will be published next spring.

It Isn't Safe To Cross 'The Pond'

DAN FESPERMAN'S latest spy thriller centers on a woman named Helen Shoat, murdered in 2014 along with her husband in a rural Maryland village. She had lived, it seemed, an unremarkable life. But in the aftermath of Helen's violent death

(apparently at the hands of her own developmentally disabled son), her grown daughter Anna—with the help of an investigator with Washington experience—learns of Helen's late-1970s European service with the CIA.

Both segments of Helen's life are told through alternating sections in Mr. Fesperman's "Safe Houses" (Knopf, 401 pages, \$26.95). Posted in West Berlin in 1979, young Helen accidentally learns of the existence of an unsanctioned U.S. espionage outfit called "the

Pond." She also

encounters a rogue agent (code-named Robert) who sexually assaults vulnerable female sources and assassinates all who threaten

him. In league with two other female agents, Helen risks her career and life to obtain evidence against Robert and to plumb the Pond's secrets. Have those efforts of long ago somehow led to her and her husband's deaths?

Mr. Fesperman's book is filled with intriguing twists and hairsbreadth escapes. And once past and present quests in "Safe Houses" are running in tandem, the book's breakneck pace is exhilarating.

Satire supplements suspense in "London Rules" (Soho, 326 pages, \$26.95), Mick Herron's latest volume in his amusing saga of Slough House: a purgatorial enclave staffed by the most oddball, career-damaged agents in Britain's MI5. One of these "slow horses" has fallen into a honey trap and passed sensitive material to a woman connected with a terrorist band wreaking havoc across England.

Ignoring the orders of higher-ups to assume "lockdown" mode, the Slough House crew rally to hunt the terrorists and try to salvage their own reputations (such as they are). Meanwhile, politicians, journalists and the espionage elite use this national crisis to advance their individual agendas.

Mr. Herron cleverly spins the templates of the spy thriller, and his style can bite with the wit of an Evelyn Waugh or Kingsley Amis. Jackson Lamb, the outrageous head of Slough House, tells his family of misfits: "I'm a stickler for political correctness, as you know, but whoever decided we're all equal needs punching." But there's a method to the Slough House madness; when a colleague claims, "You're all crazy," another counters: "We prefer the term alternatively sane."

Young and Privileged and Perpetually at Sea

**FICTION**

SAM SACKS

The satirical 'Last Cruise' is an excellent water-borne rich man-poor man parable.

AT THE START of Keith Gessen's "A Terrible Country" (Viking, 338 pages, \$26), an unmoored 30-something academic named Andrei Kaplan moves from New York to Moscow to care for his 89-year-old grandmother and upon arriving plunges into the great drama of our age: trying to find a good wi-fi connection. The cafes and bars are shockingly overpriced, but eventually Andrei spots the Western-style coffee shop where he will spend most of his days, as though he had never left Brooklyn. The difference is that it is located next to the former KGB headquarters, with its infamous basement execution chamber. It's like being "down the street from Auschwitz," he thinks.

Moscow in 2008 is defined by this mixture of Communist relics and predatory "new Russian capitalism." Andrei's relations also live at the extremes of old and new. The novel's most touching moments involve Andrei's grandmother, a sweet and melancholy if frustratingly inaccessible figure, as dementia has cut her off from her trove of memories. After much sulking and skulking around the city—over 100 pages of it, so gird yourself—Andrei befriends a band of passionate anti-government activists who have, quixotically, picked up the bloodstained banner of Russian socialism as a remedy to the

evils of Putinist kleptocracy. Thus the novel shifts to chronicle Andrei's "political awakening," though it's an open question whether he actually shares his comrades' idealism. The conflict in "A Terrible Country" is both political and spiritual. Will Andrei stay with his grandmother as she declines or will he stick her in a nursing home and sell her valuable apartment? Will he pledge himself to his brave, risk-taking friends or will he, in typical neo-liberal fashion, exploit them by writing a resumé-enhancing article and hooking up with Yulia, a cute activist with "big green eyes"? Is he a committed Russian reformer or just another ugly American?

I wish I could say these questions held much suspense, but from the outset the style of the novel gives away the game. Mr. Gessen continues in that depressing trend among American writers for diaristic first-person accounts favoring banal verisimilitude over drama and imaginative reach (Tao Lin's "Taipei," for instance, or Elif Batuman's "The Idiot"). Andrei, a nice but unexceptional young man, is the book's least interesting character, yet his comparatively trivial preoccupations—finding wi-fi, scoring a girlfriend—dominate every scene. Late in the book he throws a party for his grandmother's 90th birthday, a gathering of intergenerational

Russians that feels exceptionally rich in emotional potential, but the chapter is given over to Andrei's efforts to fix a clogged sink. Why? "Who cares what I thought?" Andrei rightly wonders. Having prepared the ingredients for an epic, Mr. Gessen has fashioned another work of

THIS WEEK'S BOOKS**A Terrible Country**

By Keith Gessen

The Last Cruise

By Kate Christensen

My Year of Rest and Relaxation

By Ottessa Moshfegh

narrow confessional realism that trucks in mundane observations and rueful ironies—something that feels, unfortunately, very American indeed.

For economic inequality, Russia has nothing on the Queen Isabella, the luxury liner sailing from California to Hawaii in Kate Christensen's "The Last Cruise" (Doubleday, 286 pages, \$26.95). Above deck are wealthy vacationers dining on caviar and Lobster Thermidor. But below, conditions are hardly different from a Third World factory. In its glamour and excess, the ship mirrors its first-class passengers: "oversized, out of proportion, expelling ground-up food waste

and treated sewage into the ocean, spewing colossal clouds of exhaust into the sea air."

Ms. Christensen gamely traverses both worlds in this excellent waterborne upstairs-downstairs drama. The rotating cast includes Christine, a Maine farmer enjoying a rare stretch of extravagance; Valerie, an undercover journalist working on an exposé of cruise-ship working conditions; Mick, a line cook who's been newly promoted to the role of executive sous chef; and Consuelo, his rebellious subordinate who, midway through the voyage, leads the disgruntled crew in a massive work stoppage.

As Chekhov decreed, if a cruise ship is introduced in act one, half of its passengers must be sick from a gruesome intestinal virus by act five. Along with illness and walkouts, an engine fire strands the ship in the Pacific. "Trouble comes in threes," says a crew member, but she's mistaken, because then a storm hits. Ms. Christensen revels in the state of contained anarchy. The disasters shatter class lines and rearrange alliances. By the end the passengers are lucky to be eating Spam and power bars. Oh, the humanity!

In Ottessa Moshfegh's "My Year of Rest and Relaxation" (Penguin Press, 289 pages, \$26), a young unnamed New Yorker, reeling from the death of her parents, decides to go into

"hibernation." Abetted by a quack shrink, she begins sleeping away the days with a regimen of NyQuil, Benadryl, Robitussin, Dipmetap, lithium, Valium, Haldol,

Ambien, Ativan, Solfoton, Xanax, Serquel, trazadone, primidone, Risperdal, chewable melatonin, Lunesta, temazepam, Nembutal, Zyprexa, Placidyl, Lamictal and Infermiterol—the last of which (but only the last) is fictional and sends her into three-day blackouts.

The found poetry of pharmaceutical names furnish the rare moments of charm in this book, whose writing is as dead-eyed and apathetic as its heroine, as though to provide a textbook example of the imitative fallacy. Ms. Moshfegh's dubious trademark is frank descriptions of bodily excretions (see also almost every story in her 2017 collection "Homesick for Another World"), but there's too much maudlin pop psychology in this novel for it to be edgy or startling. "Everyone I knew at school hated me because I was so pretty," the narrator says of her unhappy childhood, which is a new one in the extensive annals of trauma literature. The point of all the sleeping is to "disappear completely, then reappear in some new form." Maybe hokum like this is tongue-in-cheek? But if the novel is meant to be a joke, it's worth considering, before you shell out for it, just who the joke is on.

BOOKS

'Mme de Guermantes offered me, tamed and subdued by good manners, by respect for intellectual values, the energy and charm of a cruel little girl.' —PROUST

Proust's Duchess

By Caroline Weber

Knopf, 715 pages, \$35

BY MOIRA HODGSON

AT THE END of Marcel Proust's masterpiece "A la Recherche du Temps Perdu," the narrator finds himself at a ball.

It takes place shortly after World War I, and as he looks around the room at the grandes, he wonders for a moment whether the evening's required dress is a death mask. The people he'd revered in his youth have aged almost beyond recognition. Even his beloved Duchesse de Guermantes has lost her looks, mutated from a golden swan into "an old sacred fish." The narrator withdraws into his hosts' library where, looking at the books, he suddenly realizes he could bring the past back to life through literature.

The character of the Duchesse de Guermantes, who presides over the social world of Proust's novel, was modeled on three glittering icons of Parisian aristocracy: Laure de Sade, Comtesse de Chevigné (1859-1936); Élisabeth de Riquet de Caraman-Chimay, Comtesse Greffulhe (1860-

mous writers, artists, composers, designers and journalists. But these grandes dames had a dark side that others did not see: loveless marriages, illicit passions, loneliness and even drug addiction.

"Proust's Duchess," a hefty 715 pages, is rich with intimate details of the extraordinary lives behind the carefully crafted public images of its three heroines. Celebrated names are dropped like confetti over the pages. Liberally illustrated with photographs, the book includes many new findings in the archives of the families; there are 100-plus pages of back matter, including scholarly end notes and two recently discovered articles by Proust.

In 1892 Proust was a 20-year-old law student in Paris when he began stalking his first "bird of paradise," the 30-something Comtesse de Chevigné, a striking blonde who lived near his family's apartment. One day, as he closely followed behind her on her morning walk, she whirled around sharply to demand her privacy. "When she finally spoke to him, he should have heard the music of the spheres," writes Ms. Weber. "Instead, he heard the squawk of a hoarse, cantankerous parrot." Undeterred, Proust eventually made his way into the Comtesse's small, exclusive salon.

Laure, named for Petrarch's muse, was foul-mouthed and raunchy, proud to be a descendant of the Marquis de Sade. She was an avid, intelligent reader, could ride and shoot as well as any man, and chain-smoked to keep her weight down (hence the hoarse voice). Her husband, Adhéaume, served in the retinue of Henri d'Artois, Comte de Chambord, Bourbon pretender to the French throne who lived in exile at the grim Schloss in the Austrian village of Frohsdorf. After her marriage, Laure was required to spend two months a year in this mournful setting, where the castle's gruesome relics included a crystal reliquary containing the tiny heart of the young son of Marie Antoinette and Louis XVI, murdered by his jailers, and the bloodstained white fichu his mother had worn to the guillotine. But Laure's time at the Schloss was not wasted: There she learned the invaluable lessons of royal protocol. Moreover, the rest of the year Adhéaume left her free to pursue her lively social life largely without him.

Ms. Weber comes up with many entertaining details about Laure. At the Princesse de Sagan's annual *bal des bêtes*, a coveted invitation among the *gratin* (upper "crust"), the Comtesse flirted brazenly with a count who was costumed as the hindquarters of a giraffe, two of his kinsmen representing the torso and head.



WIDOW'S WEEDS 'Portrait of Mme Georges Bizet' (1878) by Jules-Élie Delaunay.

She was a regular customer at the Chat Noir, a notorious Montmartre nightspot frequented by Toulouse-Lautrec, where the emcee was given to directing torrents of obscene abuse at his highborn patrons. Laure was also a morphine addict and reputed to have had an affair with the writer Guy de Maupassant, a frequent salon attendee who suffered from syphilis and eventually went mad.

Elisabeth Greffulhe, the most aloof of Proust's three models, was a narcissist with a swan-like neck who was considered the most beautiful woman in Paris, an opinion she heartily shared. She ignored Proust until her only daughter married one of his friends in 1904. "From then on," Ms. Weber reports, "she occasionally deigned to let him fill an empty seat in her box at the opera or function at her dinner parties as a 'toothpick': a person brought in after the meal for the amusement of the more important invitees."

The Comtesse always arrived last at an event, so that she could be properly seen. She designed her own clothes, which included a fascinator (an elaborate small hat) sprigged with real butterflies, a coat made out of swan's down and a muff of blue-jay feathers. For Princesse Sagan's *bal des bêtes*, she based her costume on Leonardo's painting of John the Baptist and wore a genuine panther hide draped over a chemise.

But Élisabeth, though married to one of the richest men in France,

was deeply unhappy. Henry de Greffulhe treated her abysmally, openly carrying on serial affairs with dozens of women all over Paris, his footman ordered to present them with bouquets of orchids every day. His wife was for-

sittings

for his famous full-length portrait by James McNeill Whistler on cocktails of cocaine dissolved in wine.

Élisabeth, an avid opera lover, managed to get the house lights turned down during a performance of "Tristan und Isolde" so that people

would look at the stage instead of ogling the *gratin* (there were vigorous protests). But she was such a snob that when she engaged Isadora Duncan for private performance, she refused to allow the dancer to mingle with the guests afterward. Among the upper crust, such a thing would not have been *comme il faut*.

The fictional Duchesse de Guermantes, Proust's epitome of high-born glamour, is a composite of three fin-de-siècle Parisian beauties.

Geneviève Straus's husband, Émile, a rich lawyer and house counsel to the Rothschilds, was the opposite of Henry Greffulhe. He encouraged his wife's social life in the hope of gaining favor with aristocrats who otherwise would have ignored him because, like Geneviève, he was Jewish. She had been previously married to the composer Georges Bizet, and she never let Émile forget it, cultivating an image as Widow Bizet, even naming her poodles after characters in his operas.

Geneviève was extremely popular and drove Émile wild with jealousy as she flirted with her admirers, but, Ms. Weber writes, she "tempered her sullenness with an air of prudish reserve" that hinted her fidelity to her first husband. Proust made his way into her salon, which proved to be a rich source of material for "The Guermantes Way," the third volume of "A la Recherche," through his friendship with her son, Jacques Bizet.

With an accumulation of intimate and telling detail that would have impressed Proust himself, Ms. Weber has done a remarkable job bringing to life a trio of remarkable women, and a world of culture, glamour and privilege swept away by World War I.

Ms. Hodgson is the author of "It Seemed Like a Good Idea at the Time: My Adventures in Life and Food."

HER OWN STYLE
Élisabeth Greffulhe in a cape fashioned from a liturgical garment given to her by the czar of Russia.



