

REVIEW

THE WALL STREET JOURNAL.

WSJ



SOFIA COPPOLA
WSJ. MAGAZINE

VOL. CCLXIX NO. 128

WEEKEND

★★★★ \$4.00

DOW JONES | News Corp

SATURDAY/SUNDAY, JUNE 3 - 4, 2017

WSJ.com

What's News

World-Wide

Europe lacks the military capabilities to defend itself following years of defense cutbacks, officials there acknowledge. A1

◆ China and the EU abandoned a plan to jointly declare their commitment to the Paris climate accord. A5

◆ U.S. states and cities said they would adhere to climate goals despite Trump's decision to withdraw. A5

◆ Trump is weighing his legal options ahead of Comey's Senate appearance, but he may have little recourse to block the testimony. A4

◆ The Supreme Court could rule quickly on Trump's travel ban after the Justice Department asked the justices to intervene. A3

◆ Islamic State claimed responsibility for a deadly attack at a casino in the Philippines that the government said was a failed robbery. A6

◆ Kabul police clashed with demonstrators angered by the Afghan government's security lapses, leaving seven protesters dead. A6

◆ Turkey detained the father of an NBA star who backs the cleric Erdogan blames for a failed coup. A6

Business & Finance

◆ The jobless rate fell to a 16-year low of 4.3% in May, a sign that the economic expansion has left firms struggling to find workers. A1

◆ U.S. stocks hit fresh highs, capping a cascade of global records. The Dow rose 62.11 points to 21206.29. B10

◆ Amazon's stock closed above \$1,000 for the first time and Alphabet came within cents of that mark. B1

◆ Goldman's purchase of Venezuelan bonds wasn't reviewed by top executives, and the ensuing uproar caught the firm's officials off guard. A1

◆ Trump is considering nominating economist Marvin Goodfriend for a seat on the Fed's board. A2

◆ Icahn agreed to buy Precision Auto Care, the latest move to expand his car-service network. B1

◆ Exxon's accounting of the impact of climate-change rules drew fire from New York's attorney general. B2

◆ Oil analysts cut their price forecasts amid doubts that a deal to limit output will clear a glut of crude. B9

◆ Sony is releasing the first title from a new smartphone-game unit. B3

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Hillary Lacks

Remorse

Of Conscience

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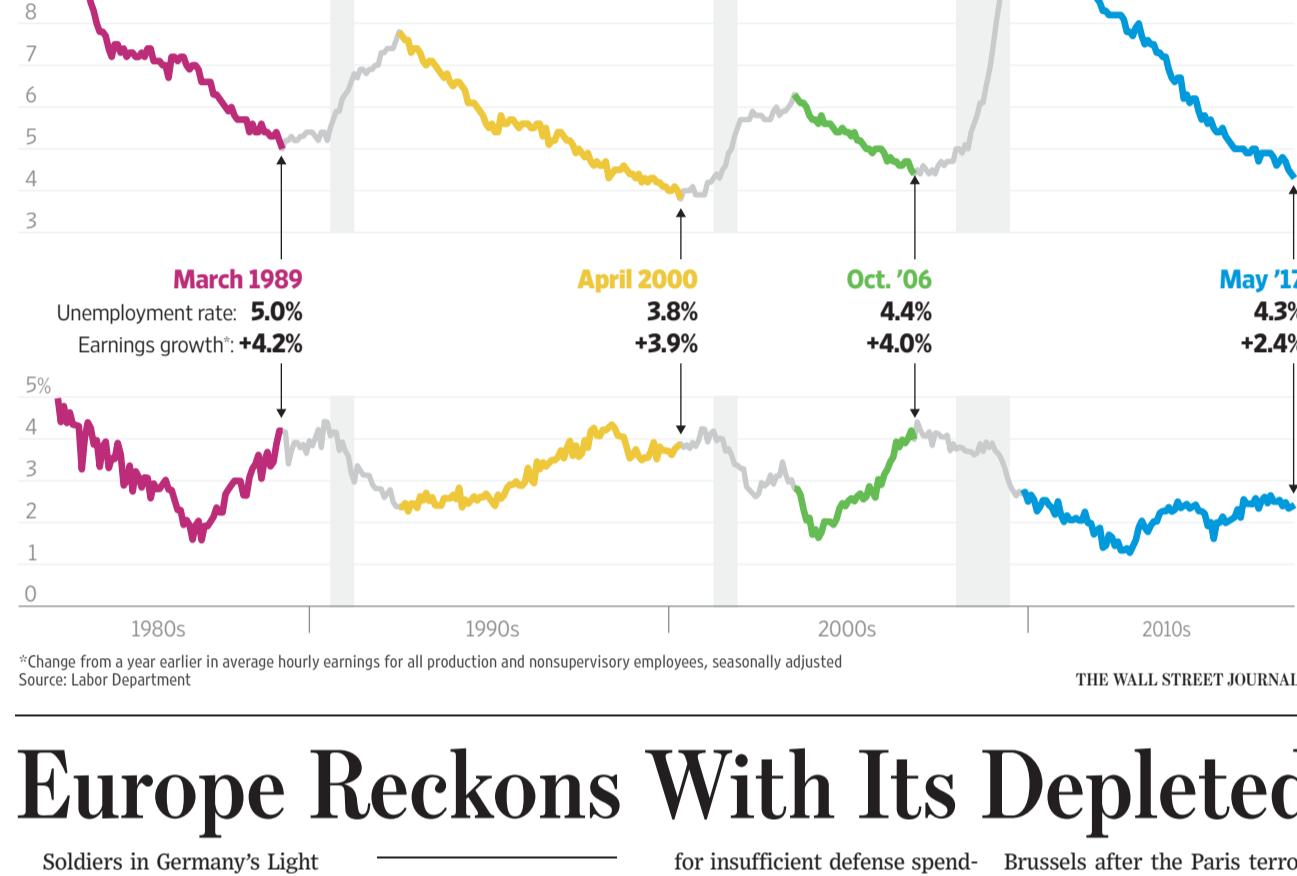
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Jobless Rate Falls to 16-Year Low

Where earnings growth stood at the low point of previous periods of falling unemployment

Falling unemployment used to coincide with periods of accelerating wage growth as employers competed for an ever-tighter supply of workers, but that dynamic has yet to materialize in 2017.



*Change from a year earlier in average hourly earnings for all production and nonsupervisory employees, seasonally adjusted

Source: Labor Department

Fewer jobs are being created, though, in a sign firms are struggling with labor shortages

By ERIC MORATH

WASHINGTON—The unemployment rate fell to its lowest level in 16 years in May, a fresh sign the slow and long-running U.S. economic expansion has entered a new stage that has left businesses struggling to find qualified workers.

At 4.3%, the jobless rate is at point it hasn't seen since May 2001, the Labor Department said Friday, and is below the trough it reached in the previous economic expansion, from 2001 to 2007.

Job creation, though, has cooled. Employers added a seasonally adjusted 138,000 jobs from the prior month. After a robust start to the year, the economy has added an average 121,000 jobs over the past three months. That is about two-thirds of the growth rate recorded last year.

Please see JOBS page A2

◆ Heard on the Street: Jobs aplenty, but wages lag..... B10

Europe Reckons With Its Depleted Armies

By Julian E. Barnes in Brussels, Anton Troianovski in Berlin and Robert Wall in London

Soldiers in Germany's Light Infantry Battalion 413 near the Baltic Sea coast complained last year that they didn't have enough sniper rifles or antitank weapons or the right kind of vehicles.

During exercises, they told a parliamentary ombudsman, their unit didn't have the munitions to simulate battle. Instead, they were told to imagine the bangs.

Across Europe, similar shortfalls riddle land, sea, air and cy-

for insufficient defense spending and what he called unpaid military bills.

Current and former European officials were quick to point out that NATO members don't owe dues to the U.S., but they acknowledged Mr. Trump wasn't wrong: Europe lacks the capabilities to defend itself.

"To an extent, he has a point," Dutch Prime Minister Mark Rutte said.

When Belgium put hundreds of soldiers on street patrols in

Brussels after the Paris terror attacks in 2015, it had to request a thousand armor sets from the U.S. Army. Britain's Royal Navy has 19 destroyers and frigates. In 1982, during the Falklands War, it had 55.

Fighting wars—and preventing them—doesn't entail just bullets and bombs. Troops and heavy weapons must be moved, requiring fleets of planes, helicopters and trucks. Arsenals

must be ready to reload weapons, necessitating stockpiles of

munitions. Armies must be ready to defend themselves and to counterattack, which requires specialized systems. In Europe, all are in short supply.

The U.S. has also cut back its troop strength, naval fleet and tank forces from their Cold War highs. But Europe's offerings are far outmatched by America's high-end military capabilities, including advanced fighter planes, armed drones, elite special-operation forces and aircraft.

Please see ARMIES page A6



Mayo cardiologist Sharonne N. Hayes, left, was among doctors voicing concerns about some changes.

MAYO'S TRICKY TASK: REVAMP WHAT WORKS

The elite clinic, renowned for success in treating complex cases, is tackling cost pressures by rethinking most aspects of its system

By RON WINSLOW

ROCHESTER, Minn.—Change is hard. It is especially hard when the organization in question is among the top in its field.

Doctors at the Mayo Clinic, the 153-year-old institution that pioneered the concept of patient-centered care, considered it an ideal place to practice, one that wasn't in much need of fixing. It is renowned for diagnosing and treating medicine's most complex patients.

Dr. John Noseworthy, Mayo's chief executive officer, had a different view about the need for change. He saw declining revenue, he says, from accelerating efforts by government health programs, private insurers and employers to rein in health-care costs as a

looming threat to the clinic's health.

So when surgeons asked for two more operating rooms to meet demand for open-heart surgery, one of the clinic's major revenue sources, Dr. Noseworthy not only said no, he says, he also pushed them to redesign all facets of heart-surgery care and cut costs 20%.

The initial request, made eight years ago, sparked a yearslong revamp—part of a wrenching overhaul spearheaded by Mayo's CEO that has tested nearly every aspect of the institution's renowned system and that continues to this day. The heart-surgery department was approved to hire one additional surgeon, who started in March. And in January, it got one new operating room.

"Turning around a successful organization

Please see MAYO page A10

Goldman Bond Deal Lacked Top Scrutiny

By LIZ HOFFMAN

When a small brokerage firm contacted Goldman Sachs Asset Management last week offering to sell \$2.8 billion of deeply discounted Venezuelan bonds, the response was a quick "yes."

Buying the bonds for pennies on the dollar was a no-brainer for fund managers in the unit of Goldman Sachs Group Inc., according to people familiar with the matter.

Internally, the purchase didn't receive heightened scrutiny. The two co-heads of the unit, GSAM, were informed only after the trade had been completed, the people

said. The trade didn't reach Goldman's firmwide standards committee, which often vets deals that carry potential blowback, they added.

An ensuing uproar over that trade, which critics say extends a financial lifeline to Venezuela's embattled government, caught top executives at Goldman off guard, the people familiar with the matter said. In part, this was because asset management is viewed as a straightforward business not prone to controversy.

In the past, Goldman's image troubles have typically involved complex financial products.

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These 11 People Watch Every Movie—Especially the Icky Bits

Hollywood's 'raters' put in long hours judging sex and gore—also bus accidents

By ERICH SCHWARTZEL

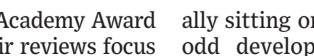
LOS ANGELES—In a nondescript building attached to an outdoor mall, Joan Graves and her colleagues sit down each day to talk about the movies they have seen. Nothing unusual there.

In this office, though, nobody cares about a film's Academy Award prospects. Their reviews focus on a different set of criteria: Did any ashtrays appear on screen? When the bad guy got shot, did his blood ooze out

slowly or splatter against a wall? And just how "active" were the actors during their romantic interludes?

One year, "every movie we saw seemed to have people throwing up in it," Mrs. Graves recalls. At another point, she added, the hot cinematic trend was "people literally sitting on the toilet." One odd development in recent years, said co-worker Tracey Downs-Berle, was a sudden proliferation of "people get-

Please see RATERS page A10



U.S. NEWS

THE NUMBERS | By Jo Craven McGinty

Calculating the Costs of Curbing Medicaid



In his first full budget proposal, President Donald Trump advocates changing the way the federal government funds Medicaid. The fiscal-2018 budget, released last week, was short on details but endorses a bill passed last month by the U.S. House of Representatives that would restrict Medicaid spending for the first time since the program started in 1965.

Medicaid is a joint federal and state program that provides health insurance for 77 million poor and low-income people. It cost the federal government \$368 billion last year, or about 9% of the national budget. Based on spending, it is the third-largest domestic program behind Social Security and Medicare.

The president's budget proposal and the American Health Care Act passed by the Republican-controlled House would limit federal spending on Medicaid by implementing per capita caps and offering block grants in fixed amounts. Caps would allow the federal government to control spending and would provide states, faced with increased financial risk, an incentive to cut costs.