COMTESSE DE CHEVIGNÉ
Laure de Sade photographed in mourning following the suicide of Archduke Rudolf in January 1889.

1952); and Geneviève Halévy Bizet Straus (1849-1926). Caroline Weber's "Proust's Duchess" is a triple biography of these women, "who transformed themselves, and were transformed by those around them, into living legends: paragons of nobility, elegance, and style." They lived in a flurry of masked balls, formal dinners, evenings at the opera and theater, and fox hunts and pheasant shoots at magnificent châteaux. Their salons brought together France's most fa-

BRIDGEMAN IMAGES (2); ARCHIVES NATIONALES DE FRANCE

Meeting the People in the Paintings



CHILDREN'S BOOKS

MEGHAN COX GURDON

A girl in a portrait flits into the frames of her gallery-mates.

IN 1915, the Irish painter William Orpen captured in oils and chiaroscuro the young daughter of a Canadian industrialist. In her portrait, Mona Dunn gazes out with a calm, serious expression, her hands folded in her lap and her golden hair glinting bright against the darkness that surrounds her. The picture, called simply "Mona Dunn," is the sort that can evoke a strange, intense mingling of longing and belief in the viewer: that if only there were some way to connect with the person in the painting, each would like and understand the other, and yet, of course, it's impossible.

Or is it? That's the tantalizing idea that animates "**The Frame-Up**" (*Green-willow*, 364 pages, \$16.99), a mystery-adventure by Wendy McLeod MacKnight that takes place almost entirely in the Beaverbrook Art Gallery, in Fredericton, New Brunswick, where "Mona Dunn" hangs on the wall in real life.

In this delicious tale, 13-year-old Mona is not merely a figment of pigment: Like her gallery-mates Somerset Maugham, Helena Rubinstein and Max Aitken, aka Lord Beaverbrook, she is wide awake and, after hours, can flit from frame to frame to visit friends.

or sit in the dappled Italian sunlight of John Singer Sargent's "San Vigilio, Lake Garda."

Life for the gallery residents is timeless and pleasant, for the most part, though some do chafe under Lord Beaverbrook's strict rules. (Anyone wishing to go to the basement, for instance, must first enter Salvador Dalí's "Santiago El Grande" and answer a riddle posed by the horse and rider at its center.)

Everything changes for the people in the paintings one summer, however, with the arrival of a 12-year-old boy with a name taken from art history. The gentle, unhappy son of the gallery director, Sargent Singer catches Mona making a face at a rude young patron.

Incredulous and thrilled, he promises to keep her secret, even as the two new friends notice suspicious doings among the adults around them. In the human world, Sargent's father seems oddly complacent about a shifty art restorer who is making eccentric demands. In the painted world, Beaverbrook is stricter and Maugham more acid-tongued than ever.

Hanging over the whole

story, meanwhile, is a cruel reality. "Sargent will leave at the end of the summer," a painted friend reminds Mona.

"He will grow old. You will not. The path you travel guarantees nothing but heartache."

Ah, but does it? As if answering a riddle from the Dalí painting, Sargent finds a solution to the conundrum that we discover in the final pages of this clever, satisfying story for art-loving readers ages 11-14.

THIS WEEK'S BOOKS

The Frame-Up

By Wendy McLeod MacKnight

Vernon Is on His Way

By Philip C. Stead

Angel in Beijing

By Belle Yang

Look

By Fiona Woodcock

Very little happens in the airy illustrated pages of "Vernon Is on His Way" (*Roaring Brook*, 64 pages, \$19.99), which is the point. In three short tales, Philip C. Stead honors the gentle fascinations of young childhood, when even a small event can seem like a big occasion. The stories feature three characters who appeared in Mr. Stead's 2012 picture book, "A Home for Bird": Skunk, Porcupine and a

lanky frog named Vernon.

In the first tale, "Waiting," Vernon sits quietly on a round shell and waits. "Vernon waits, and waits, and waits. Vernon wonders if he will ever not be waiting," we read, as the mustard-colored fellow begins to slump. Minimal lines of pencil delineate the ground, a flower and a red-and-white fishing bobber that hints at coming adventures; otherwise the page is white and fresh and somehow open for anything.

And soon—something! Out pops the head of the shell's occupant, a snail, and "Vernon is on his way." Gentle amusement awaits readers ages 2-5 in this tender collection.

Naïf gouache paintings in rich colors fill the pages of "Angel in Beijing" (*Candlewick*, 32 pages, \$16.99), a picture book by Taiwan-born artist Belle Yang that presents a nostalgic vision of the Chinese capital. The narrator is a little girl who discovers a white cat in her family's courtyard. The two become immediate friends. "Kitty loves to come with me when I bicycle around Beijing," the girl tells us. "I clip my new bell onto the handlebar. *Trrring-trrring*."

Kitty answers: "Niaow-niaow."

With Kitty riding up front in a basket, off the two go across

the city, from Beihai Park, where old men play chess and a vendor sells "candied haw fruits on a stick," to a display of elaborate kites in Tiananmen Square, where Kitty pounces on a strand of colorful ribbon trailing from a dragon kite and, like Curious George, finds herself airborne. As Kitty sails away, will the girl find her again? Continuing her tour, now with her heart "down in [her] shoes," the child wonders if Kitty has already forgotten her. As young readers ages 4-8 will discover in this sweet

story of love and generosity, forgetfulness turns out to be a blessing when the girl finds Kitty comforting a lonely old woman—and lets her stay.

With bright, distempered, print-style illustration, Fiona Woodcock draws children's attention to the surprising frequency of double-o's in "Look" (*Greenwillow*, 32 pages, \$17.99). Like the author's surname, most every word in this cheerful picture book for 3- to 6-year-olds has the vowel pair, and they're strung together to describe a brother and sister's outing to the zoo. The day begins with an announcement, "Cock-a-doodle-doo," and ends beneath a glowing moon, with baboons, balloons and ice-cream scoops in between.

BOOKS

'Marxism owes its remarkable power to survive every criticism to the fact that it is not a truth-directed but a power-directed system of thought.' —ROGER SCRUTON

Better Dead Than Read

Marx and Marxism

By Gregory Claeys

Nation Books, 376 pages, \$27

A World to Win: The Life and Works of Karl Marx

By Sven-Eric Liedman

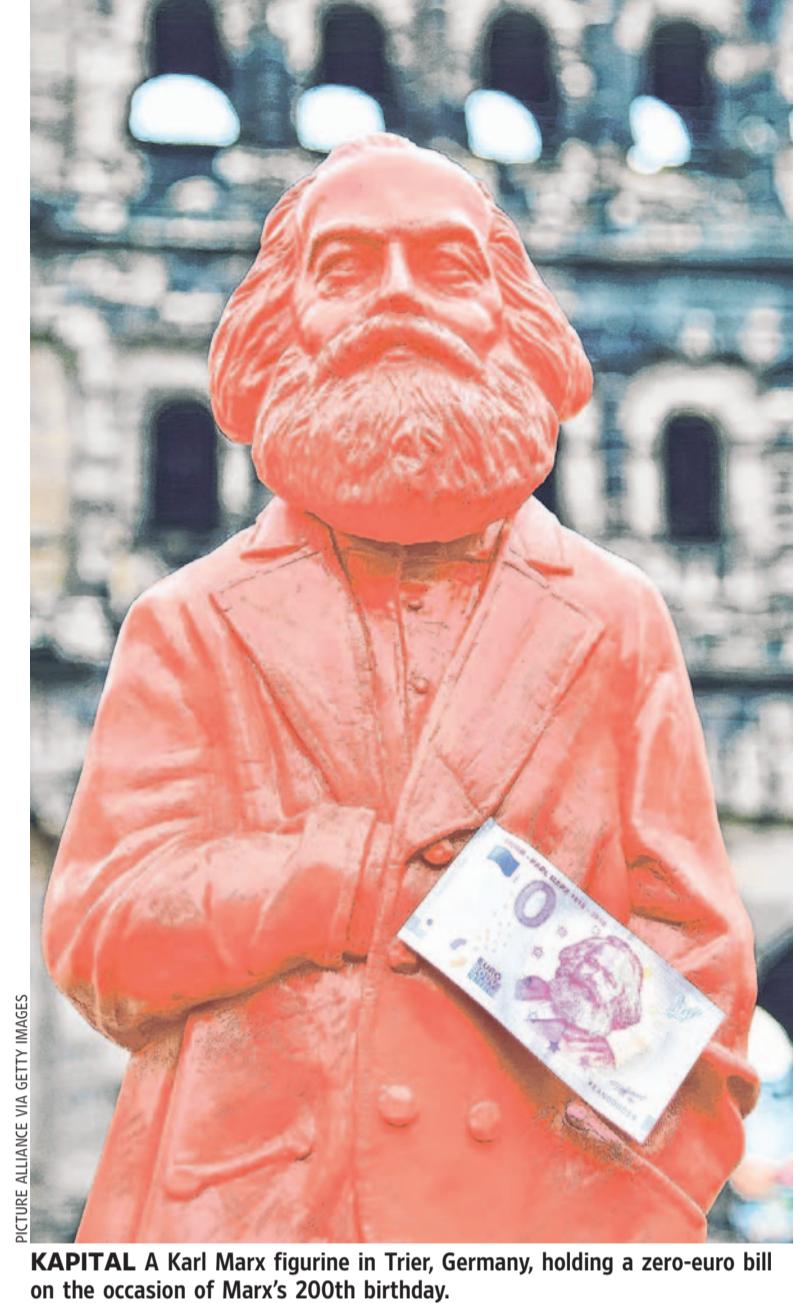
Verso, 756 pages, \$50

BY ANDREW STUTTAFORD

TWO CENTURIES after he was born in the otherwise blameless German city of Trier, on May 5, 1818, Karl Marx is enjoying a moment. He and his writings have had such moments before—many other moments, with all too few intervals, since the 1840s. Most recently, the 2008 financial crisis boosted sales of the old revolutionary's works, if not necessarily the numbers of those who have read them—not the first time that this has been a problem. In "Marx and Marxism," London-based historian Gregory Claeys reports that "on first encountering" Marx's "Das Kapital," Ho Chi Minh used it as a pillow. Fidel Castro, a dictator made of sterner stuff, boasted of having reached page 370, a milestone that Mr. Claeys reckons was "about halfway"—a fair assessment if we ignore volumes two and three of an epic that often reads better with its pages unopened.

Mr. Claeys presumably timed his book to coincide with Marx's bicentennial. In China President Xi Jinping, an erstwhile Davos guest star, hailed the anniversary by describing Marx as "the greatest thinker of modern times." Trier marked the birthday of its most notorious citizen with a conference as well as the unveiling of a heroically styled statue, presented by the Beijing government. Luxembourg's unmistakably bourgeois Jean-Claude Juncker, the president of the European Commission, turned up in, somewhat ironically, a Trier church to praise Marx's "creative aspirations" and to absolve him of responsibility "for all the atrocity his alleged heirs have to answer for." So that's all right then.

Mr. Claeys, although writing from a position quite some way to the left, does not shy away from the horrors committed in Marx's name. But he never provides a definitive answer—perhaps no one can—to the extent of culpability a 19th-century philosopher can have for tens of millions of 20th-century dead. In the course of the second part of this book—a brisk survey of Marxism after Marx—Mr. Claeys doubts whether Marx would have supported the Bolsheviks beyond the "securing of the revolution." But he admits that such a claim "remains contentious." As for there being any continuity between Marx and "the official ideology of the Stalinist epoch"—well, that's "debatable" for Mr. Claeys, but his acknowledgment that



KAPITAL A Karl Marx figurine in Trier, Germany, holding a zero-euro bill on the occasion of Marx's 200th birthday.

there could even be a debate will be sacrilege to many of today's Marxists. Stalin? Nothing to do with us, comrade.

"Marx and Marxism" is concerned more with Marx the thinker—a topic Mr. Claeys handles well, given the constraints of a shortish book—than Marx the man. (Those looking for a more conventionally biographical approach could do worse than opt for Francis Wheen's "Karl Marx: A Life," a shrewd, sympathetic and entertainingly Dickensian retelling from nearly 20 years ago.) Nevertheless, Mr. Claeys provides enough information to give a good summary of the story.

Marx was descended from a long line of rabbis on both sides; his father, Heinrich (né Hirschel) Marx, had converted to Lutheranism to avoid anti-Semitic restrictions limiting his ability to practice law. His son was, as Mr. Claeys relates it, a so-so student (other accounts are more complimentary). Not long after commencing his university studies, Marx switched from law to philosophy, a regrettable decision both for the world and for his finances.

Despite a happy marriage to an attractive and clever aristocrat—we'll overlook the child he fathered with their long-serving housekeeper—Marx lived not so much hand to mouth, as hand to will, and hand to other people's pockets, in particular those belonging to his wealthy cohort and collaborator, Friedrich Engels. An often desperately hardscrabble existence was made trickier still by Marx's tendency to spend too much of the money he did obtain on less than proletarian niceties—or, more appropriately disreputably, on handouts to fellow revolutionaries, including on one occasion a substantial sum to fund the purchase of arms for discontented German workers in Brussels.

Mr. Claeys tracks both the development of Marx's thought—perennially dizzying work in progress—and the evolution of his career: early success as a radical journalist in Germany and France, involvement with new parties of the left, intermittent periods of exile or expulsion from this country or that. The Prussian authorities, increasingly alarmed by the revolutionary activity that had begun

spreading across Europe in 1848, banished this troublemaker the following year. He settled in Britain, and London was to be his home for the rest of his life, a safe space from which he could plot, feud, politick and, despite being beset by procrastination and perfectionism, write and write and write, including "Das Kapital," a pillow for Uncle Ho, perhaps, but a book that changed history.

Reading Mr. Claeys's description of Marx the man—someone he evidently, if far from unconditionally, admires—it is both easy and reasonable to conclude that Marx's personality set the tone for some of the most lethal strains in the regimes he inspired: "He was . . . almost totally unwilling to see anyone else's view-

Eleven people attended Marx's funeral. A year later 6,000 marched to the grave. A political cult was born, and would last.

point. The essence of democracy—compromise and the acceptance of opposition—was often beyond his capacity." From his earliest years, Marx would tolerate very little dissent, and the sometimes lengthy, frequently inventive and sporadically repulsive abuse to which he subjected those with whom he disagreed (especially on the left) contain more than a hint of the prosecutors' diatribes at show trials to come.