Over the next decade, the

limits outlined in the House bill would cut Medicaid spending by \$834 billion and, by 2026, the program would cover 14 million fewer people relative to existing law, according to estimates by the Congressional Budget Office.

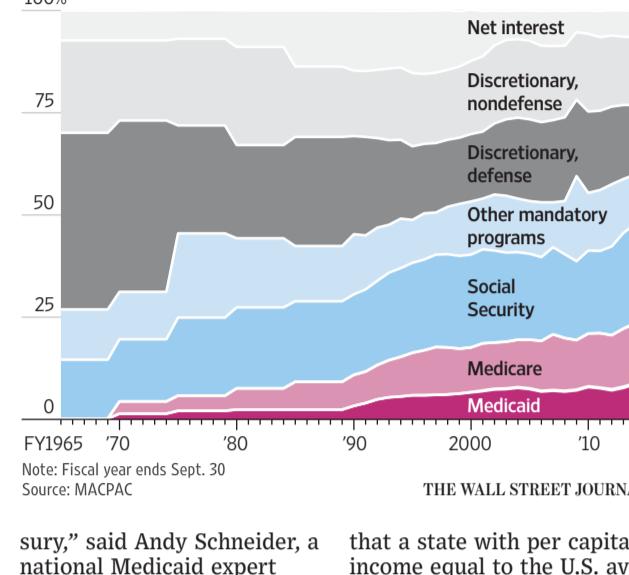
Those figures include savings from phasing out the higher federal matching funds sent to states that expanded Medicaid under the Affordable Care Act. The president's proposal may go even further and, according to some analysts, would reduce the outlays by as much as \$1.3 trillion over the same period.

Currently, there is no limit on Medicaid spending. Each quarter, states report how much they have spent on the program, and the federal government reimburses them for a portion of the expense. The reimbursement varies by state, with poorer states receiving a larger percentage.

Last year, the federal government covered 74.17% of Mississippi's Medicaid spending, more than any other state, while a dozen wealthier states, including California and New York, received 50%. The statutory minimum is 50%; the maximum is 83%.

"That's serious capital coming into a state trea-

Slicing the Budget
Based on spending, Medicaid, started in 1965, has become the third largest domestic program behind Social Security and Medicare.



sury," said Andy Schneider, a national Medicaid expert who works for the Center for Children and Families at Georgetown University.

The percentage is calculated annually based on a formula: 1 minus (the state's per capita income squared divided by the U.S. per capita income squared) multiplied by 0.45.

Squaring income provides higher match rates to states with below-average incomes. Multiplying by 0.45 ensures

that a state with per capita income equal to the U.S. average receives a federal match of 55%.

With the per capita cap, the federal government's contribution would still be determined by this formula, but only up to a certain amount. If the cap is \$100 in a 50% state, you get 50% of Medicaid spending up to \$100," said Mr. Schneider.

According to an analysis by the Medicaid and CHIP Payment and Access Com-

mission, the initial per capita caps would be based on a state's per-person spending for each eligibility group in 2016 and 2019. The commission is a congressional agency that provides policy and data analysis on Medicaid and the State Children's Health Insurance Program.

The eligibility groups are seniors, the blind and disabled, children and adults who qualify for Medicaid, as well as new adults who were covered under the Medicaid expansion.

When the caps go into effect in 2020, the amounts would be increased based on the medical component of the consumer-price index (the adjustment for seniors and the blind and disabled is one percentage point higher) and multiplied by the number enrolled in each eligibility group.

The sum would represent that year's spending cap.

The caps would account for changes in the number of people enrolled but not changes in cost, such as new medical treatments. As an alternative to the caps, states could opt to accept block grants for adults and children; the option wouldn't be available for the elderly, blind and disabled or Medicaid-expansion adults.

"The big difference is the per capita cap adjusts for more people coming on," said Robin Rudowitz, a Medicaid expert with the Kaiser Family Foundation. "A block grant is preset. If there are more people, there is no adjustment for that."

But with a block grant, states would be given more control over how to spend the money and, once the amount of the grant is established, the percentage of the federal match, up to the cap, would be higher. "You get almost total flexibility as to who you cover, what services you provide, and what you pay providers," said Mr. Schneider.

A state would have the option to choose a block grant any time after 2019. The year it does, the inflation-adjusted per capita figures for the covered groups would be multiplied by the 2019 enrollment to arrive at the block-grant total. Moving forward, that figure would be adjusted by the consumer-price index, a lower rate of inflation than the medical component.

The Senate has yet to vote on the House bill or draft its own version. But in the coming weeks, it will work out its own prescription for Medicaid spending.

JOB

Continued from Page One

The drop in unemployment suggests the labor market is at or near full employment—a point where most workers who are seeking a job can find one in short order and those who are unemployed are part of the natural churn. Federal Reserve officials see a higher jobless rate over the long run, between 4.7% and 5%. A jobless rate below this mark suggests pressures are building on employers to cope with the problem of finding qualified workers.

That possibly explains the slowdown in hiring. Some business say they are adding workers more slowly and accepting less growth than they might otherwise achieve, while others are adjusting pay scales, boosting overtime shifts or accepting higher turnover.

"Job openings are near all-time highs," said Beth Ann Bovino, chief U.S. economist for S&P Global Ratings. "It suggests that businesses are struggling to fill these positions in an increasingly tight market."

Barton Malow Co., a Southfield, Mich., construction firm that builds big projects including schools and a new arena for the Detroit Red Wings and Pistons, can't find needed labor. The company has responded by offering crews more overtime.

Nationally, the workweek for construction laborers rose by half an hour in April, and remained that level last month.

"There's a real shortage of available workers, especially in skilled trades" such as carpenters and plumbers, said Barton Malow President Ryan Maibach.

Mr. Maibach said hourly wages have increased only a bit, but some workers are earning 10% to 25% more a week due to increased overtime hours as the company takes on more work.

"Trying to find an additional 15 or 20 people is no small feat," he said.

Problems like his pose a conundrum. A high-pressure job market ought to push wages up more, as employers compete for labor. Despite some pickup from low levels early in the expansion, however, wage growth remains relatively lackluster.

Average hourly earnings for private-sector workers increased by 0.2% in May from a month earlier. The small gain may be shaded by a calendar quirk: When the government survey falls early in the month, wage gains tend to be depressed. Adjusted for that effect, several economists say, the gain would have been 0.3%.

Still, from a year earlier wages rose 2.5%, the same annual rate they have been stuck near since late 2015. That is weak compared with history.

When the unemployment rate was 4.4% in May 2007, wages for nonmanagerial workers were growing better than



Employers in Summit County, Colo., which includes Frisco, shown above, are struggling to fill jobs.

What It's Like in Areas With Lowest Unemployment

Three counties in Colorado—Baca, Summit and Yuma—have the lowest unemployment in the country, which is making things tricky for area employers and residents.

"Two of my truck drivers right now, one of them is 75 and another is 82," said Gary Hoffner, location manager for Agrim Inc.'s Crop Production Services in Yuma County, where the nonseasonally adjusted jobless rate was 1.3% in April. "I mean, that's what we're down to."

Mr. Hoffner said he bought two trucks with automatic transmissions so his senior drivers won't have to shift

gears manually.

Plumbers, electricians and other contractors are in such short supply in Baca County that homeowners might have to wait a year or more for an appointment, said County Commissioner Peter Dawson. Workers have the upper hand.

"It's easy enough to quit one job and go to work within a couple of days with somebody else," Mr. Dawson said.

Colorado had the lowest unemployment rate of all states at 2.3% in April, according to the latest data from the Bureau of Labor Statistics.

"It's a good problem to have on some level, but it is a business concern because in order to have economic growth, you need to have an available supply of labor," said Mark Melnik, the director of economic and public policy research at UMass

Donahue Institute in Massachusetts.

In Summit County, Sandy Bucceri, a human-resources manager for Denver-area Corum Real Estate Group, which manages more than 600 units of multifamily housing in mountain-resort towns, hasn't been able to fill a maintenance-technician position in Breckenridge since November.

The maintenance supervisor works 50 hours a week and is always on call, for everything from tenants locked out of their apartments to appliances not working. "We're worried about stretching him too thin and burning him out," she said.

Ms. Bucceri has raised the starting hourly wage to \$21 from \$17, but that hasn't helped because of a dearth of affordable housing.

—Jennifer Levitz

years of being expected to work harder with few pay increases.

Workers are voluntarily quitting jobs this year near the highest rate since the recession ended, according to separate Labor Department data. An elevated pace of voluntary departures indicates workers have confidence in the job market. But like wages, the quitting rate has remained relatively stable over the past year, failing to accelerate in line with falling unemployment. The rate of voluntary departures was higher in 2001 than this year, when the jobless rate was a similar level.

Temporary workers are more consistently demanding higher wages and full-time work, said Rachel Chapman, owner of an Express Employment Professionals staffing office in Huntsville, Ala. But some of her clients, particularly small businesses, say they can't afford to pay \$12 an hour for workers who until recently accepted as little as \$9 an hour. So they offer \$9 and deal with

the consequences.

A shift in immigration policies under President Donald Trump's administration could be contributing to worker shortages in some low-wage fields, according to the Fed's survey of regional economic conditions released Wednesday.

"Recent changes in immigration policy created substantial labor supply shortages for low-skilled workers in the agriculture sector; as a consequence, some growers discarded portions of their harvest," the report said of the San Francisco region.

So far in this expansion, job growth has tilted toward lower-wage fields including work at restaurants and retail stores. Minimum-wage increases in many states have boosted pay in those sectors. But employment growth in those fields drags on overall wage gains, potentially skewing national wage data down.

—Lauren Weber contributed to this article.

Fed Critics May Get Nod for Its Board

BY DAVID HARRISON AND PETER NICHOLAS

President Donald Trump is considering nominating Marvin Goodfriend, a former Federal Reserve economist and current Carnegie Mellon University professor, for a spot on the Fed's board of governors, according to people with knowledge of the situation.

If nominated and confirmed by the Senate, Mr. Goodfriend would fill one of three vacancies on the Fed's powerful, seven-member board.

As reported in April, Randal Quarles, a top Treasury Department official in the George W. Bush administration, is expected to be nominated for another position on the Fed board, as its vice chairman for bank supervision.

Both Mr. Goodfriend and Mr. Quarles have been critical of aspects of the Fed's response to the 2007-09 financial crisis. The fact that both are under consideration suggests a willingness by the Trump administration to rein in some of the Fed's ability to stimulate the economy in downturns and to take unprecedented action in a crisis.

Messrs. Goodfriend and Quarles couldn't immediately be reached for comment. The Federal Reserve declined to comment. A White House spokeswoman said, "We have no announcement at this time."

The New York Times reported Friday that Mr. Goodfriend was under consideration for a Fed board seat.

He has criticized the Fed's buying of mortgage-backed securities as part of its postcrisis asset purchases aimed at lowering long-term interest rates. He has said the Fed should limit its bond-buying to Treasury securities except in limited circumstances.

CORRECTIONS & AMPLIFICATIONS

In some editions Friday, reporter James Hookway's surname was misspelled as Hookaway in the byline of a World News article about an attack on a resort in the Philippines.

Financier Peter Dubens is a nonexecutive director on the board of venture capital fund Pembroke VCT. An article in the June/July issue of WSJ. Magazine about Alexa Chung's new fashion brand incorrectly said it was his venture capital fund.

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

In a March appearance before the House Financial Services Committee, Mr. Goodfriend said the Fed should welcome more oversight from Congress to enhance its credibility. He also recommended that Fed officials compare their policy decisions against a mathematical rule such as the so-called Taylor rule.

Mr. Quarles—who runs the Cynosure Group, a Salt Lake City-based investment firm he co-founded—also says the Fed should hew closer to monetary policy rules. In a 2015 Bloomberg television interview, he said the Fed's current approach was generating uncertainty in financial markets.

Fed officials, including Chairwoman Janet Yellen, op-



Economist Marvin Goodfriend is under consideration.

pose legislative proposals to require the Fed to adopt such a policy rule, saying it would limit their flexibility to set interest rates.

Mr. Goodfriend also has criticized Fed loans to struggling financial institutions during the 2007 crisis, arguing in 2014 congressional testimony that such lending "exposes taxpayers to losses if the borrower fails subsequently."

He served as research director at the Federal Reserve Bank of Richmond from 1993 to 2005.

The final open position is expected to be filled by a community banker.

THE WALL STREET JOURNAL
(USPS 664-880)
(Eastern Edition ISSN 0099-9660)
(Central Edition ISSN 1092-0935)
(Western Edition ISSN 0193-2241)
Editorial and publication headquarters:
1211 Avenue of the Americas,
New York, NY, 10036
Published daily except Sundays and general legal
holidays. Periodicals postage paid at
New York, NY, and other mailing offices.
Postmaster:
Send address changes to The Wall Street Journal,
200 Burnett Rd., Chico, CA 95923-2000.

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U.S. NEWS

High Court Now Holds Future of Travel Ban

BY BRENT KENDALL

WASHINGTON—The fate of President Donald Trump's plan to temporarily ban travelers from six largely Muslim countries could be determined quickly now that the matter has landed at the U.S. Supreme Court.

Lower courts have blocked Mr. Trump from implementing his executive order, signed March 6, ruling that the president likely violated the Constitution by targeting Muslims for unfavorable treatment. The president has said the measure is needed to prevent potential terrorists from reaching U.S. soil and to give the administration time to establish more-stringent vetting procedures.

In legal filings late Thursday night, the Justice Department asked the Supreme Court to intervene on an emergency basis and stay those lower-court rulings. That would allow the administration to implement its planned ban right away, even as litigation continues on the order's underlying legality.

The Justice Department also asked the Supreme Court to give full consideration to the underlying case and settle the legal merits of the president's actions.

Those requests will proceed on two tracks.

It is possible the justices will decide in a matter of days whether to give Mr. Trump the emergency relief he is seeking. It would take the votes of five justices to do so, and the court's decision could send strong signals about whether it believes Mr. Trump is likely to win the underlying case.

The court also must consider whether Mr. Trump would be harmed unacceptably by having his executive order remain on hold during the summer.

The Justice Department says such harm is clear. "Preventing the executive from effectuating his national-security judgment will continue to cause irreparable harm to the government and the public interest," the department said in one of its Thursday night court filings.

Challengers to the travel ban have argued there is no such harm because national security wasn't the real motivation for Mr. Trump's ban. Instead, they say the president was guided primarily by a desire to fulfill a campaign pledge to shut down Muslim entry into the U.S.

—Laura Meckler
contributed to this article.



Inmates at the Elayn Hunt Correctional Center in St. Gabriel, La., in April. The improving economy has made it harder for many of the nation's prisons to retain workers.

EDMUND D. FOUNTAIN FOR THE WALL STREET JOURNAL

Thin Ranks Raise Risk for Prisons

Low pay, forced overtime and inmate uprisings hurt efforts to recruit guards

BY VALERIE BAUERLEIN
AND SCOTT CALVERT

RALEIGH, N.C.—The nation's 1,800 government-run prisons are struggling with an acute staffing shortage that state officials say is fueling violence against corrections officers and worsening conditions for inmates.

Over two weeks in April, five guards were assaulted and one killed by inmates at two rural prisons in North Carolina, where roughly one of six corrections officer positions is unfilled.

In South Carolina, four inmates were strangled to death by other prisoners in April at a maximum-security prison, where officials say two officers were guarding a dorm with 140 inmates.

Nebraska, whose 10 prisons are at 160% capacity, has stepped up recruiting, but struggles to retain people. "They're leaving faster than they're coming in," said Doug Koebnick, the inspector general of corrections. "When you have a staffing crisis, they end up working overtime, they get tired, frustrated, and it's a vicious cycle."

Most of the nation's in-

Overhaul Is Urged At Delaware Facility

The Delaware prison where inmates killed a corrections officer in February will remain ripe for further turmoil unless officials boost staffing, improve the institutional culture and make a range of other changes, an outside review team reported Friday.

"The long-standing issues within the facility, if left unattended, will continue [to] provide fertile ground for chaos and violence," the team, led by a retired judge and a former U.S. attorney, wrote in an in-

terim report. A final report is due in August.

Delaware Gov. John Carney, a Democrat, set up the independent review after a hostage standoff during which investigators say inmates killed corrections officer Lt. Steven Floyd. A criminal investigation into the roughly 18-hour siege is continuing.

The review team said the prison in Smyrna, Del., which houses about 2,500 male inmates, is "critically understaffed."

Pay starts at \$35,200 a year, and the report calls for a promotional career ladder with competitive salaries.

The report also cited com-

plaints from inmates, including "a grievance process that most see as meaningless; the use of shaming tactics; and, the harassment of inmates by damaging or destroying their property under the guise of security searches and facility shutdowns."

The review team's recommendations included acquiring basic equipment. There are no video cameras in the building where inmates overpowered officers Feb. 1, and civilian staff weren't carrying radios, reviewers said.

The review team credited officials with moving ahead on some recommendations.

—Scott Calvert

mates live in state-run prisons, but declining national unemployment—which hit a 16-year low in May—has made it harder for prisons to retain guards in jobs that commonly pay less than that of an hourly employee at Wal-Mart.

Lawmakers in states from South Carolina to Minnesota have raised the alarm, but legislators tend to prioritize education or tax cuts over prisons, which has meant corrections officers in states such as Arizona haven't seen a significant raise in nearly a decade.

From 2000 to 2016, corrections budgets nationwide grew slower than overall state spending, according to an

analysis by the National Association of State Budget Officers.

The prison-staffing trouble comes as Attorney General Jeff Sessions has called for stiffer sentencing for drug offenders, which could reverse a drive in recent years to lower incarceration rates.

The U.S. prison population hit a 10-year low in 2015, the most recent year available, with roughly 1.5 million inmates under the control of state and federal correctional authorities, according to the Bureau of Justice Statistics.

The peak came in 2009 with about 1.6 million prisoners. There are no comprehensive

national reports on staffing levels.

In many prisons, officers have to stay an additional four to eight hours when too few guards arrive for the next shift. In Nebraska, one officer worked 90-hour weeks for all of 2016, and 30 officers worked more than 60 hours a week, according to an audit by the inspector general, a role created in 2015 to survey the impact of understaffing.

In South Carolina, almost 11% of prison jobs were unfilled in 2011 when the state's unemployment rate hovered around 10%, said Bryan Stirling, the state's corrections director. Now that unemploy-

ment is 4.3%, about 31% of prison jobs are vacant.

"There's a direct inverse relationship with unemployment," Mr. Stirling said.

Meanwhile, declining inmate populations have left prisons with a higher concentration of violent felons, making the low-paying job even more dangerous. Florida's corrections director, Julie Jones, said in March that she cannot guarantee the safety of the state's corrections officers or the inmates.

"You've got it going both ways, an increase in violent population and a decrease in staff," said Brian Dawe, who runs the American Correctional Officer Intelligence Network advocacy group. "It's open season on us behind those walls right now."

Prison workers account for roughly a third of all violent injuries sustained by state government employees, according to the U.S. Bureau of Labor Statistics.

Homicides are relatively rare, with 15 slayings of workers at federal, state and local prisons from 2011 through 2015, excluding private prisons, according to the agency.

In several prison uprisings this year, inmates said they were protesting poor living conditions, including long periods of lockdown, carried out in part because of the lack of officers to keep penitentiaries running normally.

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U.S. NEWS

Trump Mulls Trying to Block Testimony

Experts say president would face an uphill battle preventing Comey's Senate date

BY BYRON TAU
AND ARUNA VISWANATHA

WASHINGTON—The White House said Friday that President Donald Trump is weighing his legal options in advance of former FBI Director James Comey's scheduled testimony before Congress next week, but experts said the president has little recourse to block the testimony.

In a widely anticipated event, Mr. Comey is scheduled to appear Thursday before the Senate Intelligence Committee, which is probing Russia's alleged interference in the 2016 election—his first public appearance since Mr. Trump abruptly dismissed him on May 9. Before his firing, Mr. Comey was helping oversee the Federal Bureau of Investigation's Russia probe, including examining whether Mr. Trump's associates colluded with Moscow.

A White House spokeswoman said Friday that the administration is reviewing whether it will invoke executive privilege to try to stop Mr. Comey from testifying. Se-



ALEX BRANDON/WIREIMAGE
President Donald Trump has described the investigation into alleged Russian interference in the 2016 election as a witch hunt.

nior adviser Kellyanne Conway, asked about an executive privilege claim, said on ABC that "the president will make that decision."

Claims of executive privilege—an administration citing its right to shield internal deliberations from the public in the interest of promoting candid advice to the president—have long figured into relations between the White House and Congress. Such claims have been invoked by presidents of both parties, including Republican Richard Nixon and Democrats Bill Clinton and Barack Obama.

But Mr. Comey is now a pri-

vate citizen, which means the White House has fewer options to limit his actions and cannot order him to reject congressional requests.

Experts said the administration could seek a restraining order against Mr. Comey's testimony, but any such court battle would be a steep uphill fight.

"I can't think of a judicial precedent for it," said Peter Shane, a professor at the Ohio State University Moritz College of Law who focuses on the separation of powers.

The White House's best hope for limiting Mr. Comey's testimony may lie in convinc-

Democrats' Records Requests Ignored

The Justice Department has determined the executive branch can ignore requests for information from individual members of Congress, a decision that gives the Trump administration the legal justification to disregard Democratic lawmakers' oversight inquiries.

The department's Office of Legal Counsel, a unit that answers legal questions for government agencies and the White House, said congressio-

nal authority to oversee the executive branch may be exercised only by committees and subcommittees controlled by the party in power, according to an opinion released Thursday.

Democrats have been sending White House and executive branch agencies letters on a near-daily basis on issues ranging from the investigation into alleged Russian interference in the 2016 presidential election to questions about ethics.

In March, a group headed by Rep. John Sarbanes, a Maryland Democrat, said it had found more than 100 letters from House Democrats to the administration

that had gone unanswered.

"The Trump administration's refusal to respond to basic information requests from Democrats in Congress is an assault on our Constitutional system of checks and balances," Mr. Sarbanes said in a statement.

Jonathan Adler, a law professor at Case Western Reserve University, said the department's reading of the law was neither aggressive nor unprecedented. "The position articulated in the memo is entirely consistent with historical practice," he said.

—Joe Palazzolo

and Aruna Viswanatha

"The president has spoken very directly about the nature of those conversations," said Mark Rozell, dean of George Mason University's Schar School of Policy and Government who has written extensively on executive privilege.

"Mr. Comey may have a different recollection, and he has a right to express [that]."

Russia has denied any government effort to meddle in last year's election, and Mr. Trump has denied any collusion. He has called the investigation a "witch hunt."

—Shane Harris
and Del Quentin Wilber contributed to this article.

Wisconsin Hopeful Seeks to Challenge Ryan

BY REID J. EPSTEIN

WASHINGTON — House Speaker Paul Ryan, for the first time since entering Congress, may next year face a Democratic opponent who has a professionally managed campaign and the prospect of significant financial backing.

Randy Bryce, a local labor activist, is preparing to launch a campaign in the coming weeks for the House seat from Wisconsin and has enlisted Bill Hyers, a Barack Obama alumnus who ran upset campaigns for New York City Mayor Bill de Blasio and Sen. Kirsten Gillibrand (D., N.Y.).

Mr. Bryce said he would seek to tether Mr. Ryan to President Donald Trump and argue that their effort to dismantle large parts of the Affordable Care Act has hurt working people in the district.

"They're handcuffed together," Mr. Bryce said. "People are having buyer's remorse and they're seeing what's going on. Trump made a lot of promises that I can see why working people would support, but now they're waking up."

Since he was first elected in 1998, Mr. Ryan has only once received less than 60% of the vote in his district, which covers parts of six counties in Wisconsin's southeast corner. He is one of the party's most prolific fundraisers and has nearly \$10 million in his campaign account. Only one House speaker since the Civil War—Democrat Tom Foley—has been turned out by his own constituents. He lost his seat in the 1994 GOP wave election.

Mr. Bryce's challenge represents a change in the Democratic Party's thinking about what districts to consider



AMBER ARNDT/WISCONSIN STATE JOURNAL/ASSOCIATED PRESS
Randy Bryce attending a 2015 demonstration against a Republican right-to-work bill in the Wisconsin State Capitol in Madison.

competitive in 2018.

"It's a winnable district and Paul Ryan has gotten away with being a nice local person that they like," Mr. Hyers said. "This is the first time where he's really going to have the face the voters with the fact that he's gone Washington."

An Army veteran who took some college courses but didn't graduate, Mr. Bryce, 52 years old, is a single parent who survived testicular cancer. "I don't think it takes somebody with a law degree or a doctorate to listen to

their neighbors," he said.

A Bernie Sanders surrogate in Wisconsin during last year's presidential primary campaign, Mr. Bryce lost his two previous runs for office, a 2012 primary for State Assembly and 2014 state Senate race.

His chance to be competitive now, Democrats say, lies in riding what they hope will be a national Democratic wave that sweeps away the 24-seat Republican majority in the House—and the opportunity to raise millions from party supporters by running against the

House speaker.

"He has to run a credible campaign and there has to be a national Democratic wave that captures and swoops up districts like this one," said Sachin Chheda, a Wisconsin Democratic operative who is working with Mr. Bryce.

A survey in May by Public Policy Polling, a Democratic firm, found that 51% of the district's voters disapproved of Mr. Ryan's job performance, compared with 43% who approved. The poll found 46% would vote to re-elect Mr.

Ryan, compared with 48% who "think it's time for someone new."

Mr. Trump won Mr. Ryan's district by 10 percentage points.