Marx died in 1883. Eleven people attended his funeral, but, as Mr. Claeys notes, "a year later . . . some 6,000 marched to the gravesite." The cult was on the move. Something more than the cult of personality already emerging while he still lived, it came with echoes of earlier eruptions of millenarianism—a term that has long since expanded beyond its original theological definition to include, among other varieties of judgment day, the complete overthrow of society and its replacement with, in essence, heaven on earth. These similarities have been identified by scholars since at least the mid-20th century, but too often ignored.

Mr. Claeys, who is also a historian of Utopianism, is well equipped to avoid that omission. He acknowledges that millenarianism seeped into aspects of Marx's philosophy, including both his view of history and his conveniently hazy vision of the communist paradise to come. This line of inquiry would have been worth pursuing further: Millenarianism is an ancient, proven formula that will find an audience as long as the credulous, the discontented, the jealous and the unfairly treated are among us—in other words, forever.

As monuments to cults go, another book, written from a perspective

seemingly even further to the left than Mr. Claeys's, the massive "A World to Win: The Life and Works of Karl Marx" would be hard to beat. The University of Gothenburg's Sven-Eric Liedman "has been reading and writing about Karl Marx for over fifty years" and published this book in Swedish in 2015; it was released in America this year in a translation by Jeffrey N. Skinner.

Those searching for a truly detailed discussion of Marx (nearly three pages are dedicated to a letter young Karl wrote to his father in 1837) should turn here. Mr. Liedman has criticisms of Marx, but his overall opinion is—how to put this—enthusiastic: "No social theory is more dynamic than his." Yet the fact that Mr. Liedman's book is something of a shrine ("we need him for the present, and for the future") isn't all bad, from this reader's point of view. A lucid, scholarly guide to an over-elaborated, frequently opaque, often misguided but historically important set of ideas is of obvious value. And so is an erudite, closely reasoned defense of those ideas: An apostle can help explain a messiah.

Mr. Liedman's reverence can, however, cloy: Marx's "unwillingness to compromise of course had another side: the magnificence of the project." While Marx undeniably possessed both an astonishing mind and—when he wanted—a brilliant prose style, Mr. Liedman overdoes the hosannas: "a festive pyrotechnic display of words," "one of his very finest aphorisms," "a remarkable brightness around these few lines," to take but a few.

A characteristic of millenarian movements is that when their prophecy proves false, the failure tends to matter far less than it should. Marxism has proved no exception, but maybe with a touch more reason than most. For all his failed predictions, crackpot theories and roccoco blind alleys, Marx was also very early to understand the ever-accelerating productivity unleashed by "bourgeois" capitalism as a truly relentless, unprecedentedly revolutionary force. But the consequences of this revolution would, he believed, eventually bring down its own creators. That cataclysm has been a long time coming, and, if it ever arrives, there will be a distinct twist to the script.

In their hunt for (Marxist) promise today, Messrs. Liedman and Claeys emphasize mainly contemporary income inequality. They should pay more attention to technology. As automation grinds through jobs, wages and up the social ladder, a landscape with some disturbing resemblances to that foretold by Marx is coming inexorably into view.

Mr. Stuttaford, who writes frequently for the Journal and other publications about culture and politics, works in the international financial markets.

Best-Selling Books | Week Ended July 1

With data from NPD BookScan

Hardcover Nonfiction

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Magnolia Table Joanna Gaines & Marah Stets/William Morrow & Company	1	2
Girl, Wash Your Face Rachel Hollis/Thomas Nelson	2	7
The Plant Paradox Steven R. Gundry/Harper Wave	3	8
Believe It Nick Foles/Tyndale Momentum	4	New
The Subtle Art of Not Giving a F*ck Mark Manson/Harper	5	10

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Medium Raw Anthony Bourdain/HarperCollins Publishers	1	-
Educated Tara Westover/Random House Publishing Group	2	6
Kitchen Confidential Anthony Bourdain/Bloomsbury USA	3	4
Calypso David Sedaris/Little, Brown and Company	4	8
Bad Blood John Carreyrou/Knopf Doubleday Publishing Group	5	10
The Power of Habit Charles Duhigg/Random House Publishing Group	6	-
Make Your Bed William H. McRaven/Grand Central Publishing	7	-
A Brief History of Time Stephen Hawking/Random House Publishing Group	8	9
Girl, Wash Your Face Rachel Hollis/Thomas Nelson, Inc.	9	-
Things That Matter Charles Krauthammer/The Crown Publishing Group	10	1

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Medium Raw Anthony Bourdain/HarperCollins Publishers	1	-
Educated Tara Westover/Random House Publishing Group	2	6
Kitchen Confidential Anthony Bourdain/Bloomsbury USA	3	4
Calypso David Sedaris/Little, Brown and Company	4	8
The Plant Paradox Steven R. Gundry/Harper Wave	5	10
Things That Matter Charles Krauthammer/Crown Forum	6	-
The Subtle Art of Not Giving a F*ck Mark Manson/HarperOne	7	9
Girl, Wash Your Face Rachel Hollis/Thomas Nelson	8	-
Educated Tara Westover/Random House	9	-
You Are a Badass Jen Sincero/Penguin Books	10	New
Believe It Nick Foles/Tyndale Momentum	10	New

Hardcover Fiction

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
The President Is Missing J. Patterson & B. Clinton/Little, Brown & Company & Knopf	1	1
All We Ever Wanted Emily Giffin/Ballantine Books	2	New
The Lost Continent Tui T. Sutherland/Scholastic Press	3	New
The Perfect Couple Elin Hilderbrand/Little, Brown & Company	4	2
The Outsider Stephen King/Scribner Book Company	5	3

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
The Hate U Give Angie Thomas/Balzer & Bray/HarperTeen	6	-
An Elephant & Piggie Biggie! Mo Willems/Diary-Hyperion	7	8
Tom Clancy Line of Sight Mike Maden/G.P. Putnam's Sons	8	6
Shelter in Place Nora Roberts/St. Martin's Press	9	7
PopularMMOs Presents A Hole New World PopularMMOs/HarperCollins	10	4

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Fiction E-Books		
The Woman in the Window A. J. Finn/HarperCollins Publishers	1	1
All We Ever Wanted Emily Giffin/Random House Publishing Group	2	New
Iron and Magic Ilona Andrews/Ilona Andrews	3	New
The President Is Missing James Patterson & Bill Clinton/Little, Brown & Company	4	2
The Fallen David Baldacci/Grand Central Publishing	6	-
Now You See Her J. Patterson & M. Ledwidge/Little, Brown and Company	7	-
The Perfect Price Robert Dugoni/Thomas & Mercer	8	New
The Rooster Bar John Grisham/Dell	9	4
The Outsider Stephen King/Scribner Book Company	6	3
The Fallen David Baldacci/Grand Central Publishing	7	-
Iron and Magic Ilona Andrews/Ilona Andrews	8	New
A Steep Price Robert Dugoni/Thomas & Mercer	9	New
Truth or Dare Fern Michaels/Zebra	10	New

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK

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REVIEW



ICONS

A Modern Portraitist, Ahead of His Time

Lorenzo Lotto of Venice, overshadowed by his contemporaries, was rediscovered centuries later

By J.S. MARCUS

Venetian artist Lorenzo Lotto was in the right place at the wrong time. A hotshot in his 20s, Lotto saw his career in Renaissance Rome cut short thanks to the towering presence of another newcomer, Raphael. Meanwhile, back in Lotto's native Venice, a younger upstart named Titian would soon hog the limelight, moving the artistic center of Italy northward but leaving little room for the likes of the returning Lotto. After decades of provincial commissions and a poverty-stricken death, he fell into obscurity for several centuries.

Though he remains in the shadow of his better-known rivals, Lotto (c. 1480–1556/57) has emerged as a cult favorite among art historians and curators for his empathetic religious works and idiosyncratic portraits, which received new attention starting in the late 19th century. Now he is set for some 21st-century face time, thanks to the first major museum show devoted to his portraiture. "Lorenzo Lotto, Portraits" features some 65 works and objects and runs until September 30 at Madrid's Prado Museum. A version of the show will then travel to London's National Gallery, where it will be on view from November 5 to February 10, 2019.

Lotto was christened the first modern portraitist in the 1890s by the American art historian Bernard Berenson, who compared Lotto's expressive merchants and artisans with Titian's more heroic emperors and popes. The supreme example of Titian's portraiture is arguably the Prado's own depiction of a majestic Holy Roman Emperor Charles V on horseback, presiding

over a masterfully painted landscape scene. Lotto's best, by contrast, may be his "Portrait of an Elderly Gentleman with Gloves," on loan to the new Prado show from a Milan museum. The work's unknown sitter is thought to be descended from a family of barrel-makers, and his mournful, aged, dignified face both anticipates and rivals late Rembrandt. "If Titian is Shakespearean," said Matthias Wivel, the National Gallery curator who is overseeing the London version of the show, "then Lotto is Chekhovian."

Hung on green walls, the show begins with what is believed to be the artist's earliest surviving portrait and ends with a will written in Lotto's hand. Miguel Falomir, the Prado's director, co-curated with the Italian art historian Enrico Dal Pozzolo, a professor at the University of Verona, who is set to publish the first comprehensive catalog of Lotto's works next year. The show brings together some of Lotto's most prestigious paintings, such as his 1527 portrait of a Venetian antiquities collector, Andrea Odoni, on loan from the U.K.'s Royal Collection, as well as rarely seen works, including another 1527 portrait, "Bishop Tommaso Negri," from the collection of a convent in Split,

If Titian is Shakespearean, then
Lotto is Chekhovian.

MATTHIAS WIVEL
Curator, National Gallery

Croatia, which was then a provincial harbor town of the Venetian Republic.

Negri is given an emotional complexity that has fueled comparisons to Rembrandt, and both Odoni and Negri interact in the portraits with beautifully rendered telltale objects. Lotto places Odoni among headless torsos and a torso-less head. He gives Negri a pair of reading glasses and a wooden crucifix. The trappings set Lotto's dynamic portraits apart from those of fellow Italians, who depicted their sitters' status at the expense of their state of mind.

The curators made the unusual decision to exhibit related objects alongside the portraits. Odoni is accompanied by items that include a 2nd-century bust of the Roman emperor Hadrian, on loan from the National Archaeological Museum of Venice (and in all likelihood, the same

one shown in the painting). "The Alms of St. Antoninus of Florence," created for a Venetian church in the 1540s, includes a vividly painted Oriental carpet, and the curators decorate the display of the painting—thought to include a self-portrait of the artist, shown as one of the poor—with an Anatolian rug from about the same time. "Lotto collected objects," says Mr. Falomir, "and his love for objects is transmitted in the paintings."

Nearly all of the portraits on view in Madrid were misattributed until the middle of the 19th century, when Lotto first began to be rediscovered. "Odoni" was attributed to Correggio, among others. "Triple Portrait of a Goldsmith," on loan from Vienna's Kunsthistorisches Museum, was long regarded as a Titian.

Lotto's mastery of detail and departure from Italian norms sometimes led connoisseurs to confuse him with German artists like Hans Holbein the Younger and Albrecht Dürer.

Lotto was indeed influenced by painters north of the Alps, and Mr. Falomir says that he was the first Italian to paint marriage portraits, then a common northern genre. A centerpiece of the Prado show is the newly cleaned "Portrait of a Married Couple" (1523–24) from St. Petersburg's State Hermitage Museum. "The restoration reveals a painting very different from what we knew," says Prof. Dal Pozzolo. Before cleaning, it was covered with dirt and old varnish, and many scholars regarded the work "as pessimistic," he says, "because they saw a brown and almost stormy sky." But "after the restoration it has become evident that there is no storm."

The Hermitage work has a wide format previously associated with landscape painting. Lotto went on to adapt the format to single portraits, such as "Portrait of a Woman inspired by Lucretia" (about 1530–1533).

Little is known about Lotto's background, but a number of surviving documents, including a detailed account book from late in his career, indicate that he was better-educated than many of his fellow artists. (In contrast to Titian, Lotto wrote his own letters, says Mr. Falomir.) His reversal of fortune in Rome was countered by artistic success for some years in Bergamo, another provincial Venetian town near Milan, but when he returned to Venice, he seemed to wither in the more competitive environment.

Mr. Falomir says that Lotto developed an unusual awareness of outsiders, which moved him to depict scenes of poverty. Eventually he gave up painting portraits and, destitute himself, entered a religious order in Loreto, a hill town near the Adriatic. "He developed this sensitivity to the poor," says Mr. Falomir. "And at the end of his life he became one of them."

**MASTERPIECE | 'SHE DWELT AMONG THE UNTRODDEN WAYS' (1800),
BY WILLIAM WORDSWORTH**

Words to Probe Our Deepest Thoughts

By WILLARD SPIEGELMAN

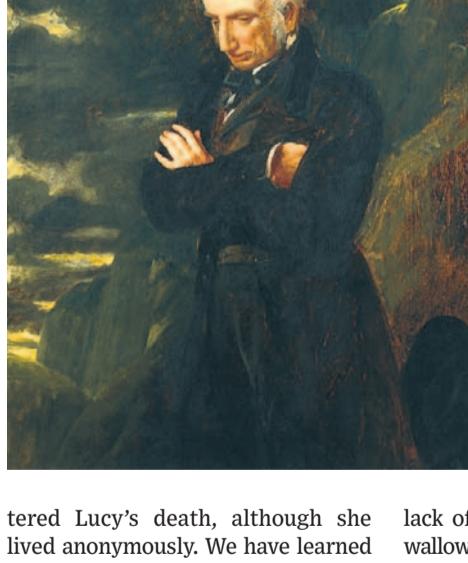
IN THE BITTER WINTER of 1798–99, William Wordsworth, spending time in Goslar, Germany, with his sister, Dorothy, enjoyed one of the most productive periods of his life. Within the astonishing work that emerged from this time of alienation and nostalgia was a quartet of short lyric poems that—with another poem written several years later—have become known as the "Lucy" poems, for the fictive dead girl they commemorate. Wordsworth published the four, scattering them separately in the 1800 edition of his "Lyrical Ballads." Only in the modern age have they been taken as a group.

Both individually and collectively, however, they prove how compression, simple diction, and the sheer mystery of words can elicit the "thoughts" (as Wordsworth said famously in his "Intimations Ode") "that do often lie too deep for tears." Edgar Allan Poe may have been indebted to these poems, among many others, when he observed in his

people, neighbors or family, who loved her. The poet implicitly contrasts the public and private spheres.

The central stanza describes her to us, for the only time, in figurative language. Call it simile or metaphor: It is the poet's primary gift. Wordsworth moves from fact to figures of speech: "A violet by a mossy stone / Half-hidden from the eye! / —Fair as a star, when only one / Is shining in the sky." He never explicitly says "she was like" this or that. Instead, he gives us an unexpected pairing: the modest, ephemeral violet, close at hand or underfoot, but easy to ignore; and a single brilliant star, remote and cold, offering direction. He contrasts something delicate, abundant and private (like love) with or against something bright and public (like praise). Lucy is easy to pass by; Lucy is a radiant guiding light. He elicits very delicately the age-old trope of girls and flowers, but he hardly trumpets it. And the name Lucy, still unmentioned, is connected to "light" in all Romance languages.

He returns, at the end, to blunt fact: "She lived unknown, and few could know / When Lucy ceased to be; / But she is in her grave, and, oh, / The difference to me!" "Unknown" and "know" repeat the earlier tension between "untrodden" and "ways." Evidently some people regis-



'WILLIAM WORDSWORTH'
(1842), by Benjamin Robert Haydon; the poet's work is a study in contrasts.

refusal." Wordsworth knew when to wax rhapsodic, but he also knew how to cull and eliminate. He recognized that the most powerful elegies are laconic, refusing the spontaneous overflow of powerful feelings." The lack of stated feeling, rather than a wallowing in it, makes the poet's decision not to mourn a greater proof of grief than any grander articulation. A hushed intake of breath at the end of line 11—a sighing "Oh" of wonder and acceptance—says more than an outpouring, which will always fail.

We look to poets for expressions of feeling, and for definitions. This small lyric both provides and withholds them. "Difference" covers a lot of ground, but Wordsworth won't tell us more. Like Robert Frost in a more famous poem ("The Road Not Taken"), he knows what "has made all the difference."

Mr. Spiegelman writes about literature and the arts for the Journal.



Spam Zappers
These phone apps
banish the calls
nobody wants
D9

FASHION | FOOD | DESIGN | TRAVEL | GEAR

OFF DUTY

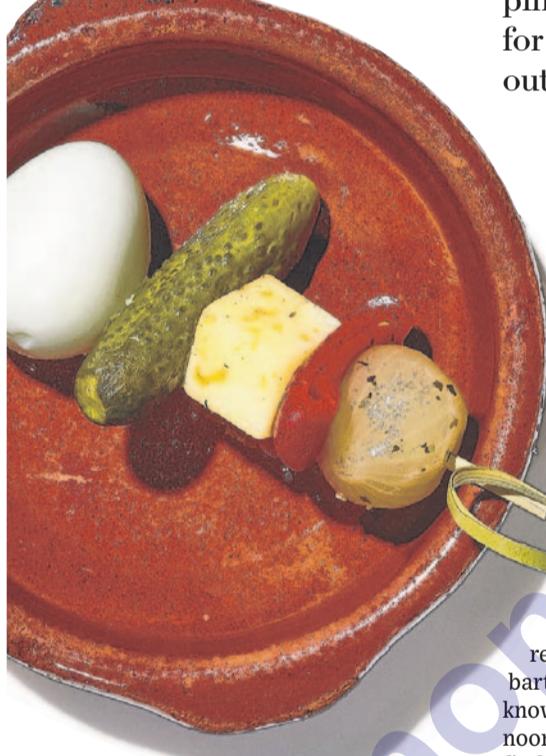
THE WALL STREET JOURNAL.

SATURDAY/SUNDAY, JULY 7 - 8, 2018 | **D1**



Spy Gear
Swim trunks that
pay homage to
James Bond
D3

Big Little



Banderillas
(Mixed Pickle Skewers)

Tiny, toothpick-skewered pintxos—the on-point option for summer entertaining—offer outsize flavor and fun

BY JONAH MILLER

ROASTED mushrooms slick with garlicky oil, piled on toasts. Smoked fish draped over rounds of goat cheese. Plump piquillo peppers bursting with salt cod. Hard-boiled eggs topped with aioli and shrimp. When I turned 21 in Madrid, I skipped the roaring discoteca and chose instead to celebrate, bite by bite, at a pintxo bar. I'd been living in the city a few months, and a handful of bars and restaurants near my apartment on Calle de las Huertas had already become "my spots." I knew the bartenders' names (even if they didn't know mine). Walking home in the afternoon, I'd peer into one of my favorites to find Carlos and Luis behind the bar, quietly skewering anchovies, olives and pickles, preparing pintxos (pronounced peen-chos) in advance of the evening rush.

From the verb *pinchar*, meaning "to puncture," a pintxo is a bite-size bar snack typically, though not always, secured with a toothpick. A form of tapas, pintxos originated in the Basque country, specifically in the city of San Sebastián, considered by many the culinary capital of Spain. Throughout the country, night after night, you'll find bars lined with platters of assorted pintxos, to complement the drinks on offer.

A spread of pintxos is blessedly uncomplicated to prepare and serve. And this style of eating, managed one-handed in one or two bites, facilitates the flow of drinking and conversation better than any other I know. If you want to enjoy your next gathering as

much as your guests do, I recommend throwing a pintxo party.

Now, at my restaurant, *Huertas*, in New York's East Village, we simply describe pintxos as "Basque bites." Our recently published cookbook, "The New Spanish: Bites, Feasts and Drinks" (Kyle Books), devotes a chapter to them. A relatively modern development, pintxos first appeared in the 1930s. So guests could help themselves and sample widely, Basque restaurants miniaturized their offerings, spearing them with toothpicks and displaying them along the bar.

Unlike other forms of tapas, these items are not intended to be shared as small plates; rather, each guest can mix and match bites to his or her individual taste. While some bars offer hot pintxos, cooked to order, most are served at room temperature, so the work can be done ahead of time—ideal for a party, too.

Skewer your own combinations of preserved fish, cured meats, cheeses and pickles, all terrific served at room temperature. Or follow the recipes that accompany this story. Stuff piquillo peppers with goat cheese ahead of time, then pop them in the oven just before serving. Make your own smoked trout salad, or buy some white-fish or tuna salad, and roll it up in thin ribbons of cucumber. Our egg salad recipe is simple enough, but you could even buy that already prepared, pile it on a tiny toast and top it with pre-cooked shrimp—just be sure to finish with a healthy squeeze

Please turn to page D6

Bites



Ensalada de Huevos y Camarones
(Egg Salad and Shrimp Toasts)

F. MARTIN RAMIN/THE WALL STREET JOURNAL

Inside



GO THE EXTRA TILE
The best place to witness Portugal's
ceramic extravagance **D4**



FLEE THE RHINOS
A risky marathon through a Kenyan wildlife
reserve, complete with armed guards **D5**



LAST CALL?
Why landline phones will
never go away entirely **D9**



HEAVY NECKING
Layered necklaces are all over Instagram.
Three ways to finesse the trend **D2**

STYLE & FASHION

LOVE/HATE RELATIONSHIP

An Extremely Tight Race

Leggings worn outside the gym trigger inflexible opinions—both pro and con. Are you Team Skintight or Team Skeptical?



WHY WE HATE THEM Few sartorial sins violate good taste as much as wearing leggings outside the gym (though strolling about in a visible thong comes close). Even if you've wriggled into leggings to flex and grunt, proceed with caution. Many a fitness enthusiast doesn't realize that these second-skin bottoms can be see-through from behind when stretched. Having been subjected to this vision at my Pilates class, I can attest to its unpleasantness.

Still, opting for leggings as ready-to-wear is a far worse offense. "But they're so comfortable!" their defenders cry. So is my terry cloth bathrobe, but I'm not going to throw that on for a breakfast meeting. The "comfort" argument has also been used to justify sweatpants—another garment best suited for workouts or aimless Saturday mornings alone—since the '90s when Jerry Seinfeld's character on "Seinfeld" said of sweats: "You're telling the world, 'I give up. I can't compete in normal society. I'm miserable, so I might as well be comfortable.'" Leggings, sweatpants' slimmer cousin, denote a similar lack of effort and imagination.

Known for her feminine dresses and floral prints, New York-based designer Tanya Taylor said she'd never feature leggings in her collections: "They don't feel like our customer," she said. Leggings, she argued, should be restricted to times when comfort is your only priority. "I don't think they're something that you should wear to work."

Anne Huntington, the 34-year-old vice president of business development at Huntington Learning Center and founder of creative agency AMH Industries, concurred. Because she travels constantly for work, Ms. Huntington said, "Even if I'm taking a phone or video call, I'm dressed as I would be in a face-to-face meeting. It puts me in a professional mind-set."

She added that even a packed schedule doesn't validate the laziness of leggings. "If you're busy, you have to be ready for any situation." Including a more dressed-up affair that bears no resemblance to an aerobics class.

Clothing affects how others perceive us, and how we perceive ourselves. Multiple studies have linked dressing up with positive performance at work. An outfit has the power to inject us with confidence or lull us into a malaise-infused sense of security. We can do better than leggings. We can get dressed. —Katharine K. Zarrella

WHY WE LOVE THEM According to Norma Kamali, the 73-year-old fashion designer who espouses a fitness-as-life philosophy, we're getting the leggings debate all wrong. We should be debating the fit of leggings, not issuing blanket statements about their appropriateness. When worn too tight, they're shocking; when worn just right, they're sleek. "I believe that leggings [can be] even more provocative than bikinis or mini skirts," cautioned Ms. Kamali, "because they are worn on the street and they are closer to looking like you have second skin than any other piece of clothing."

Which brings me to my defense of leggings as pants: How you style them matters. I'm in the camp that considers them a wardrobe staple, suitable for working out, the office and even more formal events. The same discreet, dark base layer can go under a blousy white shirt for work, a sweatshirt for the airplane or a crisp jacket for a cocktail party.

"Leggings are versatile. They can be dressed up and down, worn with heels, flats or sneakers," confirmed Christine Centenera, whose uniform-inspired line Wardrobe.NYC is composed of just eight pieces with one pant option being a legging. "We all live active, busy lives," the very busy Ms. Centenera said of her formula's ease.

Plus, wearing leggings as pants—stylish pants!—has a fashionable legacy. Since Lycra's invention in 1958, body-skimming pants have featured in iconic looks: Emilio Pucci did patterned ones in the '60s; and in the '80s designers like Ms. Kamali and Azzedine Alaïa made soignée versions for women who aspired to look like Madonna.

Today, brands like Live the Process offer athletic leggings with fashionable higher waists, while Versace and Céline have made intricately cut designer pairs. Céline's stretch-heavy fall 2016 show was the watershed moment in my own leggings story, inspiring me to buy a slim-but-not-too-skinny pair from that collection: matte black with a zip up the front that opens nicely over flats or boots.

Leandra Medine Cohen, founder of fashion site Man Repeller, was in her own sporty-yet-luxe Céline leggings when we spoke. "I least frequently wear them to work out," she said, "which is the great irony in my relationship with them." For those who say leggings should be confined to the gym, consider this: Ms. Medine recently wore hers to a wedding with a tuxedo jacket, crystal-encrusted belt and strand of pearls. Which is as far from the yoga studio as one can get. —Rebecca Malinsky

FITTING SOLUTIONS /
POLISHED LEGGINGS THAT
TRANSCEND YOGA



Alaia Leggings, \$825, Barneys New York, 212-826-8900



Stripe Leggings, \$145, normakamali.com



Leon Tights, \$210, totemestudio.com



The Classic Leggings, \$98, livetheprocess.com

Strands That Deliver

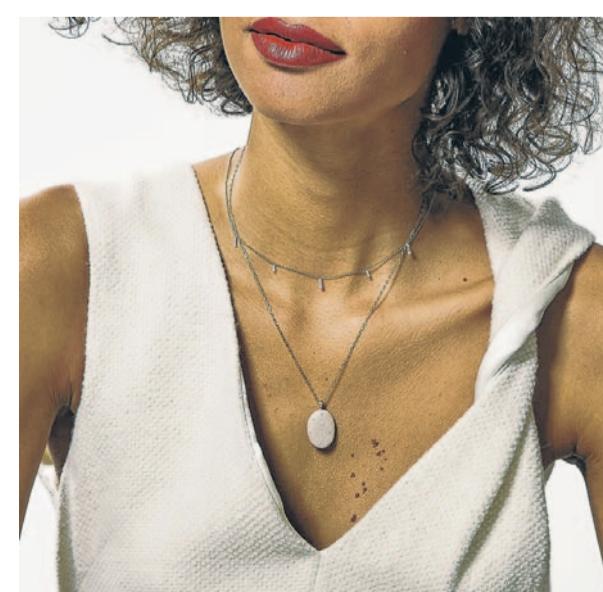
The Instagram-friendly craze for layering necklaces needn't look gaudy. Here, tasteful approaches that suit three different personas

PERHAPS YOU'VE SPOTTED a woman who hangs heirlooms around her neck just so; or you fondly recall Carrie Bradshaw's piled-on pearls and chains; or you just like browsing through the thousands of photos hashtagged #layerednecklace on Instagram. Doubling, tripling, even quadrupling up on necklaces has looped back into vogue as an irreverent way to wear jewelry. For the novice, balance is key, as demonstrated in the three approaches shown here. Don't be afraid to adopt a high-low strategy: Your kids' crafted beads are fair game, as is that fine jewelry piece you've never known quite how to deploy. So next time you leave the house, instead of taking off one piece of jewelry, as mom implored, consider putting another on. —R.M.



▲ The Avid Bohemian Talismans lend themselves to gypsy excess, so it typically works to pile on meaningful lockets and chain-strung coins with abandon. From top: Eye Necklace, \$1,493, litofinejewelry.com; Tassel Necklace, \$3,750, lalaounis.com; Coin Necklace and Chain, \$2,200, azleejewelry.com; Horse Coin Pendant, \$2,950, templestclair.com; Retrouvai Necklace, \$8,900, Ylang23.com; Monete Necklace, \$20,000, Bulgari.com; Dress, \$5,050, louisvuitton.com

► The Skeptical Minimalist If your taste skews less-is-more, stay within your comfort zone by juxtaposing just two delicate pieces. From top: Kataoka Necklace, \$2,980, [180 the Store](http://180thestore.com), 212-226-5506; Beach Stone Necklace, \$1,800, cvc-stones.com; Dress, \$1,590, rosettagetty.com



► For more jewelry-layering approaches, see wsj.com/fashion.