"There's no question that Paul Ryan's brand has been damaged, but I think it's unlikely that he's going to be that vulnerable," said Charlie Sykes, a former Wisconsin conservative talk-radio host. "He has not lost touch with the district."

—Janet Hook
contributed to this article.

WASHINGTON WIRE

WATCHDOG AGENCY

More Ethics Waivers To Become Public

The Office of Government Ethics plans next week to release copies of about two dozen ethics waivers for officials working at federal agencies, records that show which members of the administration are working on issues they handled in previous private-sector jobs, agency director Walter Shaub said.

The new waivers are in addition to ones President Donald Trump granted to at least 16 White House officials—copies of which the administration released earlier this week.

In his first four months in office, Mr. Trump granted as many waivers to White House officials as Mr. Obama did in eight years in office. Over the course of his two terms, Mr. Obama also granted about 50 waivers to officials in federal agencies, not including the White House; in four months, Mr. Trump has handed out about half as many.

—Rebecca Ballhaus

BUDGET BRINKMANSHIP

Democratic Support On Debt Limit Wavers

Rep. Nancy Pelosi, the House Democratic leader, stopped short Friday of giving unconditional support to an increase in the U.S. borrowing limit, potentially complicating efforts in Congress to raise the debt ceiling this year.

For years, Democrats have backed raising the borrowing limit with no conditions, saying that the country must pay for debts already incurred. Their support is critical, as Republican leaders have relied on Democratic votes to ensure that the U.S. can continue to pay its obligations, amid splits in the Republican ranks over whether to use the cap increase as leverage to force spending reductions.

"I don't have any intention of supporting a lifting of the debt ceiling to enable the Republicans to give another tax break to the wealthy in our country," said Mrs. Pelosi of California when asked if she would support an increase in the borrowing limit with no strings attached.

—Siobhan Hughes

OBAMACARE

GOP Senator Says '17 Health Deal Unlikely

Sen. Richard Burr said the Senate probably won't reach a deal to repeal and replace the Affordable Care Act when it returns from a recess next week.

"It's unlikely that we will get a health-care deal," Mr. Burr (R., N.C.) told WXII 12 News, a North Carolina news station, on Thursday. He said that the House-passed GOP health plan was "dead on arrival," and that "I don't see a comprehensive health-care plan this year."

—Siobhan Hughes

DNC, Now Faulted by Clinton, Strives to Rebuild

BY REID J. EPSTEIN

WASHINGTON—Battered by party infighting during last year's presidential primaries and beaten in historic upset by Republican President Donald Trump, the Democratic National Committee suffered another indignity this week when Hillary Clinton put part of the blame for her 2016 defeat on it.

"I mean it was bankrupt, it was on the verge of insolvency, its data was mediocre to poor, nonexistent, wrong," the former secretary of state said during a Wednesday interview with Recode, a technology conference. "I had to inject money into it."

Seven months after Mr. Trump's election, the DNC is engaged in a committee-wide rebuild. Chairman Tom Perez, elected in February, cleaned house upon his arrival at the party's South Capitol Street headquarters.



DREW ANGERER/GETTY IMAGES
Democratic presidential candidate Hillary Clinton said earlier this week the party's 'data was mediocre to poor, nonexistent, wrong.'

Obama's second term.

During the presidential campaign, her primary opponent, Vermont Sen. Bernie Sanders, accused the party of favoring Mrs. Clinton. Mr. Sanders himself fundraised and campaigned for a primary opponent of Rep. Debbie Was-

erman Schultz of Florida, who was the party's chairwoman before she was forced to resign in July after the DNC emails were hacked allegedly by Russians and leaked.

The Clinton campaign inherited a data operation largely built by Mr. Obama's

two presidential campaigns. When Mr. Obama won re-election in 2012, his data and analytics team was widely acknowledged as superior to GOP opponent Mitt Romney's.

The Republican National Committee moved in 2013 to improve its digital and data programs and spent millions over four years to do so. By the time Mr. Trump became the GOP nominee, the RNC had staff in more than a dozen battleground states and a model that tracked voters nationwide.

Mr. Perez, aides said, is now engaged in an effort to perform a broad analysis of the party's data infrastructure. But he may be somewhat hamstrung by lackluster fundraising—the DNC's \$4.7 million raised in April was the least in that month since 2009. Mr. Perez is also in the process of hiring 25 finance personnel to supplement the five now on staff.

TRUMP'S CLIMATE SHIFT

States Stick With Climate Pact Goals

BY ALEJANDRO LAZO

SAN FRANCISCO—A day after President Donald Trump's decision to pull out of the Paris climate accord, states and cities around the country said they would adhere to their own aggressive climate policies.

Twenty states and Washington, D.C., have adopted their own greenhouse gas emission targets, according to the Center for Climate and Energy Solutions, and some press beyond the U.S. commitment under the accord, which sought to reduce greenhouse emissions 26% to 28% below 2005 levels by 2025.

California Gov. Jerry Brown is encouraging states to pursue their own climate standards, as well as developing his own international climate agenda and pushing tougher standards than the federal government had under the Obama administration.

Following the Thursday announcement, Mr. Brown, New York Gov. Andrew Cuomo and Washington state Gov. Jay Inslee said they would form a new coalition of states committed to upholding the American side of the Paris treaty deal.

The governors called the coalition the United States Climate Alliance, which they said will "act as a forum to sustain and strengthen existing climate programs, promote the sharing of information and best practices, and implement new programs to reduce carbon emissions from all sectors of the economy."

Former New York Mayor Michael Bloomberg, the United Nations secretary-general's special envoy for cities and climate change, said through an adviser on Friday that those three states, along with a coalition of at least 100 businesses and 30 cities would on Monday submit a letter of intent to the U.N. indicating the

coalition would meet the U.S. goals through their own commitments.

Not all states were upset with Mr. Trump's decision.

In West Virginia, Sen. Shelley Moore Capito said the withdrawal would benefit the state's ailing coal industry. "West Virginians have suffered tremendous economic calamity as a result of the Obama administration's anti-coal agenda..." the Republican senator said in a statement. "President Trump is standing with our West Virginia workers and businesses to keep jobs in our state."

The president said he left the agreement with the hope of boosting American industry and independence and called his decision a "reassertion of our sovereignty."

Twenty-nine states have adopted renewable portfolio standards, which require utilities to sell a certain amount, or percentage, of renewable electricity, according to the National Conference of State Legislatures.

"States have been doing this for a long time and long before there has been consideration at the federal level," said Glen Andersen, energy program director at the NCSL.

Other states are ramping up their renewable-energy generation because prices are competitive and such projects add jobs, said Rachel Cleetus, the lead economist and climate policy manager at the Union of Concerned Scientists, a nonprofit.

Texas, for instance, has become a leader in renewable-energy production, even without a legislative mandate. The state, which has a quarter of all the wind power in America, is getting 12.6% of its electricity from wind, according to the American Wind Energy Association.

—Valerie Bauerlein

and Jim Carlton contributed to this article.

FROM PAGE ONE

DEAL

Continued from Page One
transactions involving its trading or banking businesses.

A decade after the financial crisis, Goldman lives in a spotlight unique even on Wall Street. That is in part due to the public drubbing the firm took over crisis-era actions, perceptions of political influence that have only increased with former executives in top spots of the Trump administration, and a knack for making money when others are losing it.

The Venezuelan imbroglio also highlights the disparity between the mission of Goldman's asset-management business—to make money for its fund investors—and the firm's Goldman's postcrisis push to view potential business with an eye toward protecting its reputation.

"How could you criticize a money manager for buying something so cheaply? That is what they do," said Diego Arria, a former governor of Caracas and former Venezuelan ambassador to the United Nations who disapproves of the bond deal. "But the perception is terrible."

In a statement earlier this week, Goldman said: "We recognize that the situation is complex and evolving and that Venezuela is in crisis. We agree that life there has to get better, and we made the investment in part because we believe it will."

Goldman has been more sensitive to its public perception in recent years.

In 2010, after a government lawsuit accused the firm of defrauding mortgage-bond investors—a suit it later settled for \$550 million, agreeing it had made mistakes—the bank formed a firmwide standards committee to reshape its business practices and mend its reputation.

Training sessions for employees, many of them run by Chief Executive Lloyd Blankfein, stressed the importance of protecting Goldman's standing in the eyes of clients and the public.



Protestors demonstrated against Goldman Sachs's Venezuela bond deal outside the firm's headquarters in New York on Tuesday.

"Everyone has to have big eyes, big ears, know what's going on around them, and be policemen for the organization," Mr. Blankfein said at a 2012 training session. "At the end of the day, we only have one reputation. We rise and fall together."

Goldman has become choosier about taking on new business, executives say. It backed away last year from underwriting a Russian government bond under pressure from the U.S. State Department. It has shied away from some deals involving coal companies, concerned about

and other big investors. As a so-called fiduciary, it is obligated to act in the best interests of its investors; portfolio managers are given wide latitude to buy and sell securities.

In the case of Venezuela, Goldman's portfolio managers who focus on emerging-market debt had been actively looking to buy the country's beaten-down bonds. They believed President Nicolás Maduro would eventually be swept out of power and that the securities would rally, according to people familiar with the matter.

Yet the transaction drew a swift, public rebuke from opposition groups in Venezuela because the bonds had been held by the central bank, which reported an infusion of cash the day the deal was completed.

Meanwhile, the country's economy is in free fall, and street protests and food shortages are a daily occurrence.

Ironically, GSAM's value to Goldman is its steady-state nature: predictable fees, which have churned higher as assets under management have swelled.

Its share of the firm's total revenue has doubled since 2009 to 19%. Now, the Venezuelan deal threatens to roil other businesses within the firm. Goldman bankers worry that aiding a widely disliked government will anger clients in the region, according to people familiar with their concerns.

The incident shows how Goldman lives in a spotlight unique even on Wall Street.

backlash from environmental groups, and hasn't taken on investment-banking work for Venezuela in years.

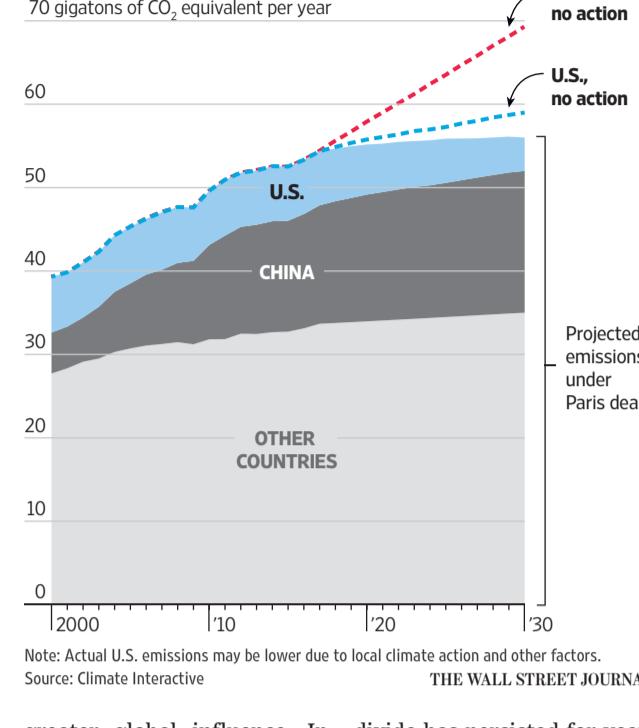
Underwriting a stock offering for a company with murky financials or structuring a complex bet on mortgages carry obvious red flags. Those matters are often presented to senior management for final approval, according to people familiar with the firm's practices.

But those lines are less clear in Goldman's asset-management arm, which manages \$1.3 trillion on behalf of pension funds, mutual funds

Paris Accord's Backers Split

Cutting Carbon

The Paris climate deal envisions rich countries slashing greenhouse-gas emissions, while China would reach its peak level by 2030.



THE WALL STREET JOURNAL.

nually by 2020 was a major element of the Paris accord, and it remains unclear how the pact's champions will fill the gap after a U.S. withdrawal.

Major supporters of the climate deal like the EU and China are reviewing the issue, European Commissioner for Climate Action and Energy Miguel Arias Cañete said Friday after meeting with his Chinese counterpart in Brussels.

"It is possible that this creates the push to get better financing on climate change," an EU official said of Mr. Trump's decision. "Discussions started in Marrakesh in November, when Mr. Trump was elected and it became clear that he was not going to pursue the climate agreement."

"This fight around the division between developing and developed countries hasn't been put to rest," said a European diplomat involved in the talks.

In one dispute, wealthy nations are seeking strong transparency rules, to ensure China and other developing nations report emissions properly.

"It would definitely have been better with the U.S. at the table," the European diplomat said, "because the Chinese and other developing countries are not at the same place about what type of transparency regime should be in place."

While Friday's trade differences were unrelated to climate issues, they highlight the tensions China has sparked in another sphere by deploying what Europe and the U.S. have called unfair trade practices.