BY JACOB GALLAGHER

PARIS-BASED vintage dealer Gauthier Borsarello is the man clothing designers often go to when they want to buy a weathered pair of Woodstock-era Levi's or a just-so military jacket to stir their inspirational juices. So when Mr. Borsarello, who formerly worked for Ralph Lauren, extols the virtues of the humble chambray shirt, it's wise to listen carefully: "To me chambray is the best compromise in terms of density, breathability and strength," he said of the way the fabric marries the ruggedness of denim with the dressiness of a classic cotton button-up.

Fortunately for Mr. Borsarello (and us), you can readily find chambray shirts in both vintage versions and new iterations that tweak and pay tribute to classic examples. Elvis Presley wore a two-pocket version in the 1964 film "Roustabout," and Steve McQueen sported a similar shirt two years later in "The Sand Pebbles." Both men paired their shirts with darker denim, an almost-Texas-tuxedo look that still works today.

In the 1920s and '30s, when workwear companies like Big Yank and Madewell manufactured chambray shirts en masse, the garments were mainly loved by laborers. Though chambray lacked the burliness of denim, you'd never call its taut cotton

A chambray shirt is the rare weekend garment that would look at home in a (casual) boardroom.

construction wimpy; the phrase "blue-collar" can be traced back to these workshirts. Chambray has since migrated from assembly lines and ranches all the way up to jackets-required venues and occasions. Deservedly so: The handsome cornflower hue complements blazers and brogues just as well as it does bluejeans and boots. A chambray shirt is the rare weekend piece that would look at home in a (casual) boardroom. Mr. Borsarello wears his with bespoke suits.

When shopping for yours, consider how you'll be wearing it. If your goal is to slot a chambray beneath a sportcoat, turn to button-ups with a close-to-the-body, tuckable fit. If you're more about layering one over a T-shirt on weekend latte runs, go roomy. A spread collar (like that on the Drake's and Loro Piana shirts at right) is best filled with a tie, while a button-down collar looks good stag. Here's a look at the finer features of four chambray shirts both laid back and luxe.



Drake's \$175, drakes.com

Brought to you by Easyday, the slightly dressed-down arm of storied London haberdashers Drake's.

Material Matters Slubby 100% plain old cotton.

Fit 411 The longest of the bunch, but nipped through the body so it won't hang like a bedsheet.

Indigo Intel This shirt boasts a slight white undertone, for a soft, almost pastel shade. The lack of whiskering makes for a clean and more conservative look.

Pocketology One chest pocket, affixed with tone-on-tone thread, blends in seamlessly with the rest of the shirt, contributing to a polished look.

Natural Habitat The Chilterns. Rural, but close enough to London to catch a whiff of the city's posh air.

How would John Wayne have worn it? With a navy suit and polished brown dress shoes. Think: a rancher out on the town, or maybe headed to court after an ill-advised tussle in a bar.

Brooks Brothers Red Fleece \$70, brooksbrothers.com

Brought to you by Brooks Brothers Red Fleece, the rowdy little brother of the iconic American label (but not too rowdy—it's still Brooks Brothers, after all).

Material Matters A cotton weave that's markedly lightweight but still has chambray heft.

Fit 411 Red Fleece is known for having a more modern (read: slimmer) fit than Brooks Brothers proper, and this shirt is no exception.

Indigo Intel A nice inky navy shade with hints of white "whiskering" around the seams.

Pocketology This shirt is pocketless, disappointing those who like to keep a pen close at hand.

Natural Habitat Deep Hollow Ranch in Montauk, N.Y. A place where there are horses to ride, and opportunities to wear a crisp, understated shirt for a nearby night-out.

How would John Wayne have worn it? With khakis and Chelsea boots for a film-set-to-country-side look.

Mr P. \$190, mrporter.com

Brought to you by Mr P., the house line of e-commerce website Mr Porter, built around everyday essentials like chambray shirts.

Material Matters Sturdy, slightly coarse 100% cotton—less likely to be permanently besmirched by sweat or nacho stains than a finer, paler fabric.

Fit 411 Roomy, comfortable, yet far from boxy. The sleeves are also a bit tapered, a dressier detail that sidesteps "dad's old shirt" territory.

Indigo Intel The blue base is cut with subtle white threads for a dusty cornflower blue hue. Has a vintage feel, like a shirt Bruce Springsteen might have worn in the '80s to play Asbury Park.

Pocketology Two button-latched pockets on each side—practical but not precious.

Natural Habitat Jackson Hole, Wyo.: A cosmopolitan(ish) town in a rural state.

How would John Wayne have worn it? With dark denim jeans on his Arizona ranch. Double denim, the right way.

Loro Piana \$515, loropiana.com

Brought to you by Loro Piana, the 94-year-old Italian fabric maven. Though best known for their ultrasoft (and ultraexpensive) cashmere, the label's cotton shirts are equally supple.

Material Matters Pre-washed, pillow-y 100% cotton. I hope you're sensing a theme here: Avoid synthetic "chambray."

Fit 411 With a high armhole, crisp pleated cuffs and a fairly long tail, the silhouette echoes that of a Wall Street-ready button-up.

Indigo Intel An even, unblemished, pale blue shade, set off by mother-of-pearl buttons.

Pocketology A sole, left-chest pocket, with clean white stitching.

Natural Habitat Rodeo Drive, not the rodeo. This shirt is far too proper to get anywhere near even the faint whiff of cow pie.

How would John Wayne have worn it? Paired with a tan suit and dark knit tie to Melvyn's piano bar in Palm Springs, Calif., where he would sip Old Fashioneds to his heart's content.



FRESH PICK

You Only Swim Twice

007 is immortalized on a pair of spiffy trunks

ALTHOUGH JAMES BOND would seem to have been born in a slick black tuxedo, the cinematic MI6 agent is seen at least as often in blue. From Sean Connery's piqué-knit cotton shirts in "Dr. No" to his terry cloth romper in "Goldfinger" and his Jantzen dive shorts in "Thunderball," Mr. Bond is as much of a threat in cerulean leisurewear as he is in a suit. To celebrate 007's less formal attire, Orlebar Brown is releasing an edition of its Bulldog trunks (similar to the blue pair worn by Daniel Craig in "Skyfall") printed with poster artwork from four films, including 1962's "Dr. No" (above). "The styling of the films is spot on," said founder Adam Brown. "Early Bond has a lot of meaning to Orlebar Brown."

Toss these trunks into a bag this summer on your way to a remote tropical island (bunking at volcano lairs is optional). \$395, orlebarbrown.com —Matthew Kitchen

► For more Bond bits ideal for shorts, see wsj.com/fashion.

STYLE & FASHION

The Chambray Choice

As denim's lighter, more office-friendly cousin, chambray is an essential type of shirt, but not all incarnations are cut from the same cloth. We dissect four options in geeky detail

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\$175, drakes.com

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June 2018 Issue

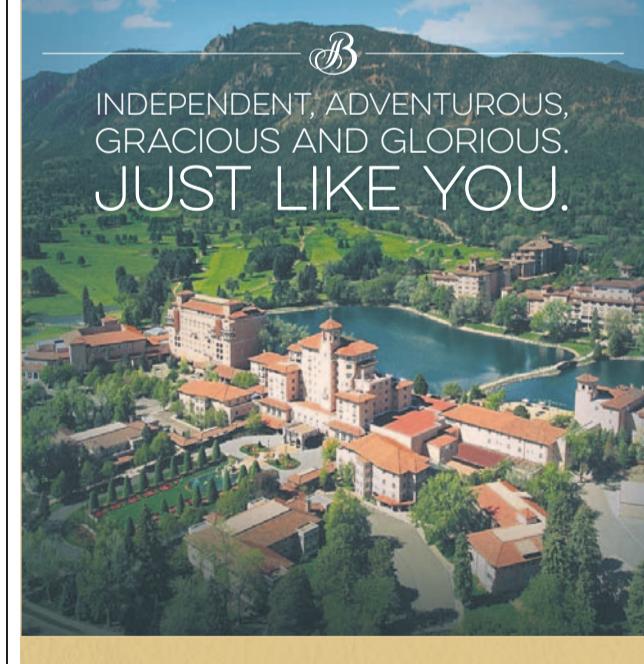
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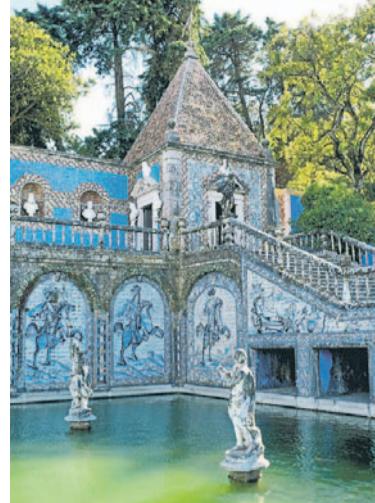
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DESIGN & DECORATING

FUNDACAO DAS CASAS DE FRONTEIRA E ALORNA F. MARTIN RAMIN/THE WALL STREET JOURNAL (TILES)



GOING DUTCH Blue-and-white tiles in the dining room at Lisbon's Palácio Fronteira show the 17th-century influence of Holland.



The palace survived a 1755 earthquake that leveled Lisbon.

country gardens," said Viúva Lamego's owner and CEO, Gonçalo Conceição, who said homeowners like to place them around pools or on benches.

Tile work took a turn in the 17th century, when the blue-and-white ceramics coming out of Holland, then a superpower in matters of taste, left its mark on Portugal, where blue and white can still predominate.

That moment is frozen in time at the Palácio Fronteira, where specially commissioned Dutch tiles depicting bucolic northern European farmers and nautical scenes line the dining room. Evidence of the hunting lodge's upgrade to palace also appear here: elaborate 18th-century stucco, a convivial oval dining table, Louis XVI dining chairs and a gold-trimmed crystal chandelier.

My guide informed me the current marquess still uses the dining room, in spite of its periodic availability to the public, and it was easy to imagine the palace's 350-year-old Dutch tiles reflecting the light of the chandelier at dinner.

For the Portuguese, tiles are more than just decoration, said Maria Antónia Pinto de Matos, director of Lisbon's National Tile Museum. "The tile work in Portugal is the identity of Portugal," she said. I now understood that tiles are a background, enriching the life that is going on in the foreground. They don't need to be perfect, because they are soulful.

PILGRIMAGE

Miles of Tiles

A frequent visitor to Portugal overcomes his conflicted relationship with the nation's ubiquitous ceramics

By J.S. MARCUS

I regularly travel to Portugal, and every trip revives an ongoing dilemma: Do I love or hate all those azulejos, the distinctive ceramic tiles the Portuguese use to cover anything from church chapels to backyard benches?

Sometimes Portuguese azulejos are glorious, like the early 20th-century panels that line the vestibules of Porto's São Bento railway station, where an arrival or departure becomes a stopover in a mammoth china cabinet. But often they are dingy, like the stained, cracked-tile facades, circa 1980, of row houses in Lisbon, where the

The facade of the palace came into view like a grandiose truck stop.

azulejos are about as festive as a pair of old pajamas. I was of two minds about the tiles, which, in spite of variations in pattern and quality, are essentially variations on a single medium. Besotted when they were splendid, I was repelled when they were pedestrian.

On a trip this spring, I decided to delve deeper into their development by visiting Lisbon's Palácio Fronteira. Built as a 17th-century hunting lodge, and later remade into a genuine palace in the 18th century, it is a repository of Euro-

pean tile work—marked by a preponderance of Portuguese tiles, a crucial dash of Dutch, and a putative smattering of Spanish. The palace promised to be a problem-solver for me, and the current Marquess of Fronteira, Dom José Mascarenhas, allows morning visitors to tour by appointment what is still the family home.

My visit began with a cab ride through a stretch of north-central Lisbon, where a lack of zoning laws and wide variety of building styles has created a vague, visual monotony. The stately red facade of the palace, which came into view just off the highway, seemed practically prankish, like a grandiose truck stop.

The real grandeur, and the history lesson, began inside, in the vast panels of narrative 17th-century tile work that mark a truly palatial hall called the Battal Room, commemorating the deeds and times of the first Marquess (1633–1681), a war hero who built the palace in the 1670s.

Starting with interiors like this, Portuguese tile work took on a narrative function, and I could see how the São Bento train station's patriotic pageantry was related to the room's minute detail and epic scale.

The palace's crowd-pleaser is the park just behind, a vast array of formal gardens where tiles depict everything from pagan gods to Portuguese knights, complemented by frolicking statuary and marble busts of kings highlighted by rare copper-glaze tiles most

likely imported from Spain.

Tiles first came to Iberia during the seven centuries of Muslim rule that ended about the time Columbus set sail on his first voyage, and the form's ancestry comes into its own in the park chapel, where tiles of many colors assume geometric shapes.