The European Commission president on Friday warned Mr. Li that failure to tackle these issues could fuel populist movements in the region that oppose globalization and free trade. China has said it is the EU and U.S. that are breaching World Trade Organization rules by slapping large duties on some Chinese steel exports.

◆ Heard on the Street: China is suspect leader on climate... B10

greater global influence. In January, he withdrew the U.S. from the 12-nation Trans-Pacific Partnership that sought to deepen trade ties between the U.S. and China's neighbors, but excluded China itself. That left China in a position to depict itself as a free-trade champion and rally support for

EU and China fail to agree on statement after Trump move due to trade issues.

its own regional trade accord.

Chinese President Xi Jinping in January delivered a speech at the World Economic Forum in Davos, Switzerland, in which he essentially laid claim to China's role as world leader on free trade.

Negotiations, however, are continuing over how to implement the accord.

Financial support by developed nations to poorer countries of up to \$100 billion an-



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WORLD NEWS

ISIS Claim Clouds Probe in Deadly Fire

Extremist group says it is behind Manila rampage, but police declare no terror link

BY BEN OTTO
AND JAMES HOOKWAY

MANILA—Islamic State claimed responsibility for a rampage at a Manila casino early Friday that left at least 36 people dead, renewing terrorism concerns about an incident the Philippines government said was a botched one-man robbery attempt.

The statement echoed others in which Islamic State says it was behind attacks in which there was no operational link to the group.

The Philippines said it hasn't found any link to terrorism. Government spokesman Ernesto Abella described the suspect, who police said was a tall, fair-complexioned foreigner, as emotionally disturbed. Police have yet to identify him.

National police chief Gen. Ronald Dela Rosa said the suspect's plan appeared to be to rob the Resorts World casino before setting parts of the building on fire to distract law enforcers as he made his escape.

By the end of the night, responders had found the bodies of at least 36 suffocation vic-



Victims' relatives heard news Friday about the Manila fire; the suspect is shown in surveillance footage.

tims in and around the casino hall, many of whom had barricaded themselves into bathrooms to escape the gunman. The attacker had killed himself in a hotel room, Gen. Dela Rosa said.

The incident at Resorts World, the largest casino complex in the country, began around midnight when the

man entered the building from a second-floor car park carrying a semiautomatic rifle. Inside the casino, he fired into the air and set fire to gaming tables before ransacking a storage room and stuffing \$2.3 million in gambling chips into a backpack, Gen. Dela Rosa said.

As smoke began to billow

from the complex, the man tried to make his way out but was blocked by police. Resorts World's security team managed to shoot and wound him, forcing him back inside, where he holed up in a fifth-floor room, said the casino's chief operating officer, Stephen Reilly.

Gen. Dela Rosa said this



PHILIPPINE NATIONAL POLICE/ASSOCIATED PRESS

was where the gunman took his own life.

"Apparently he lay on the bed and covered the blanket in gasoline and then set himself on fire," the national police chief said. The suspect then shot himself. "He was burned beyond recognition," he said.

That the suspect didn't shoot anyone was an indication that the incident was a failed robbery rather than terrorist attack, the police chief and other officials said. Philippine President Rodrigo Duterte didn't comment publicly on the incident Friday.

Nonetheless, suspicions remain that the attack and fire were the handiwork of terrorists. As the incident was unfolding, U.S. President Donald Trump, in opening remarks in

the nationally televised declaration of his withdrawal from the Paris climate accord, referred to the incident as a terrorist attack.

The Philippines is battling Islamic State-linked militants in the southern city of Marawi, where the fighters invaded more than a week ago to prevent the arrest of a terrorist suspect.

Citizens from Saudi Arabia, Yemen and other countries have died in the conflict, stirring concern that, as Islamic State loses territory in Syria and Iraq, growing numbers of foreign militants are joining the long-running Muslim separatist insurgency in the southern part of the predominantly Roman Catholic Philippines.

Scores of people have died in the conflict, including civilians and 10 Philippine troops who were killed in a friendly fire incident on Wednesday.

Islamic State said its fighters were responsible for the loss of life at the Resorts World casino in a brief Arabic statement posted on Islamic State's Amaq media arm. It used the plural form of the term, contradicting Philippine authorities' insistence that there was just one attacker.

In a subsequent statement, the terror group identified a single participant with the nom de guerre Abu al-Khayr al-Arkabili, SITE Intelligence Group reported.

Protests in Kabul Over Security Lapses Turn Violent

KABUL—Seven protesters were killed and 10 others injured in the Afghan capital Friday, authorities said, when police, in photo at right, clashed with demonstrators angered by this week's devastating truck bombing and the government's failure to secure the city.

Chanting "Death to the president!" and condemning what they said was U.S. and other foreign interference in Afghanistan, the protesters tried to march toward the presidential palace but were blocked by dozens of police vehicles and a fire engine.

Witnesses said police drove official vehicles into the crowd and began firing over their heads. But an Afghan security official said police opened fire after they came under attack by protesters firing guns and hurling rocks.

President Ashraf Ghani later Friday promised an investigation of Wednesday morning's truck bombing, which left at least 90 people dead. A surge of large-scale attacks in the past year has stoked simmering public anger at Mr. Ghani's government and its ally, the U.S., which has 8,500 forces in the country.

—Jessica Donati



prevent Moscow from stirring up trouble on NATO's borders has been to ensure the world knew NATO had the firepower to win any kind of conflict, U.S. and allied officials say.

NATO's challenges in achieving such deterrence today are exemplified in the decline in stocks of tanks.

During the Cold War, the Netherlands had 445 battle tanks. In 2015, the country put up for sale its last 60 tanks and its transport helicopters and many of its naval minesweepers. Instead, the Dutch sent soldiers to operate German tanks.

But Germany was also cutting tank numbers, from a Cold War peak of 2,125 Leopard 2 battle tanks to a force as of last fall of 244, of which just over half were ready for action.

The dearth extends beyond tanks. Last year, around nine of Germany's 48 NH-90 transport

helicopters and 40 of its 123 Eurofighter jets were usable at any given time.

Hans-Peter Bartels, the German parliament's armed forces commissioner who functions as a military ombudsman, said in a report this year that efforts to

Allied officials say Russia's annexation of Crimea was the real wake-up call.

improve equipment and replenish munitions stores were taking too long. At the battalion near the Baltic Sea, he said, shortfalls led to "discontent and frustration" among the troops.

A German army spokeswoman declined to comment on

whether the complaints were accurate. She said the battalion currently has the equipment and munitions it needs to carry out its duties.

Stories of shortages abound. Britain's storied Royal Navy is without a single battleship or aircraft carrier while it awaits the delivery of two carriers. When the HMS Queen Elizabeth sets sail in 2021, it may initially carry U.S. Marine Corps F-35B fighter planes while Britain builds up its own fleet.

Britain and France—Europe's biggest defense spenders—and Germany, its biggest economy, have all pledged to rebuild their militaries. In 2016, non-U.S. NATO military spending ticked up by \$10 billion, an increase of 3.8% over 2015 outlays.

NATO's goal that member countries spend 2% of economic output on defense is a loose target meant to be reached by

2024. But Washington increasingly treats it as a requirement.

German officials have vowed to rebuild their force—a decision they stress was made before Mr. Trump's election. Chancellor Angela Merkel pushed through a military budget increase of 8% for this year, to €37 billion (\$42 billion). According to the government, that represents 1.2% of the country's gross domestic product. Ms. Merkel says she is committed to NATO's 2% goal.

Transportation remains the most critical need, U.S. and NATO officials say. The U.S. has been urging allies to extend rail lines to training bases, since its transport trailers can't legally carry tanks on European roads due to weight limits.

Cargo planes and helicopters are also a big capability gap, officials say. If tensions with Russia flare on NATO's borders, war plans call for reinforcements of front lines with NATO rapid-reaction forces. But deploying those forces quickly would likely depend on American equipment.

NATO says members are beginning to turn a corner. Later this month, the alliance will approve a defense plan that boosts heavy equipment, like tanks, but also calls for more surveillance planes, air refueling tankers and strategic airlift, according to a senior NATO official.

In the short term, the U.S. is filling the gap in European defenses. Last month, the U.S. announced plans for \$4.8 billion in new military spending in Europe, an increase of \$1.4 billion over last year.

—Emre Peker in Brussels contributed to this article.

Turkey Detains Father of NBA Star

BY MARGARET COKER

ISTANBUL—Turkish authorities have detained the father of NBA star Enes Kanter, a week after revealing that they were seeking the arrest of the U.S. resident over his links to Turkish cleric Fethullah Gulen.

Mehmet Kanter publicly disowned his son, an avid supporter of Mr. Gulen, shortly after last summer's failed coup in Turkey, when President Recep Tayyip Erdogan declared the cleric the leading enemy of the state and accused him and his followers of masterminding the attempted putsch.

The Oklahoma City Thunder center is among the most high-profile opponents of Mr. Erdogan, comparing him to Hitler for what he and others among those who support Mr. Gulen say is a witch hunt to rid Turkey of its political opposition.

The basketball star repeated the insult about Mr. Erdogan in a tweet published Friday confirming the news of his father's detention. "HEY WORLD MY DAD HAS BEEN ARRESTED By Turkish government and Hitler of our century. He is potentially to get tortured as thousand others," Mr. Kanter posted on Twitter.

Mr. Gulen has denied any role in the coup attempt and disavows violence.

The elder Mr. Kanter's detention was "clearly intended to punish Enes for his recent appearances on media and criticism of Erdogan government," said Yuksel Alp Aslandogan, executive director of Alliance for Shared Values, the loose umbrella of Gulen-affiliated nonprofits in the U.S.

It was unclear on what grounds the elder Kanter was detained or if he has been granted legal counsel. Turkish authorities didn't respond to requests to comment.

Turkish state news agency Anadolu reported that police picked him up from the family's Istanbul home under a warrant issued by a regional court relating to investigations into the Gulenist organization. Since last summer, approximately 45,000 people have been arrested and 140,000 fired from the police, military and civil-service jobs under suspicion of having a role in the failed overthrow or links to Mr. Gulen.

Enes Kanter grew up in Turkey and attended schools affiliated with the Gulen movement. He left Turkey to play basketball at the University of Kentucky before being drafted in the NBA.

ARMIES

Continued from Page One
craft carriers.

Despite cutbacks in the Pentagon's budget in recent years, U.S. military spending far exceeds Europe's, and American conventional forces are generally better trained and equipped than their European counterparts. The U.S. defense budget, \$680 billion by NATO calculations, dwarfs the alliance's European members, which spend a total of \$242 billion.

Europeans have tried for decades to more efficiently build military hardware and organize troops. That effort is littered with failures, delays and compromises. Today European allies spend roughly half as much as the U.S. on defense yet have less than one-sixth of its combat power, European officials acknowledge.

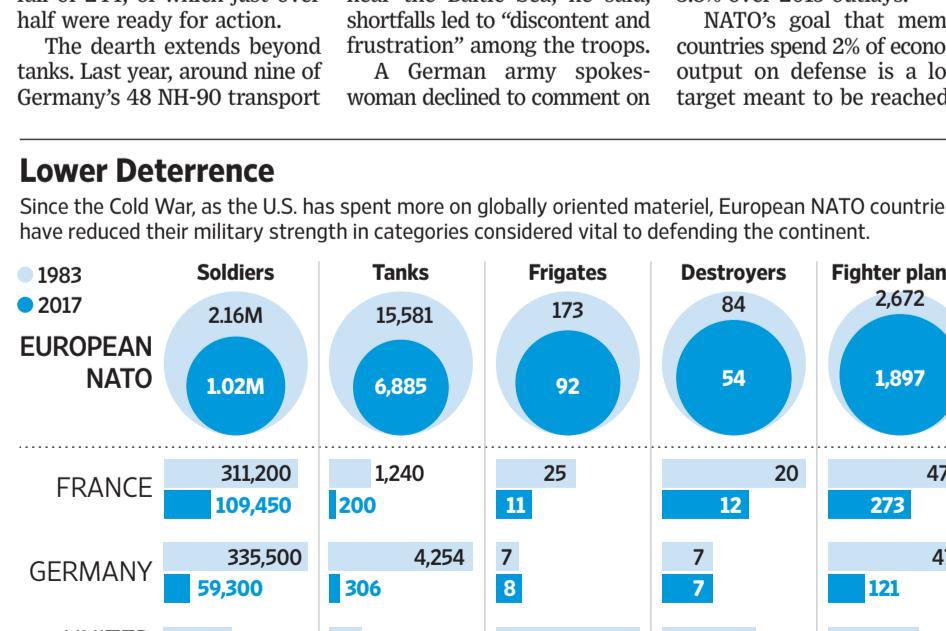
The real wake-up call, allied officials say, was Russia's 2014 annexation of Crimea, followed by Moscow's intervention in Syria. Both displayed new Russian weaponry. Suddenly long-ignored weapons of the Cold War became relevant again.