This Moorish legacy is kept alive at Viúva Lamego, a Portuguese tile producer dating back to

1849, now located in Sintra, north of Lisbon. Their hand-painted tiles run the gamut from plain colors to rich narrative scenes, but the geometry and relief patterns associated with the Islamic aesthetic are the most distinctive. Customers may not have their own private chapels or landscaped parks, but they can go a bit Moorish in their own backyards. It's very common to see Moorish tiles in Portuguese

KEYS TO THE PALACE / CONTEMPORARY DESIGNS WITH AESTHETIC ECHOES OF THE PORTUGUESE PAST



MP 601 Tiles, \$30 per tile, viuvalamego.com



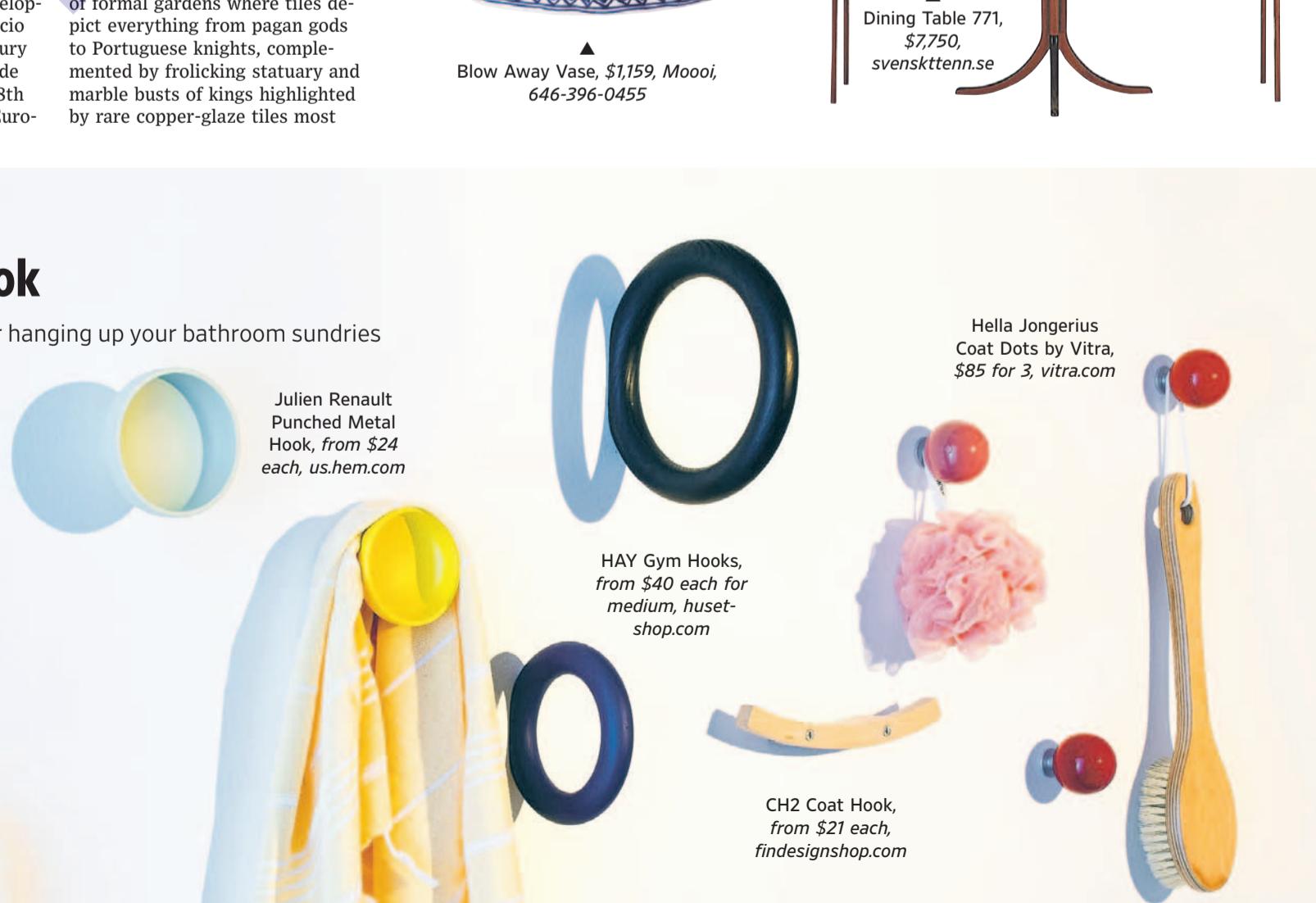
Dorian Vase, \$435, vistaalegre.com



Stone Cherub Statue, \$118, gumps.com



Dining Table 771, \$7,750, svenskttenn.se



FAST FIVE

Off the Hook

Five novel options for hanging up your bathroom sundries

Market Editor:
Kelly Michèle Guerotto



Double Hook,
\$25 each,
rejuvenation.com

Julien Renault
Punched Metal
Hook, from \$24
each, us.hem.com



HAY Gym Hooks,
from \$40 each for
medium, husetshop.com

Hella Jongerius
Coat Dots by Vitra,
\$85 for 3, vitra.com



CH2 Coat Hook,
from \$21 each,
findesignshop.com



ADVENTURE & TRAVEL

Take a Run On the Wild Side

Want to take on a half-marathon through Kenya's Lewa Wildlife Conservancy? You better not scare easily

LEWA WILDLIFE CONSERVANCY (TOP); MARTIN HARVEY (RHINO); MATT KRUMME (SPECTATORS); AMM/DE TENDA/MAINGUY (MEDOC)



BY RACHEL LEVIN

THE NIGHT before the race, I started to freak out. A few nerves are normal, I know, but this was different. In my past as a very amateur competitive runner, I'd climb into bed on the eve of a race and fret about whether I'd set the alarm for p.m., not a.m.; whether it would even go off; where I'd go for breakfast after the run. But here I was, lying on a cot in a canvas tent in northern Kenya, hours before the start of a half marathon, worrying about lions. As in: being eaten by one.

Last summer, my husband, four friends and I had traveled from San Francisco via Frankfurt, arriving late in Nairobi to spend the night before flying out the next morning in a little plane to land at Lewa Wildlife Conservancy. In other words, we were not in tiptop marathon shape—even half-marathon shape. And this was not your average, or easiest, course. Rather, it's said to be one of the world's toughest. At 5,500-feet elevation, Lewa was hot, dry and dusty. It suddenly dawned on me: Maybe I should have trained for this.

Team Gazelle—as we'd

optimistically christened ourselves—had come to take part in the Safaricom Marathon, a meticulously orchestrated event co-hosted by Lewa, in partnership with the nonprofit Tusk, to raise funds for wildlife conservation, education and community development across Kenya. A 55,000-acre preserve, Lewa is home to 137 rhinos, 182 giraffes, 1,160 zebras, some 500 migrating elephants, 26 lions and—I was promised before committing

many rhinos. We even chased a cheetah. In the Land Cruiser, mind you, not on foot. For 364 days a year, safari guests aren't allowed to roam free, but race day is a different beast.

I awoke before sunrise to Kenyan pop music blaring over speakers, thumping through camp, a communal call to rise. Then came the whoosh of helicopters, revving up to ready the course. Manned by Mike Watson, longtime CEO of Lewa and a rugged bushman if ever there was one, and his colleagues, the helicopters crisscrossed the landscape, hovering overhead, gently flushing the wildlife away for the day—making way for Lewa's rarest species: humans.

Fourteen hundred runners from 20 countries—the majority from Kenya—come together for one morning every June, in the name of conservation and inspiration. Most people opt for the half, but a hardy 200 or so, including top Kenyan runners like 2016 Olympic gold medalist Eliud Kipchoge go for the full, which double-backs along the same route. There's a 5K kids race just before it, too. Local school kids train all year in hopes of winning vouchers to the supermarket, goody bags filled with socks, pens, paper and chocolate, and to the first-place finisher: a phone.

Fueled up on bananas and coffee and what felt like a reservoir's worth of bottled water, we laced up our sneakers and drifted down a dirt road toward the starting line, where we met up with one more member of Team Gazelle: Jacob Kanake, a Lewa driver who had worked on the preserve for years, but had never run the race before.

For 364 days a year, safari guests aren't allowed to roam free. Race day is a different beast.

to this harebrained idea—140 armed guards standing watch in case there's any trouble. (In the marathon's almost two-decade existence, though, there hasn't been.)

Still, as I lay in the dark listening to screeching baboons, the possibility felt palpable. A few hours earlier, we'd gone out on a game drive and seen scores of wildlife: Cape buffalo, hyenas, black rhinos, white rhinos, so

many rhinos. We even chased a cheetah. In the Land Cruiser, mind you, not on foot. For 364 days a year, safari guests aren't allowed to roam free, but race day is a different beast.

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Fourteen hundred runners from 20 countries—the majority from Kenya—come together for one morning every June, in the name of conservation and inspiration. Most people opt for the half, but a hardy 200 or so, including top Kenyan runners like 2016 Olympic gold medalist Eliud Kipchoge go for the full, which double-backs along the same route. There's a 5K kids race just before it, too. Local school kids train all year in hopes of winning vouchers to the supermarket, goody bags filled with socks, pens, paper and chocolate, and to the first-place finisher: a phone.

Fueled up on bananas and coffee and what felt like a reservoir's worth of bottled water, we laced up our sneakers and drifted down a dirt road toward the starting line, where we met up with one more member of Team Gazelle: Jacob Kanake, a Lewa driver who had worked on the preserve for years, but had never run the race before.

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EATING & DRINKING



ELEMENTARY ENTERTAINING
A round of *pintxos* and *refrescos*, at Huertas in Manhattan.

F. MARTIN RABIN/THE WALL STREET JOURNAL

Party Fare That's Easy On the Host

Continued from page D1
of fresh lemon and a pinch of chile powder.

To keep the party humming along at the right clip, take another cue from the Spanish—legendary for their late nights, masters of the low-alcohol cocktail—and keep the drinks light and easy. At a *pintxo* bar, they aren't mixing elaborate cocktails; they're pouring wine, beer, vermouth or Sherry with a lightening splash of soda. At Huertas, inspired by the vermouth-on-tap in Spain, we developed our own house vermouth, which we mix

This style of eating facilitates the flow of drinking and conversation better than any other I know.

with soda to make Tinto de Verano, an easy alternative to Sangria. Or we stir up the Mimosa's Spanish cousin, Agua de Valencia, nothing more than sparkling wine and orange soda. The Spanish answer to a shandy, a Clara combines beer with lemon soda or lemonade. These *refrescos* can be enjoyed for hours on end without unwelcome dehydration or drunkenness derailing the fun.

It really can be as simple as that. Put out a few *pintxos* on platters, for guests to browse at their own pace. Fill out the spread with some Spanish almonds, cheese and cured meats. Set out the ingredients for a *refresco* or two. And watch the party flow.

Gilda (White Anchovy, Pickled Pepper, and Manzanilla Olive)

Total Time 20 minutes **Makes** 12 skewers

12 boquerones (marinated white anchovy fillets), such as Ortiz brand
12 manzanilla or other briny green olives, pitted
4 pickled guindilla peppers (also known as piperra), stemmed and cut crosswise into thirds

- Pierce 1 anchovy fillet, close to one end, on a roughly 4-inch skewer or toothpick, leaving roughly $\frac{1}{2}$ inch between anchovy and tip of skewer. Add an olive, wrap anchovy over olive and skewer anchovy again. Now add a piece of pepper, wrap anchovy over pepper and skewer the anchovy one last time to secure. (Alternatively, if you'd like to keep it simpler, just skewer an olive, a folded anchovy, and a piece of pepper.)
- Repeat with remaining skewers and ingredients. Gildas are best enjoyed immediately but will keep, tightly covered and refrigerated, up to 3 days.

Rollos de Pepino con Trucha (Trout Salad in Cucumber Rolls)

Total Time 20 minutes **Makes** 12 toasts/16 skewers

2 (6-ounce) fillets smoked trout, bones removed, flaked into small chunks
 $\frac{1}{4}$ cup finely diced red onion
 $\frac{1}{4}$ cup finely diced celery
1 tablespoon minced chives
 $\frac{3}{4}$ cup mayonnaise
1 teaspoon olive oil, plus more for drizzling
1 lemon, halved
Sea salt and freshly ground black pepper
2 medium (about 5-inch) Kirby cucumbers

- Make trout salad: In a large bowl, combine trout, onions, celery, chives, mayonnaise, 1 teaspoon olive oil, and juice of 1 lemon. Stir to mix thoroughly. Season with salt and pepper to taste. Trout salad can be made up to 3 days ahead and kept in an airtight container, refrigerated.

$\frac{1}{2}$ lemon. Stir to mix thoroughly. Season with salt and pepper to taste. Trout salad can be made up to 3 days ahead and kept in an airtight container, refrigerated.

- Use a mandoline to slice cucumbers lengthwise into long ribbons. You want the slices to be as thick as possible while still being able to curl. When you reach the seeds on one side, flip cucumber and repeat process on other side. Depending on size of cucumber, you should be able to get at least 4 viable slices on each side before reaching seeds. Lay 16 cucumber slices on a clean work surface. Sprinkle lightly with salt and let sit 5 minutes. (This will draw out moisture and make them more pliable.)
- Assemble rolls: Place about 1 tablespoon trout salad $\frac{1}{2}$ inch from one end of each cucumber slice. Fold end of cucumber slice up and over salad, then keep rolling to create a tight cylinder. Repeat to assemble all rolls.
- To serve, gently arrange rolls on a plate. Drizzle olive oil over top, followed by a squeeze of lemon juice from remaining lemon half, a sprinkle of sea salt and a few grinds of pepper. Serve immediately, or cover and chill up to 3 hours.

Piquillo Rellenos (Peppers Stuffed with Goat Cheese and Catalan Greens)

Total Time 40 minutes **Makes** 12 stuffed peppers

1 bunch Swiss chard or kale, trimmed
3 tablespoons olive oil
1 medium yellow onion, diced
2 cloves garlic, thinly sliced
Salt and freshly ground black pepper
8 ounces goat cheese
2 tablespoons toasted pine nuts
2 tablespoons golden raisins, soaked in hot water 30 minutes, then drained
12 piquillo peppers, stemmed and seeded
2 tablespoons Sherry vinegar

- Remove chard leaves from stems. Roughly chop leaves. Dice stems. In a large skillet, heat 2 tablespoons olive oil over medium heat. Add onions, garlic and chard stems. Cook, stirring occasionally, until onion is tender, about 10 minutes. Add chopped chard

Rollos de Pepino con Trucha (Trout Salad in Cucumber Rolls)

(Trout Salad in Cucumber Rolls)

Black Gilda (Cured Anchovy, Piquillo Pepper, and Garlic Confit)

- Cook, stirring occasionally, until sugar dissolves, about 5 minutes. Remove from heat and let cool slightly. Simple syrup can be made up to 4 weeks ahead. Makes about 2 cups. // Pour 10 ounces light beer such as Estrella, $\frac{3}{4}$ ounce simple syrup, $\frac{3}{4}$ ounce fresh lemon juice and 1 ounce bourbon (optional) into a pint glass. Add ice slowly, taking care not to spill beer over top, then stir. Garnish with a lemon wedge.
- Find more recipes for drinks and *pintxos* at wsj.com/food.

leaves and cook, stirring, until wilted, 1-2 minutes. Remove from heat and let cool slightly. Season with salt and pepper. (Go light on the salt, as the goat cheese will be salty.)

Preheat oven to 375 degrees. In a large bowl, combine chard mixture, goat cheese, pine nuts and raisins. Stir to combine well. Scoop filling into a pastry bag fitted with a $\frac{1}{2}$ -inch round tip. (Alternatively, you can use a large Ziploc bag. Cut off a corner to create a $\frac{1}{2}$ -inch hole.) Pipe goat cheese mixture into peppers to fill them, using about 3 tablespoons each.