For decades, NATO's nuclear forces kept the peace, offsetting any imbalance in conventional forces. Russia wouldn't risk annihilating the planet by invading a NATO country, the thinking went. But a so-called hybrid scenario like Crimea, involving a handful of unidentified soldiers sneaking across a border to foment unrest, is impervious to nuclear deterrence.

That is where conventional weapons fit in. The best way to

Lower Deterrence

Since the Cold War, as the U.S. has spent more on globally oriented materiel, European NATO countries have reduced their military strength in categories considered vital to defending the continent.



Source: IISS Military Balance

Note: Categories aren't in scale with one another.

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WORLD NEWS

In Mexican Town, A Political Clique Tries to Hold On

BY JUAN MONTES
AND JOSÉ DE CÓRDOBA

ATLACOMULCO, Mexico—A two-hour drive from Mexico City, this sleepy town in a fertile plain is known for producing politicians. It is the home of the legendary Grupo Atlacomulco, an informal political machine that has run Mexico's most populous state and sometimes the country for most of the past 75 years.

The group has a candidate running for governor in Sunday's State of Mexico election: Alfredo del Mazo, who is trying to be next in a line of six relatives including his father, his grandfather and the current President Enrique Peña Nieto, a distant cousin, who have held the job. They were all from Atlacomulco.

Name recognition won't be a problem. There are more than 100 streets or boulevards in the state bearing the name "Alfredo del Mazo"—after his father and grandfather—plus some 64 public schools, four libraries and an auditorium, according to public records. Even the candidate's mother, Carmen Maza—who wasn't famous in her own right—has one library and 11 schools bearing her name.

Mr. del Mazo's campaign staff declined to make him available for an interview. A spokesman said Mr. del Mazo is his own man, independent of his family ties with previous governors. In a recent radio interview, Mr. del Mazo called the Atlacomulco group "a myth," though he said there were a lot of very successful politicians who came from the

Atlacomulco area, and knew each other well.

For generations, critics say, everything from taxi licenses to access to government handouts such as farm tools have depended on support for the party the group dominates: the ruling Institutional Revolutionary Party, or PRI, which governed the country from 1929 to 2000 and returned to power in 2012.

Some PRI members haven't been shy about the benefits. "A politician who is poor is a poor politician"—a famous Mexican political axiom—is widely attributed to the late Carlos Hank González, a governor of the State of Mexico in the 1970s.

Mr. Hank González started life as a grammar school teacher and ended it as a powerful politician and billionaire owner of several companies that did business with the state while he was in office. He died in 2001, but his children now control a business empire that includes banks and construction firms. Attempts to reach one of Mr. Hank González's sons for com-



Supporters of Morena, a party led by leftist nationalist Andrés Manuel López Obrador, attending a rally in the town of Atlacomulco.

ment were unsuccessful.

"Mexico's clientelismo," or patronage system, "was created in Atlacomulco," says José Antonio Álvarez Lima, a former PRI governor who is now a political analyst and columnist. "It's a system that uses political resources to hugely enrich a few while slightly corrupting millions."

Mr. Álvarez Lima said he didn't enrich himself while serving as governor.

On Sunday, the Grupo Atlacomulco's enduring strength will be tested in the face of a changing Mexico, one where political competition and a more open press have brought a succession of corruption scandals to light, turning the

president into the country's least popular leader since approval-rating polls began in the mid-1990s. Three former PRI state governors facing criminal corruption charges are currently in hiding. All three have denied wrongdoing.

The election is being seen as a referendum not only on the Grupo Atlacomulco, but also on the PRI in general ahead of next year's presidential contest.

Polls show Mr. del Mazo essentially tied with Delfina Gómez of the party led by leftist nationalist Andrés Manuel López Obrador. "People are tired of traditional politicians and corruption. Nobody believes them," Ms. Gómez, the daughter of a mason, said in an interview.

A PRI defeat would be devastating for the ruling party, which has governed the State of Mexico since 1929. "The future of the PRI depends on our triumph," Mr. del Mazo told a cheering crowd on May 28.

"If the PRI loses the State of Mexico, it would be the final nail into the party's coffin," said Agustín Basave, a political scientist and former president of the leftist Party of the Democratic Revolution.

Group's Leaders Thrived in Business

The Grupo Atlacomulco, an informal political machine dating back to World War II, helped pioneer the mixture of politics and business in Mexico.

Isidro Fabela, the first member of the group to serve as governor, and Alfredo del

Mazo Vélez were partners in two local construction firms that won government contracts to build roads, sewage systems and schools, according to local historian Jorge Toribio. The most famous member of the Atlacomulco group, the late Carlos Hank González, also thrived in business while in office.

Alfredo Del Mazo González—the father of Alfredo del Mazo Maza, who is running to become

governor of the State of Mexico—governed the state during the 1980s. He had links to Juan Armando Hinojosa and the late Roberto San Román, two local government contractors, according to two PRI lawmakers.

Mr. Hinojosa sold houses to Mexican President Enrique Peña Nieto's wife, and to Foreign Minister Luis Videgaray, on credit. Mr. San Román sold a house to the president himself. Mr. del

Mazo González was for a time a shareholder of a real-estate firm controlled by the San Román family, according to commercial records.

The revelations of the real-

estate deals caused an outcry. In 2015, a government investigation—led by an official appointed by the president—cleared Mr. Peña Nieto, his wife and Mr. Videgaray of wrongdoing in the sale of the houses.

Kremlin Critic Vows To Keep Fighting

BY NATHAN HODGE

MOSCOW—Russian opposition leader Alexei Navalny has mobilized thousands of demonstrators across the country to protest corruption under President Vladimir Putin. Now he says he is pressing ahead with a quixotic effort to run against his country's powerful leader in elections next year.

In an interview in his Moscow office, Mr. Navalny said he would continue to campaign for Russia's highest office, despite this week incurring the latest in a series of serious legal obstacles to his running for any office.

"The task before us now is to create a situation in which society demands my registration" on the ballot in 2018, he said. "And then the Kremlin will have no choice other than to put me on the ballot."

The bar remains extremely high for Mr. Navalny. This year, he was found guilty of embezzlement by a court in Kirov, 500 miles east of Moscow, a verdict he said was politically motivated to keep him from running for public office.

And on Wednesday, he lost a defamation case brought by Alisher Usmanov, one of Russia's wealthiest businessmen, over Mr. Navalny's allegations, aired in a video that drew millions of viewers on YouTube, that Mr. Usmanov was involved in official corruption.

A Moscow judge ordered Mr. Navalny to delete portions of the video referring to allegations that Mr. Usmanov gave property to a foundation linked to Russian Prime Minister Dmitry Medvedev. Both Mr. Medvedev and Mr. Usmanov,

who holds controlling stakes in a major telecommunications firm and in social-media enterprises, have dismissed Mr. Navalny's claims as baseless.

Mr. Navalny said he "quite expected" the ruling, which directs Mr. Navalny and his Anti-Corruption Fund to remove the online references to Mr. Usmanov and issue a retraction. Mr. Navalny says he won't comply with either part of the court order.

Mr. Usmanov's case against Mr. Navalny gave renewed attention to the anti-Kremlin activist, in part because the billionaire posted his own online videos attacking Mr. Navalny, clips that quickly went viral.

Mr. Navalny, who served a brief jail term for organizing the unsanctioned protests in March, said he would appeal the court's ruling in favor of Mr. Usmanov.

The Russian news agency Interfax on Thursday quoted his lawyer as saying he might face a fine for not complying with the judgment, adding that he was concerned Russia's federal penitentiary service might replace a suspended sentence against Mr. Navalny with a real one.

But Mr. Navalny said his main concern was that the Usmanov case would serve a pretext to further crack down on internet freedom in Russia.

Russia's state-dominated airwaves grant little time to Mr. Navalny except to revile him, but social media such as Twitter and his YouTube channels have given the opposition leader a direct medium to reach potential supporters, particularly among young people.

Ireland Set for First Gay Leader

BY PAUL HANNON

Ireland's ruling Fine Gael party elected Leo Varadkar as its new leader, paving the way for him to become the country's first openly gay prime minister as successor to Enda Kenny.

The 38-year-old's likely rise to the country's highest office is a marker of Ireland's transformation in recent decades from one of the most socially conservative countries in Europe.

Until 1993, same-sex sexual activity was a criminal offense, but by 2015 attitudes had changed to the extent that the country became the first to legalize same-sex marriage through a popular vote.

"If this election has shown anything, it is that prejudice has no place in this Republic," he said in his acceptance speech Friday, after defeating fellow minister Simon Coveney.

"Around the world, people look to Ireland to be reminded that this is a country where it doesn't matter where you come from, but rather where you want to go."

The son of an Indian doctor and an Irish nurse, Mr. Varadkar advocates "internationalism and globalism," and is committed to a longstanding



economic strategy that relies on attracting U.S. businesses seeking access to EU markets.

"When my father traveled 5,000 miles to build a new home in Ireland, I doubt he ever dreamed that his son would one day grow up to become its leader," Mr. Varadkar said.

As prime minister, Mr. Varadkar may oversee a further and hotly disputed step in the process of social change, with

the country likely to hold a referendum on removing a constitutional ban on abortion in almost all circumstances within the next 18 months.

However, his greatest challenge will be the U.K.'s departure from the European Union.

Ireland has closer economic, political and cultural ties with Britain than other members of the bloc and expects the consequences of Brexit to be mostly negative.

To become prime minister, Mr. Varadkar will have to retain the support of a number of independent lawmakers who back the minority government, and he must renew an agreement with the main opposition party, Fianna Fáil, which in 2016 pledged not to bring down the government for a period of three years.

He is expected to succeed Mr. Kenny within the next two weeks.

U.N. Council Expands Sanctions on Pyongyang

BY FARNAZ FASSIHI

The United Nations Security Council voted unanimously on Friday to expand sanctions on North Korea in response to the country's recent wave of testing ballistic missiles, the first sanctions vote on Pyongyang during the Trump administration.

The resolution, drafted by the U.S., targeted assets and banned travel involving 14 individuals and four entities, including a North Korean bank, and will be added to existing U.N. sanctions.

China, an ally of North Korea that typically advocates dialogue with Pyongyang, endorsed the sanctions and didn't block it with a veto vote.

"The pressure will not cease until North Korea complies fully with this council's resolutions," said U.S. Ambassador to the U.N. Nikki Haley.

The Trump administration

to U.S. officials.

The Iran Mission Center will bring together analysts, operations personnel and specialists from across the CIA to work collectively on Iran and bring to bear the range of the agency's capabilities, including covert action. In that respect it is similar to a new Korea Mission Center that the CIA announced last month to address North Korea's efforts to develop long-range nuclear missiles.

—Shane Harris

has been working to enlist China's support for efforts to dissuade Pyongyang from advancing its nuclear-weapons program. Ms. Haley reiterated the administration's call for U.N. member states to sever diplomatic and trade ties with North Korea.

Ms. Haley said the U.S. wasn't seeking regime change in North Korea nor did it want

to destabilize the Asia Pacific region. However, she said, North Korea's repeated provocations mean all options must remain on the table.

The Trump administration on Thursday announced sanctions on three individuals and nine companies and government institutions that work to support North Korea's weapons program. Two of the com-

panies are Russian firms.

The Security Council, frustrated at North Korea's open defiance, has been struggling to address the dilemma without aggravating North Korea to such an extent that future negotiations would be impossible.

The U.S. and China spent five weeks negotiating the resolution approved on Friday. Russia, a veto power, didn't block its passage.

French Ambassador François Delattre said the council's unanimous voice was noteworthy because it sent North Korea "a clear and determined response" that the international community wouldn't accept a North Korea that had operational nuclear capability.

"If it [North Korea] continues on this dangerous path then we have no other choice but to reinforce the pressure again and again," Mr. Delattre said to reporters.



MAXIM SHIPENKOV/EUROPEAN PRESSPHOTO AGENCY

Alexei Navalny, his wife, Yulia, and son Zakhar at a protest.

OBITUARIES

JERRY PERENCHIO
1930 – 2017

Promoter of Movie Stars Avoided the Limelight

BY JAMES R. HAGERTY

Jerry Perenchio was famous for not being famous.

In the entertainment business, the big names knew him as a discreet power broker, promoting the likes of Marlon Brando, Henry Mancini and Elton John. He entertained lavishly in a mansion once used as the setting of the TV comedy "Beverly Hillbillies." Lady Gaga performed at his 85th birthday party.

If the public didn't know his name, that was fine with Mr. Perenchio. "Stay clear of the press," the billionaire advised colleagues. "No interviews, no panels, no speeches, no comments. Stay out of the spotlight—it fades your suit." That was one of his 20 "rules of the road" issued to employees.

He worked as a talent agent and movie producer, arranged a boxing match between Muhammad Ali and Joe Frazier, and owned Univision Communications Inc., a Spanish-language television network. Norman Lear, creator of "All in the Family" and other TV hits, relied on Mr. Perenchio to run his business affairs and negotiate with television networks.

He befriended Ronald and Nancy Reagan, bought real estate and bequeathed a \$500 million collection of paintings—including works by Manet, Monet and Picasso—to the Los Angeles County Museum of Art. A friend invited to stay at his home recalled being treated to unlimited champagne, a car and driver, a masseuse and tennis pro.

Mr. Perenchio died May 23 at his home in the Bel Air section of Los Angeles. He was 86 and had lung cancer.

Before hiring senior executives, he spent hours talking with them. "He wanted to know more about who I was than what I knew," said Alan Horn, who was a brand man-



ager at Procter & Gamble Co. in the early 1970s when Mr. Perenchio recruited him. Mr. Horn, now chairman of Walt Disney Co.'s movie studio, recalled that Mr. Perenchio taught him how to make deals in show business and advised him to "keep your dukes up."

Andrew Jerrold Perenchio (pronounced peh-REN-chee-oh) was born Dec. 20, 1930, in Fresno, Calif.

His father, who helped organize light operas, took the teenage Jerry to Los Angeles nightclubs, where he met the crooner Andy Williams, who became a close friend and client. While studying at the University of California, Los Angeles, in the early 1950s, he set up a business booking bands and catering parties.

After earning a business degree in 1954, he served as an Air Force flight instructor. In 1958, he became a talent agent at Music Corp. of America, where his mentor was Lew Wasserman.

Mr. Perenchio formed his own talent agency in 1963 and represented stars including José Feliciano and the Righteous Brothers.

Enchanted by an Elton John concert in London in 1969, Mr. Perenchio arranged the singer's first U.S. tour. He orchestrated "the Fight of the Century" between Messrs. Ali and Frazier in 1971 at Madison Square Garden. The cost for closed-circuit TV viewers was \$25, up from the norm of \$5 to \$10.

When Mr. Perenchio heard that an aging tennis player, Bobby Riggs, wanted to take on Billie Jean King, he realized the appeal went far beyond tennis. He organized the match in 1973 at the Houston Astrodome and billed it as a showdown between women's liberation and male chauvinism. Ms. King thrashed Mr. Riggs.

Around the same time, Mr. Lear persuaded Mr. Perenchio to become his partner in a TV-production company.

In his biggest coup, Mr. Perenchio agreed in 1992 to buy Univision from Hallmark Cards Inc. for \$550 million. Univision operated the largest Spanish-language television operation in the U.S., giving Mr. Perenchio a stake in the rapidly expanding market for Hispanic entertainment. He agreed in 2006 to sell Univision to an investor group for \$12.3 billion.

He wasn't all business. Mr. Perenchio once startled a group of investment bankers by singing "Blue Moon" at the start of a conference call. At Norman Lear's 60th birthday party, Mr. Perenchio stood in front of an orchestra and sang, "I've Got a Crush on You."

He is survived by his wife, Margaret Perenchio, three children from his first marriage, five grandchildren and three great-grandchildren. As Mr. Perenchio was nearing death, Mr. Horn asked his old boss how he was faring. "I'm keeping my dukes up," Mr. Perenchio replied.

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

LAURA BIAGIOTTI
1943 – 2017

Designer Was Dubbed 'Queen of Cashmere'

Laura Biagiotti was known almost as much for her life-style as her fashion designs. Her castle was her home, on a hilltop near Rome. It was also her workshop.

The designer, looking for a country home in the late 1970s, spotted a castle in ruins, with chickens pecking away amid weeds. She bought it and then spent several years restoring the 11th-century castle with the help of Piero Pinto, a designer. They uncovered 14th- and 15th-century frescoes beneath lurid 19th-century murals, the Chicago Tribune reported after a tour. She later added a 27-hole golf course.

By living and working in the same place, Ms. Biagiotti said, she

achieved a more serene life and could take breaks to help her daughter with homework.

The castle and its outbuildings provided space for her assistants, other employees and visiting customers. Sometimes known as "the Queen of Cashmere," Ms. Biagiotti was particularly known for her luxurious knitwear and favored whites, ivories and other off-white tones, in flowing, easy-to-wear forms. Her company, **Biagiotti Group** SpA, designs clothing, eyewear and fragrances.

Ms. Biagiotti died May 26 after a heart attack. She was 73.

"Being a fashion designer is like taking vows," she once said. "It becomes your religion for life."

—James R. Hagerty

PATTI UPTON
1938 – 2017

She Built a Business From Acorns, Pine Cones

Patti Upton, a homemaker and former model, was at loose ends in the early 1980s. Her twin sons were growing up and no longer needed constant attention.

Then a friend, who ran a gift shop in Heber Springs, Ark., asked Ms. Upton to create a Christmas decoration for the store. She gathered pine cones, acorns and other natural debris from her lawn, mixed in spices and oils and called her concoction the Smell of Christmas.

The shop's customers snapped it up, and Ms. Upton founded **Aromatique Inc.**, a maker of "decorative fragrances," candles and other items, sold across the U.S. and abroad.

At first, she used a mop handle to mix her ingredients in a plastic trash bin. Later, the company invested in a plant and machinery in Heber Springs. It now employs as many as 200 people, depending on the season.

Her husband, Richard Upton, has been a beer distributor and owned catfish farms. "We figured out that catfish, beer and fragrance can't all be down at the same time," he told the Washington Post in 1992.

Ms. Upton served as a director of Southwestern Bell Corp., later AT&T Inc.

She died May 23 at her lake home near Heber Springs. She was 79 and had cancer.

—James R. Hagerty

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MAYO

Continued from Page One

is not that easy," Dr. Noseworthy says. Hundreds of Mayo doctors "who assumed life was great weren't immediately eager to change how they work."

Each year, some 1.3 million patients from all 50 states and 140 countries come to Mayo. Scores of doctors, hospital administrators, politicians and health researchers visit each month in hopes of emulating it.

To maintain its approach, it must adapt to new payment policies from Medicare, high-deductible health plans and insurers' restrictions on out-of-network care that are putting pressure on hospital revenue across the U.S. And while the Medicaid expansion under the Affordable Care Act extended coverage in many states, efforts by President Donald Trump and his Republican Party to repeal it could change that.

Mayo, long insulated from many such forces, is no longer immune, says Dr. Noseworthy. "We're going to be paid a lot less for the work we do."

The overhaul, called the Mayo Clinic 2020 Initiative, is well past the halfway point, and officials are seeing results of more than 400 projects aimed at squeezing costs and improving quality in services ranging from heart surgery to emergency-room waiting time. Dr. Noseworthy says dozens of major re-engineering projects have helped cut an accumulated \$900 million in costs in the past five years.

The clinic is also seeking new areas for growth. Mayo took the lead—including committing \$3 billion of its own capital—on a \$5.6 billion urban-development project now under way to transform its headquarters city of Rochester into a destination medical center to better compete with rival institutions in Cleveland, Baltimore, Boston and Los Angeles.

Other top hospitals are also facing cost pressures, including Cleveland Clinic, which despite reducing costs by some \$800 million over the last four years reported a 71% drop in operating income in 2016 to \$139.3 million, citing reimbursement pressure, higher drug costs and pension-plan adjustments. In May, Partners HealthCare, a Boston-based system founded by Harvard-affiliated Brigham and Women's Hospital and Massachusetts General Hospital, said it plans to cut \$600 million of costs over the next three years to better compete "in a challenging new regulatory, legislative and consumer-driven environment."

While Mayo is "an American treasure," says Donald M. Berwick, former acting administrator of the Centers for Medicare and Medicaid Services, the clinic, as with most of the U.S. health-care system, is "too expensive and they need to find ways to deliver the same or better care at a lower cost."

Mayo, with major facilities in Florida and Arizona and a community-based health system of 19 hospitals and 44 clinics within 125 miles of Rochester, has 64,000 employees. It reported \$11.0 billion in revenue last year, up 6% from 2015.

Mayo was founded as a surgical practice in Rochester in 1864 by William W. Mayo, a Union Army examining officer. The clinic's reputation for "patient-centered care" was embedded in its approach long before the term became a marketing buzzword. For Mayo, the concept includes bringing a team of specialists together to focus on the needs of patients with a complex problem and typically providing a schedule of appoint-

ments within hours of their arrival at the clinic. Patients don't have to make each appointment themselves or travel to specialists in different organizations. Mayo patients are welcomed by volunteers who escort them to their appointments.

"What made it jell was a common medical record," says Chet Rihal, head of cardiovascular medicine. Instead of each doctor's keeping a private record for each patient, one record followed the patient.

Today, nearly one in five surgeries involves multiple teams. "It's nobody's case. It's Mayo's case," Dr. Noseworthy says. "That is hard to do at other places where people work in isolation."

Mayo physicians are salaried, so there isn't competition over fees or any incentives to order tests and procedures a patient doesn't need, in contrast to the much more common fee-for-service medicine.

Dr. Noseworthy, a Canadian-educated neurologist, led an inquiry into the institution's readiness to face the future a year before he became CEO in 2009. It identified a "perfect storm of reduced revenue and increased costs" due to an aging population with chronic diseases and the emergence of "disruptive technologies" such as DNA sequencing.

The report was presented to Mayo's board of trustees in August 2008. Six weeks later, Dr. Noseworthy says, "Lehman Brothers disappeared." It was a stark reminder, he says, of the vulnerability of iconic institutions.

Mayo launched into its 2020 program the following year. Retooling projects included restructuring care for children with complex feeding, breathing and swallowing disorders. The effort reduced average time to diagnosis to four days from 210 days and cut the use

Doctors at Mayo considered it a place that wasn't in much need of fixing.

of anesthesia and imaging tests by nearly half.

Expanding the role of nurses in the care of epilepsy patients shaved an average of 17 minutes off the time doctors spent on a visit, increasing slots for new patients. Adding more clinicians to the emergency room during the afternoon reduced patient waiting times during high-demand evening hours.

Doctors have bristled at some changes to their routines, Dr. Noseworthy and some other Mayo physicians say, including an initiative dubbed "eliminate white space" intended to optimize physician calendars. One goal was to schedule more time for new, complicated patients



When Mayo heart surgeons asked for more operating rooms, the CEO said no, pushing them to cut costs 20%. Above, a Mayo heart surgery.

while booking shorter, 30-minute follow-ups for "established" patients.

Unhurried visits are a hallmark of the clinic. When one of her patients flew from Washington state for a follow-up, cardiologist Sharonne N. Hayes quickly realized 30 minutes wasn't sufficient. The patient had suffered two heart attacks since her last visit and the two needed more time.

It turned out the patient was assigned a 30-minute visit by mistake, and despite a full calendar, Dr. Hayes continued the visit into her lunch hour. "I know they have the best intent and want to preserve the culture," Dr. Hayes says, but "when you see that time going away from your calendar, that is a huge disconnect."

The administration soon realized the idea wasn't working and let departments devise their own ways to increase new-patient visits. It was a lesson that surfaced throughout the broader initiative, Dr. Noseworthy says. "Departments and divisions needed to have more local control of this work."

The heart-surgery project began just as Mayo's revamp did, in 2009. That year, the surgeons asked for the two new operating rooms to meet demand for surgery they thought would outstrip capacity. Even for high-revenue-producing departments, high-cost proposals generally trigger an intense review.

In denying the request, Dr. Noseworthy went a step further. With the ink barely dry on the 2020 Initiative report, which described challenges neither the surgeons nor the clinic had to seriously consider before, he asked them to cut their costs 20%.

Surgeons were initially "dis-



Turning around a successful organization is not that easy, says Mayo Clinic CEO Dr. John Noseworthy.

appointed," says Joseph A. Dearani, chief of cardiovascular surgery, but "ultimately everybody stepped up and did what was asked."

Cardiac surgery was ripe for overhaul. An initial analysis showed as much as a twofold variation in surgeons' average cost per case—from \$55,000 to about \$110,000 in one procedure. That is "too much variability," says Dr. Dearani.

The operating-room teams competed in contests to reduce the time from "wheels out"—when one patient's surgery was over—to when the room was set up for the next patient. Results for each surgeon's room were posted, and staff met to discuss what worked and what didn't. No team was declared a winner, but the exercise trimmed average turnover times about 50% to between 20 and 30 minutes, Dr. Dearani says.

The overall effort revealed two main cost drivers: a patient's length of stay and the surgeons' use of mechanical heart valves. So many valve brands were on the shelf, Dr. Dearani says, "it was like going into a shoe store."

The clinic, one of America's largest users of such valves, decided to use its purchasing power to negotiate lower prices and limit surgeons to models from two vendors. It took nearly two years for surgeons to agree on which ones, Dr. Dearani says. "Everybody eventually came around, but it really ticked off a lot of people."

Doctors also began discharging out-of-town patients to a hotel a day or two before their flight home, then seeing them for an outpatient visit. Previously, many patients remained in the hospital until just before their flights.