Heat a large ovenproof skillet over high heat 2 minutes. Swirl in remaining olive oil and arrange stuffed peppers in skillet, spaced as widely as possible. Sear until deeply caramelized, 3 minutes. Use tongs to flip peppers. Transfer skillet to oven and roast until filling is hot, about 5 minutes. Remove from oven. Pour vinegar into pan to deglaze, scraping up any browned bits on bottom. Transfer peppers to a serving platter and drizzle pan sauce all over peppers. Serve immediately.

All recipes adapted from "The New Spanish" by Jonah Miller and Nate Adler (Kyle Books)



HIT REFRESCO / LIGHT DRINKS FOR LONG AFTERNOONS AND LATE NIGHTS

Agua de Valencia (Sparkling Wine and Orange Soda)

Total Time 40 minutes **Makes** 1 drink

Make orange syrup: In a large saucepan, combine **zest and juice of 8 oranges**, **8 cups granulated sugar**, **10 cups water** and **2 tablespoons citric acid powder**. Bring to a simmer over high heat and cook gently, stirring occasionally, until sugar dissolves, about 20 minutes. Transfer to airtight containers and chill. Orange syrup can be made up to 2 weeks ahead of time. Makes about 12

cups—enough for a party. //

Pour **3½ ounces Cava or other sparkling white wine**, **$\frac{3}{4}$ ounces sweet white vermouth such as Cocchi Americano**, **$\frac{1}{2}$ ounce orange syrup** and **1 ounce vodka (optional)** into a rocks glass. Add ice and stir well. Garnish with an orange twist.

Clara (Light Beer and Lemon Soda)

Total Time 30 minutes **Makes** 1 drink

Make simple syrup: In a small saucepan over medium heat, combine **1 cup granulated sugar** and **1 cup wa-**

EATING & DRINKING



ON WINE / LETTIE TEAGUE



It's Time to Listen to Your Sommelier: Order the Riesling

The second in a three-part series on German wine.

GERMANY AND RIESLING. Riesling and Germany. Though this grape is cultivated all over the world, no country is more closely connected to its success or failure, shame or fame. It's the signature white grape of Germany and the source of its greatest white wines. And yet German Riesling is still one of the most misunderstood wines in the world.

The biggest myth: All German Rieslings are sweet. Decades ago, lots of lousy sweet wine from Germany did flood the American market. Not so today. "Germans really drink about 99.9% dry wines," said German wine importer Stephen Bitterolf of New York-based vom Boden wines. German producers are making dry Rieslings in response to this demand, and more and more are exported to the United States.

There may be no group more dedicated to fostering a better appreciation of German Riesling than

sommeliers—though their love may occasionally eclipse their fiscal good sense. "I think sommeliers tend to buy an unrealistic amount of Riesling," said Michaël Engelmann, wine director of the Modern in New York. About 190 of the 2,800 wines on his list are currently Rieslings, mostly German—with another 60 on hand that are

This incredibly versatile grape can be made in just about any style.

not listed. In Mr. Engelmann's defense, Riesling is an incredibly versatile grape that can be made in just about any style, from exceedingly sweet to bone-dry and even sparkling.

To combat misperceptions regarding sweetness, Collin Moody, wine director and general manager of Income Tax restaurant in Chicago, focuses on Rieslings from

Saar, a part of the Mosel near the city of Trier. "The wines there have a dry tradition and they're higher in acidity," he said. One of the uncontested stars of the Saar, Florian Lauer of Peter Lauer winery, makes dry Rieslings ranging from self-described "village" to "grand cru" wines that have achieved quite a cult following.

Key Riesling regions in Germany include the Mosel (as described in last week's column), Pfalz, Nahe, Rheingau and, to a lesser extent, Rheinhessen. Climate, exposure and soil type differ markedly from one region to the next. In the Mosel, the climate is cool, the vineyards are steep, the soils, blue or red slate; the wines range from sweet to bone dry. The different styles of Mosel Riesling tend to be more delicate than Rieslings from the Pfalz, which are powerful, higher in alcohol and more often dry. The warmer Rheinhessen region southeast of Mosel is a gentle landscape of rolling hills, as opposed to the steep hillsides of the Mosel or some vineyards in neigh-

boring Nahe. Part of Rheinhessen until 1971, Nahe is a small region that enjoys an outsize fame largely thanks to Helmut Dönnhoff.

This winemaker's (mostly dry) Rieslings are some of the best in the world. His Niederhäuser Hermannshöhle Riesling, a wine much coveted by collectors, is a good example of how astonishingly affordable great German Riesling can be compared to counterparts from Burgundy and Bordeaux. The retail price of the 2016 vintage is around \$61, while other superb Dönnhoff wines like the dazzling 2016 Dönnhoff Kreuznacher Kahlenberg Riesling Trocken Nahe go for half as much.

Sommeliers also love German Riesling for its effortless fit with food. Every sommelier I spoke with cited general Riesling-friendly categories (chicken/fish/vegetables/spicy food) and also mentioned specific dishes: scallops with kaffir lime, hamachi tartare, seared prawns with a grapefruit garnish.

Of course, before any pairing

can be made, they must first persuade customers to try Riesling. Chaylee Priete, wine director of the Slanted Door Group of restaurants in the Bay Area, has a wine list long on German Riesling. When customers say they don't want Riesling because it's "too sweet," she gives them tastes of four different wines, one of which is always a Riesling. Half the time that's the wine they pick, she said. Ms. Priete also does "a sneaky thing with the Spätlesse"—getting diners to try a sweeter Riesling style with a spicy dish without telling them about the wine. More often than not they love the pairing.

Mr. Moody wins over customers with words. "Crisp" and "limey" provoke a good response from fearful drinkers, while "off dry," he noted, tends to play badly. Perhaps it sounds too close to sweet, or people simply don't know what it means.

After cajoling friends to drink German Riesling in recent weeks, I can sympathize with sommeliers. For instance, when I brought a couple of bottles of German Riesling to the BYOB Divina Ristorante in Caldwell, N.J., owner Mario Carlini dismissed them out of hand. "Too sweet," he (predictably) said.

I insisted he try the two wines, a 2016 Peter Lauer Riesling "Senior" Faß 6 (\$28) that was delicious and juicy with just a touch of sweetness, and the 2016 Peter Lauer Riesling "Saarfeilser" Faß 13 (\$54), whose mouthwatering acidity and mineral edge called to mind Chenin, a grape Mario loves. But he failed to note the commonality. In fact, he complained that the wines' stone-fruit aromas were too much. They "overlaid all the other flavors," he said. I persuaded him to try again, but Mario remained resolutely Riesling recalcitrant.

There are many Marios out there. When I asked Andy Myers, beverage director for José Andrés Think Food Group, which of the markets he works in across the U.S. is the most enthusiastic Riesling town, he laughed. "Nowhere is a Riesling town," he said. That doesn't stop Mr. Myers from buying lots of German Riesling—wines he is happy enough to drink himself even if customers continue to cling to old, misguided notions about the grape. "You don't sell Riesling," he said. "You just have Riesling."

► Email Lettie at wine@wsj.com.

OENOFOLIE / RIESLINGS WORTH HAVING, FROM SLIGHTLY SWEET TO VERY DRY



2016 Dönnhoff Kreuznacher Kahlenberg Riesling Trocken Nahe

\$30 Helmut Dönnhoff is the putative dean of dry German Riesling. This one, possessed of a dazzling acidity and a firm mineral finish, is a brilliant entry-level example of the Dönnhoff style.

2015 Weingut Max Ferd. Richter Graacher Dom-propst Riesling Alte Reben Mosel

\$25 With a lovely floral nose and a fairly full body, this Riesling from the ripe 2015 vintage finishes tangy and off dry. Compulsively drinkable, made from old vines in a great vineyard.

2016 Joh. Jos. Prüm Weihener Sonnenuhr Riesling Kabinett Mosel

\$28 A delightful wine from a legendary estate and a classic Mosel Kabinett: light-bodied and fruity with a crisp acidity. Ideal for a summer day—or in 20 years, as Prüm wines are famously long-lived.

2015 Selbach Oster Zeltinger Sonnenuhr Riesling Spätlese Feinherb "Ur" Alte Reben Mosel

\$25 The great Johannes Selbach produces wines from sweet to bone dry. This off-dry wine from very old vines is ripe and luscious with floral and citrus notes and a racy acidity.

2016 Peter Lauer Riesling "Saarfeilser" Faß 13

\$54 Winemaker Florian Lauer has staked a claim in the Saar with some of the most thrilling dry Rieslings in the region. This wine is no exception. Marked by taut acidity and a long mineral finish, it's Saar meets Chablis.

SLOW FOOD FAST / SATISFYING AND SEASONAL FOOD IN ABOUT 30 MINUTES



The Chef
Floyd Cardoz

His Restaurants
Bombay Bread Bar in New York City; the Bombay CanTeen in Bombay, India; O Pedro in Goa, India

What He's Known For
Cooking regional-Indian food with creativity and finesse for over three decades. Deftly pivoting from fine to casual dining. Winning the first season of 'Top Chef Masters.'

Chicken Korma With Charred Corn on the Cob

"THIS IS A REGAL" curry," said chef Floyd Cardoz of this chicken korma, his third Slow Food Fast contribution. But don't let that intimidate you. Indeed, if you're not in the habit of cooking curries, consider this your gateway recipe. Luscious yet surprisingly light, it's fairly foolproof. A puree of almonds and cooling yogurt tempers the heat from the spices and chiles.

The list of ingredients might look long, but they don't require much chopping; most go straight into the blender or the pot, whole. The liquid in the pan cooks down to

Total Time 35 minutes
Serves 4

8 boneless, skin-on chicken thighs

Salt

3 cups plain yogurt

1½ cups blanched almonds, plus more, roughly chopped, for garnish

1½ cups diced onions

1 (2-inch) knob ginger, peeled and grated

2 serrano chiles, stemmed and seeded

1 teaspoon black peppercorns, roughly smashed

1½ tablespoons coriander seeds, roughly smashed

2 teaspoons ground turmeric

2 cups chicken stock

½ cup olive oil, plus more for drizzling

4 whole cloves

1 cinnamon stick

4 cardamom pods

1 bay leaf

4 ears corn, shucked

2 limes, cut into wedges

½ cup cilantro sprigs (optional)

- Season chicken all over with salt. In a blender or food processor, combine yogurt, almonds, onions, ginger, chiles, peppercorns, coriander, turmeric and stock. Puree until smooth.
- Heat oil in a large pot over medium-high heat. Lay in chicken, skin-side down, and cook until browned on one

side, 5 minutes. Add cloves, cinnamon, cardamom and bay leaf. Flip thighs and cook until lightly browned on reverse side, 2 minutes. Stir in yogurt puree and simmer over medium heat, stirring occasionally to prevent sticking, until meat cooks through and sauce reduces, 15–20 minutes.

- Meanwhile, grill corn or cook directly over stovetop flame, turning with tongs, until charred all over, about 3 minutes per cob. Season with lime juice, salt and a drizzle of olive oil.
- Garnish dish with chopped almonds and cilantro. Serve with lime wedges and corn on the side.



KERNEL WISDOM A quick toasting over open flame gives the corn a nice char while preserving its juicy bite.

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GEAR & GADGETS

Hold the Line, Please

Once thought doomed, landline phones are answering the call of people who are sick of mobiles' spotty service

BY PAUL SCHRODT

THE PIERCING RING of a home phone used to command respect. "That's how I was raised: When the phone rings, you hop to it," I heard my mom say recently as we chatted on my new landline phone. She finally got rid of her hard-wired phone because she couldn't stop herself from answering it, even after it had primarily become a conduit for robotic telemarketing and fraud.

Despite its demotion to a means of harassment, though, the landline refuses to die. According to a 2017 U.S. government survey, about 44% of households still own traditional phones, down from 53% three years before—but still much higher than, say, the share of those buying vinyl records, another cultish throwback.

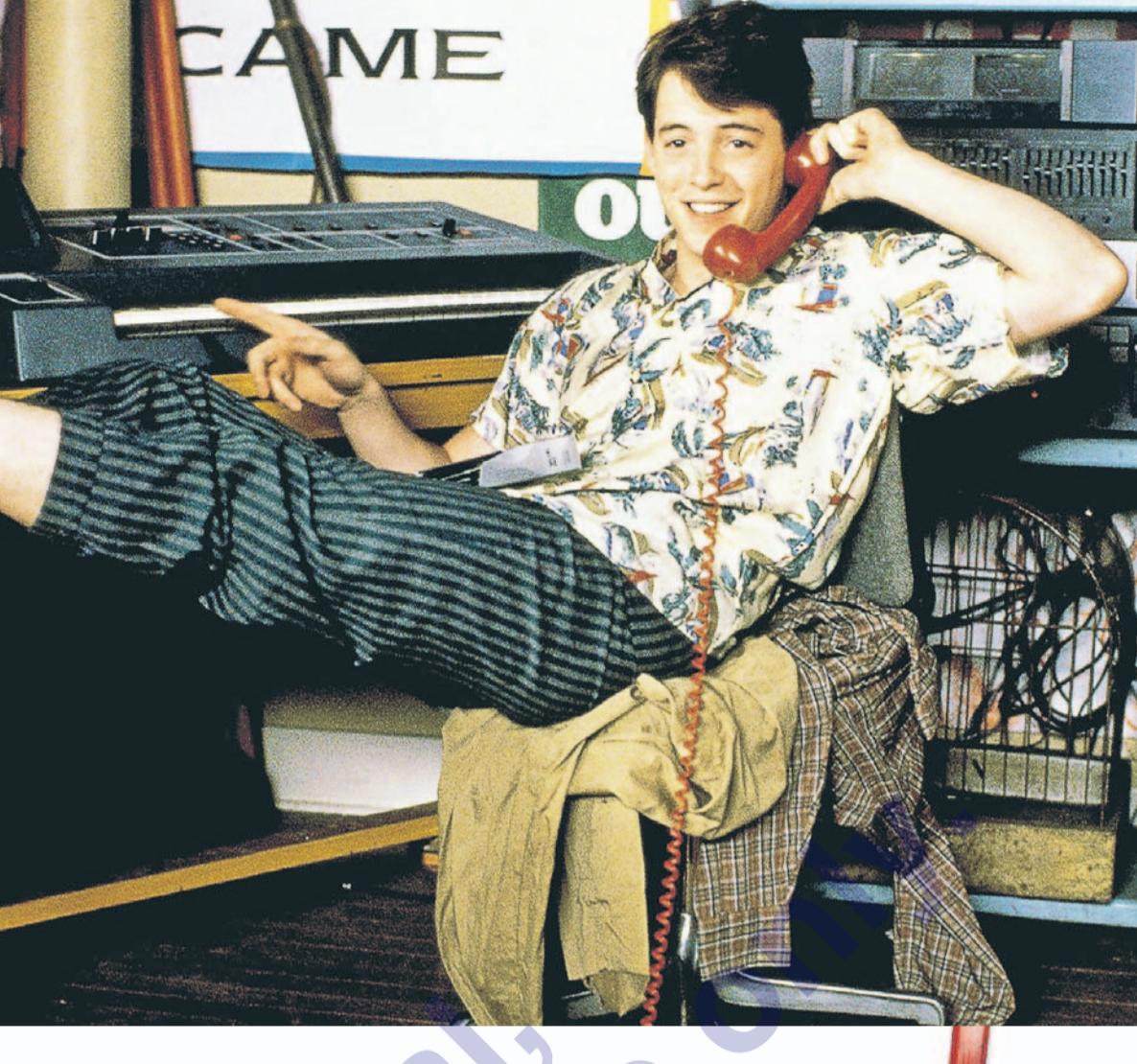
For many, the reason is pragmatic. Cell service is spotty in large, rural stretches of the country and even the hills of Los Angeles. Rocky elevation disrupts communication with cell towers, which are also often banned in environmentally protected areas. You can rely on a landline when the power is cut, or during an emergency like a hurricane that causes cell blackouts. And cellphones offer no real escape from harassment and distraction (see "Can It, Spammers!" below); we're all being beckoned all the time, everywhere—if not by an actual voice on our cellphones, then by texts, emails, swipes on dating apps.

"I never thought I would be this person again," said Pamela Carroll, 35, who added a landline a year ago after moving to the woods of New Hampshire. Forced to stand in certain parts of her apartment to get cell service, she now solely takes calls on her home phone. It's a running joke among her friends, but she has no plans to give it up.

That's partly because a landline happens to be better at its job. Consumer Reports found in 2013 that modern cordless phones provide sound quality superior to the best smartphones, with minimal interference. "I speak on the phone without distraction. I kind of vibe with it," Ms. Carroll said, adding that she likes talking to family while cooking or folding laundry, the way she did as a teen in the '90s.

That nostalgia for the landline has sparked a niche industry. Oldphoneworks.com brings in nearly \$40,000 a month refurbishing and selling vintage handsets to anyone looking for a throwback flourish (the set director who worked on "Stranger Things" is a regular customer). The once-ubiquitous Western Electric 302, conceived by celebrated designer Henry Dreyfuss, now fetches \$450. His Princess phone design, a '60s icon, costs a more reasonable \$180.

Mr. Dreyfuss put a lot of thought



DIAL LAUGHING
Ferris Bueller (Matthew Broderick) used an old-school phone to get out of school in the 1986 movie.

into handset ergonomics, said Ellen Lupton, curator for Cooper Hewitt, Smithsonian Design Museum. Unlike a sleek yet slippery iPhone, his 500 series phone (nicknamed the "lumpy rectangle" in his office when it was first crafted in 1949), "wasn't pretty, but it was designed

fortable long after you would've found an excuse to hang up a cell.

His iconic designs have also inspired the cool, streamlined aesthetic of new landline phones. Crosley's Kettle Classic Desk Phone (\$60, crosleyradio.com) nods a bit preciously to 1930s art deco style, but its chipper mechanical bell out-charms a digital ringtone. More functional is Crosley's Wall Phone (\$70, crosleyradio.com), which can be mounted in a kitchen as a punchy visual statement—and a convenient way to chat while cooking while your smartphone is charging in the other room.

When I talked to mom, separated from the incessant pinging of my cell, I was reminded of how pleasant phone conversations can be. Her voice came through clearly—no weird echoes or drop-

offs. We could actually hear each other, something that shouldn't pass for a miracle. A half-hour in, I didn't want the call to end.



CLASSIC HANGUPS / HOMESOME NEW HANDSETS

VTech Retro Phone
An elegant cordless that can also pick up your smartphone's calls. \$50, vttechphones.com



Western Electric 302
A refurbished piece of history that will last as long as granddad's phone did. \$450, oldphoneworks.com



Crosley Wall Phone
A midcentury-style kitchen phone that's a nod to a bygone era—bell, coiled cord and all—with modern conveniences or annoyances. \$70, crosleyradio.com



Can It, Spammers!

Inundated with junk calls? Stop pesky robo-dialers with these call-blocking smartphone apps



PHOTO ILLUSTRATION: F. MARTIN RAMIREZ/THE WALL STREET JOURNAL (PHOTOS): ANGELA SOUTHERN (TYPE)

I MISS MY PHONE. Oh, I still have it—I just can't remember the last time I picked up a call. When I do, it's always some robot under the illusion that it works for the IRS, a chatty guy who wants to forgive my student loans, or a woman offering "free" cruises.

Odds are you're feeling inundated with telephonic spam, too: Last year, the FTC got more than 7 million complaints about rip-off calls. Adding your number to the national Do Not Call Registry is—as they say in the South—as useless as a screen door on a submarine. Blocking numbers on your cell won't silence solicitors either. Since robocallers constantly cover their tracks, you'll have to do it again and again. And again.

To block nuisance calls more effectively, turn to apps, which use vast databases of bogus phone numbers and "spam protection engines" to better call out frauds. They briskly divert most—if not all—of those spammers to voice mail. One app also fights fire with fire, wearing out marketers with annoying auto-responses and recording its results. Revenge never sounded so sweet.

THE SIMPLE SOLUTION

Hiya scores points for being free and flexible. You can choose whether to block spammers or get warned when suspicious digits pop up. Share your number with the app so it can flag "neighbor spooft"—sneaky calls

from local numbers designed to lure you into answering—and mark suspected spammers in your recent calls log. *Free*, hiya.com

THE MULTITASKER

For a small monthly fee, Nomorobo nets nuisance calls more reliably than free apps. It can shield you from pesky SMS text spam, too—and all without accessing your personal contacts, so your privacy is never at risk. \$2 per month, nomorobo.com

THE EX FACTOR

In addition to blocking spam, TrapCall can be helpful if you're dealing with incessant, tormenting dialers. The app unmasks anonymous ringers and lets you easily record conversations—assuming that's legal where you live. From \$6 a month, trapcall.com

THE COMIC RELIEF

Feeling vengeful? Instead of sending spammers to voice mail, RoboKiller's Answer Bots can use prerecorded messages to frustrate and befuddle them. Bad Cold coughs incessantly into the line; Mr. Mom's kids cry and scream. The app also blocks suspect calls, but it insists on access to your contacts. From \$2.49 a month, robokiller.com

—Sara Clemence

GEAR & GADGETS



RUMBLE SEAT / DAN NEIL



Volkswagen's Race to Climb Out of Its PR Hole

THE MORNING of the Broadmoor Pikes Peak International Hill Climb (June 24) in central Colorado, there was drama on the mountain. Yes, a motorcycle racer had high-sided into the rocks above the tree line and catastrophe-dealing mists were closing in on the summit. But this was serious: Volkswagen's camera helicopter was behind schedule.

After months of preparation, zero-hour had arrived for VW Motorsport's future-shock hillclimber. The I.D. R Pikes Peak is essentially an all-electric Le Mans prototype, with fore and aft motors and all-wheel drive, leveraging a stupendous 671 hp against a curb weight of only 2,425 pounds, including driver. Hanging off the back is the I.D. R's defining feature, a freakishly huge (and awesome) rear wing, yielding more than a metric ton of road-holding downforce.

In the VW team's sights was the unlimited-class record of 8 minutes, 13.87 seconds, set by Sébastien Loeb in 2013 aboard a factory Peugeot 208 T16 rally car, an effort you could call fossil fuel's best punch.

Technical director of VW Motor-

sport François-Xavier Demaison said he felt confident of the result, chopper notwithstanding. Electric cars have a number of advantages at Pikes Peak (elevation 14,114 feet). Unlike internal-combustion cars, EVs don't lose power as the air thins. Also, Pikes Peak uses a flying start, a curving acceleration zone of about 100 yards before the timing beam. With 600 Nm of instant torque on tap, the I.D. R accelerates like a Formula One car, from 0 to 62 mph in a spasmodic 2.25 seconds.

Simulations showed the car capable of setting a record on the 12.42-mile, 4,725-foot, 156-corner course, with ace driver Romain Dumas "only pushing a little bit."

But no chopper, no pictures; no pictures, no message. For VW, Pikes Peak was about the message.

Three years after revelations of the Dieselgate emissions cheating scandal, the VW brand desperately needs an image upgrade, particularly in its home market of Germany, where the scandal has cut deep into national pride and consumer goodwill. VW's pitch is that

it will lead in global vehicle electrification, eventually. "We will build electric cars by the millions, not just for millionaires," said VW CEO of the Americas Hinrich J. Woebschen. It's a good line.

Pikes Peak was well suited for this Euro-facing message. While its popularity in the U.S. has waned over decades, the event—timed solo passes up a fantasy of breathtaking curves, guard rails of blue sky and existential drop-offs—is revered in European rally racing circles, regarded as America's inclinational Nürburgring.

Pikes Peak was in turmoil for a

decade while a road-paving project to the top was completed (2012). But since the asphalt surface was laid, more manufacturers have entered the fray and the records have come tumbling down.

Rotors beat overhead. The red belly of the camera copter flashed among the trees. Still the I.D. R was being held while the ambulance cleared the course.

VW's hot pit consisted of a modest canopy on the two-lane's unpaved shoulder, about 100 yards down the road from the staging area. Mr. Dumas, wearing a special ultralight racing suit, waited in the car while two flexible conduits pumped refrigerated air onto the batteries sitting in the cockpit with him. Under the technicians' feet, an electrically conductive grounding mat defined the workspace.

As a race machine, the I.D. R is unusually site-specific. Take, for example, the gigantic aerodynamic devices. Because the air density at the top of the mountain is about 35% lower than at sea level, the wings have to be about a third bigger to make the same downforce.

PROVING GROUND Left: The Broadmoor Pikes Peak course. Inset: Driver Romain Dumas celebrates his record-breaking climb.

At Pikes Peak it can be shirt-sleeve weather at the start area and blowing a gale at the summit. It's not uncommon for competitors to be red-flagged and sent back to the starting line, where by rule they have 20 minutes to reset.

Fast recharge generates a lot of heat; thus the two refrigeration units. The other unusual requirement was extreme power output (500 kW) for an operating lifetime of under 10 minutes. In road EVs, power output is limited to avoid

Pikes Peak rules require that electric entrants blare a siren to alert spectators that might be crossing the road.

overheating the batteries. For Pikes Peak—a single heroic uphill sprint—the engineers could afford to sacrifice the batts. "We'll change them," said Mr. Demaison with a smile.

Since no supplier inside VW Group offered the power density needed for the climb, the team used batts from U.S. supplier A123 Systems. They've never looked sexier.

Walkie-talkies crackled. The techs stripped off the tire warmers and lowered the car to the ground. At that moment, when Mr. Dumas initialized the car, it started to wail, a crazy, antique police siren—whhaaAHHAHHH-WhhaaHH-Hahh. Pikes Peak rules require electric entrants to have a siren to alert spectators. But of course: The race car of the future sounds like a 1930s gangster movie.

The I.D. R surged from its shelter, bucking and chattering toward the start line. The crowd closed in behind it and I lost sight of the big wing. A minute later the Doppler-shifted whine of an electric car, departing very fast, echoed through the trees. The paddock went quiet.

The monitors in the hospitality tent weren't working (fail!). Most of the team jogged across the road to watch a TV screen in the back of a pickup. Mr. Dumas was on pace. The camera copter was having trouble keeping up. Around the truck, the team was shoulder-to-shoulder, five-deep, very tall, very still.

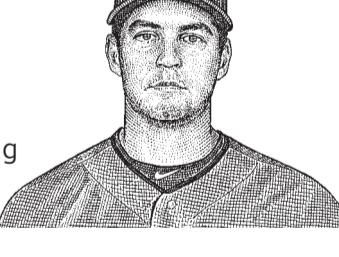
Finally, the radios started chirping: 7:57.148—an emphatic, era-defining 17 seconds faster than the gas-powered Mr. Loeb. First the young pit crew then the engineers and executives began hugging each other, chanting and jumping up and down like ebullient soccer fans.

Let the message go forth. If you want to be fast on the mountain, bring batteries.

MY TECH ESSENTIALS

Trevor Bauer

Cleveland's ace pitcher on designing throws using a super slo-mo camera, 3-D printing toys and Sunday cruising in his McLaren Spider

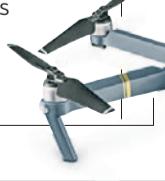


I wear Fatshark Dominator

V3 goggles (similar model shown) when I fly my drones so I see what the camera on the front of it sees. It feels like I'm flying. It's fully immersive. I can fly through tight spaces, race it around, go in doorways, dive down waterfalls, and do different tricks and flips.



I eat and drink to nourish my body, not for pleasure. So I got my sweat measured to determine the amount of electrolytes lost per unit of sweat. The drink on the market that most closely replenishes that amount is **Pedialyte**. It's not perfect, but it's close.



I design and build my own drones using computer-aided-design software. I call my newest drone chassis "Monkey Business." I also have a **DJI Mavic Pro** drone. It keeps the horizon level no matter what I do with the drone so I can get more cinematic-looking shots from the camera.



I use a **Makergear M2 3D printer** for fun things, like making custom camera mounts for the Go-Pro on my drones. I also printed finger sleeves for a super-experimental project about the effect spin rate has on a fast-ball. —Edited from an interview by Chris Kornelis

I drive a few cars in the off-season, including a **McLaren 650S Spider**. It's a lot of fun. I might feel like I'm cruising, out on a Sunday stroll. Then I look down and I'm going 110. The acceleration is ridiculous. It'll throw you around if you're not paying attention.



The idea behind my pitching repertoire is that I want to be able to attack batters on three different levels and I want every one of those pitches to look the exact same coming out of my hand before they all end up scattering to different parts of the strike zone. So I use an **Edgertronic SC1 camera**, which films at up to 22,336 frames per second, to analyze how I release each pitch. I designed my two-seam, slider and change-up with it and I improved my curveball with it.