In the hospital, patients are exposed to infection or remain sedentary. "When you get out, your activity level improves and your appetite gets better," Dr. Dearani says.

Scheduling changed significantly. Surgeons accustomed to operating every other day began doing surgery daily. New physician-developed protocols empowered nurses to streamline post-operative care, making it more efficient.

Some shifts started later in the day to account for staggered operating-room start times, to reduce overtime and to avoid peaks and valleys in intensive-care-unit staffing. That disrupted family commitments, prompting some operating-room staffers to seek reassignment, Dr. Dearani says.

Dr. Noseworthy says at the

core of Mayo's turnaround effort is an attempt to protect its ability to take on complex cases, such as that of Carrie Mearns. The 39-year-old North Carolina high-school teacher, born with a defective heart valve, had heart surgery at Mayo before and after the new protocol. In 2000, after undergoing an open-heart operation to replace the valve, she spent six days in the hospital.

In May, the mother of two was back to have the device replaced. The morning after her third night, her doctors decided she was progressing so well they would discharge her to a hotel that day.

"We were shocked," says Ms. Mearns, whose parents accompanied her. "With open-heart surgery, you're kind of like in a little bit of disbelief." The experience, she says, turned out "very positive."

Dr. Dearani says the department reduced costs by "millions of dollars" and significantly narrowed the variation among surgeons in cost for heart procedures. The clinic declined to say whether it met the 20% target.

"We are a specialty with a lot of strong personalities who don't really embrace change," Dr. Dearani says. "It was quite eye-opening in terms of the improvement that could occur."

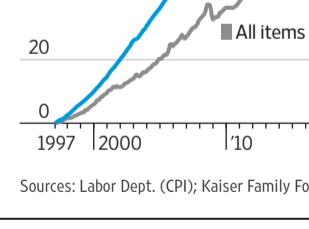
For Dr. Noseworthy, the heart-surgery initiative and scores of projects like it are part of the organization's continuing evolution. Outside analysts have provided the clinic with projections that over the next five years its reimbursement could decline 5% to 20%.

"The storm," Dr. Noseworthy says, "is still coming."

Cost of Care

As U.S. medical costs outstrip inflation...

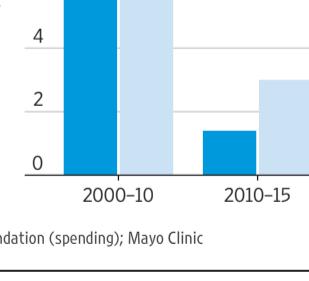
Consumer-price index, change since 1997



Sources: Labor Dept. (CPI); Kaiser Family Foundation (spending); Mayo Clinic

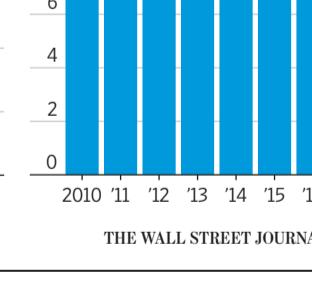
...and insurance-spending growth rates decline...

Average annual growth in per-capita spending, 2000-15



...Mayo Clinic is revamping even as its revenues grow steadily.

Total revenue



THE WALL STREET JOURNAL.

tween—a judgment that can have big implications at the box office. The stakes are so high, in fact, they often keep their deliberations secret.

"It's kind of like being on a grand jury," said Scott Young, who said he has clammed up about his job at parties and Little League games. At times, it can be a difficult job to leave behind. "Nothing like picking up the kid at preschool after I've seen some torture porn," said Mrs. Downs-Berle.

On a typical day, the raters lounge in recliners and watch two to three movies. They're often among the first to catch highly anticipated films like "Star Wars" installments whose plots have been kept under wraps. Others are obscure titles most moviegoers never see. In 2016, the board rated 605 movies.

Mrs. Graves said the raters

stick to a schedule that calls for "violence in the morning and sex in the afternoon." The team tends to eat potato chips during violent films and devours chocolate during sexy ones. "When they were bored, they wanted bagels," she said.

The job comes with some unique workplace challenges. Sex scenes are watched—and dissected. Filmmakers dispute rulings and call the raters prudes. Moviegoers phone in their complaints about Hollywood's lack of morals, mistakenly thinking the raters are studio executives.

Mr. Young, 62 years old, started the job in 1987 after MPAA leadership feared its raters were growing too reflective of permissive West Coast mores. He was recruited because he lived in Canton, Ohio, at the time. "I had Midwestern sensibilities."

Hiring raters today falls on Mrs. Graves, a 75-year-old, Stanford-educated former stockbroker. Raters must have children between the ages of 5 and 15 when they're hired, and unless promoted to a senior status, must leave when their youngsters hit 21. Being an extrovert who talks with other parents helps: A hairdresser who rated movies part-time was especially effective, said Mrs. Graves. The board charges between \$2,500 and \$25,000 to have a film rated.

Flagging objectionable content in movies goes back to the 1930s, when an industry-mandated set of rules known as the Hays Code prohibited any film that would "lower the moral standards of those who see it." The Hays Code dissolved in the 1960s, and in 1968, the MPAA replaced it with raters who were sup-

posed to serve as proxies to parents nationwide.

Complaining moviegoers from the South in particular despise blasphemy, Mrs. Graves said. The Midwest blanches at sex, especially in PG-13 movies. Residents of the coasts are concerned with violence. "The Northeast does not care about language at all," she said.

Despite watching movies all day, Mrs. Graves heads to the theater every few weeks. Friends know a movie is good if she agrees to see it yet again. If the group decides on a movie Mrs. Graves knows is a clunker, "she'll just say, 'I'll meet you at the restaurant,'" said her husband, Pierce, also a former stockbroker.

Mrs. Graves doesn't discuss specific rating decisions, but some are legendary within the industry. In 1999, she received

a memo from Matt Stone, director of "South Park: Bigger, Longer & Uncut," the raunchy cartoon movie. The memo lays out, in graphic detail, six points the creators wanted to address with the MPAA, including putting "a new storyboard in for clarification in the scene with Sadaam [sic] Hussein's penis." Mrs. Graves keeps a copy of the letter on her desk. The raters' schedule on a recent Tuesday included filing into the screening room just to watch a two-minute clip re-edited to show the removal of a curse word.

The effect of seeing so many horror movies has bled into the raters' everyday lives. When Mrs. Downs-Berle recently rented a cabin in the woods with her family, she said she refused to go down to the basement. "I've seen that movie," she said.

RATERS

Continued from Page One

ting hit by buses."

Mrs. Graves and Mrs. Downs-Berle are among the 11 people who serve as "raters" for the Motion Picture Association of America. It's their job to measure Hollywood's output against an ever-shifting list of what American parents find objectionable.

In years past, it was the proliferation of blood, gore and apocalyptic blow-'em-up spectacles. Today, surveys show parents are less sensitive to violence but are increasingly concerned about smoking and bullying.

For nearly every movie released this year, the raters decide whether it will be rated G, NC-17 or something in be-

OPINION

THE WEEKEND INTERVIEW with Jay Paris | By Melanie Kirkpatrick

Cops and Urban Youth Find Common Ground

With violent crime on the upswing in the U.S., it sometimes seems that a sprinkle of magic dust could come in handy as police struggle to restore law and order.

But it's another kind of magic—the magic of ordinary human connection—that Jay Paris likes to talk about in describing his work with black and Hispanic teenage boys and the mostly white officers who patrol the dangerous neighborhoods where they live. A training program he developed 12 years ago has helped reduce youth crime and made communities safer. It's "magic," he says, to watch kids and cops come together and "find all kinds of commonalities."

Mr. Paris founded and leads the Youth and Police Initiative, a division of the North American Family Institute, a social-services agency headquartered north of Boston along the Route 128 technology corridor. YPI takes its cue from the strategy known as community policing, which encourages officers to get to know the neighborhoods they serve with the aim of stopping crimes before they happen.

The Youth and Police Initiative has helped reduce big-city crime. Its founder sees potential against terrorism.

"You can't arrest your way to public safety," Mr. Paris elaborates. "You have to build relationships in the community. One of the most critical points is with teens. If they have an experience that shifts their understanding of what's across the 'blue line,' it can be transformational" for a neighborhood. YPI, he says, helps "kids and cops learn to talk at a more significant level, in a way that starts to build some trust and break down stereotypes." Twenty-five cities, including Boston, Hartford, Conn., and Providence, R.I., have implemented YPI training in housing projects and other high-crime neighborhoods—with encouraging results.

The training is small-scale and targeted, focusing on one group of 12 to 15 teenagers at a time. Participants are mostly boys, and Mr. Paris estimates 98% are minorities—African-American, Caribbean-American, Hispanic. The teens are selected by local schools, youth organizations and, in some cases, parole departments or schools for juvenile delinquents.

One incentive to join is an \$80 gift card each participant receives

on completing the program. Another is food, no small attraction for teen boys. Dinner is served at every session. The money "helps get them in the door," Mr. Paris says, but "in the end it's not just the money, it's the idea that they are helping" by sharing their point of view with local police.

The YPI training entails six after-school sessions. In the first four, each boy develops a personal narrative of his life to present to the eight to 12 police officers who will join them for the final two sessions. The kids are asked to speak about "choices they've made in four areas of their lives: peers, school, community and home," Mr. Paris explains. "A boy might say, 'At home, I stole some money from my mother. At home I've been in too many fights with my brother.' . . . We have them practice at every session, standing up and sharing their choices in front of the group."

The youths are nervous at first but soon get past the jitters. "I think they look forward to this opportunity. 'They—the police—are going to hear me.' . . . We all have a powerful need to be heard," Mr. Paris says. "and teenagers don't often have a chance to be heard by adults, to say nothing of the icons of authority in their community."

When the cops show up in Session 5, they're "amazed that these 15-, 16- or 17-year-old kids can actually stand up in front of police officers they've never met and share these intimate parts of their lives," Mr. Paris says. "Then we ask the police officers to do the same. We give them a few minutes to draw a lifeline of how they got from being teenagers to making the decision to join the police."

Like the youngsters, the officers "are generally nervous at first, as they aren't used to sharing that kind of stuff—not even among their peers," Mr. Paris continues. "But the inspiration from the kids really does push the whole process forward, and the officers always delve deeper into their experiences and start really sharing about their lives."

As they get talking, the teens and the policemen move beyond suspicion to find points of connection. The boys discover, Mr. Paris says, that "a lot of officers came from difficult backgrounds that are similar to theirs." The teenagers are astonished to learn that cops grew up with abusive fathers or alcoholic mothers, did drugs, or almost flunked out of school. "The kids are saying: 'We thought you were the goody-good guys—that you were perfect,'" Mr. Paris says.

They also bond over another commonality. "If you're drawn to being a police officer, you're



KEN FALLIN

drawn to dealing with danger," Mr. Paris says. "You like risk—and we know how teenagers feel about that. It's endemic to being a teenager in virtually every culture that you're attracted to risk." Urban teens see the police as a kind of legitimate "gang"—with their own distinctive uniforms, colors, and weapons. "This is a very attractive and interesting thing to kids, even kids who come into the room thinking 'I hate cops.'

On the last day the boys and police develop a plan for future collaboration. "In Boston," Mr. Paris says, "60 kids and 40 cops went to a Red Sox game and had a special tour." Some cops give kids their cellphone numbers and encourage them to call. A YPI survey of 1,400 police officers who have completed the program found that 90% formed friendly relationships with at least five teenagers where they patrol.

These bonds between cops and kids are "sustained on the street," Mr. Paris says. He can cite dozens of cases in which potentially dangerous situations have been defused because the officer on the scene recognizes youngsters from YPI and enlists their help. The cop takes the kids aside and asks what's going on, and "they can talk and sort it out very quickly."

Officers often become mentors to boys they meet at YPI training. "Police are very tuned into the resources of the community," Mr. Paris says. They help the kids

find jobs, direct them to social services agencies, and, perhaps most important, counsel them on personal problems. Many of the boys are growing up without fathers, and the policemen become powerful influences.

Mr. Paris says that when three groups of boys and officers in a single neighborhood—45 teenagers and 30 cops—have completed the program, it produces a "tipping point." The neighborhood begins to change; violence drops: "Kids are getting jobs. Kids are getting rides. Kids are calling police officers. Kids are actually walking up to police officers in the street and chatting. Word gets out very quickly."

YPI has received rave reviews from law-enforcement leaders, among them the Police Foundation's Frank Straub. He brought in the training while running the police department of suburban White Plains, N.Y., and did so again when he went on to lead the police forces in Indianapolis and Spokane, Wash. "I believe in the power of the program," Mr. Straub says. This kind of "intense work in the trenches" brings results. In White Plains in the late 2000s, Mr. Straub says, YPI helped reduce rates of serious crime to the lowest levels in 42 years.

In Boston's high-crime Franklin Field housing development, 110 teens and 80 police officers completed YPI training between 2007 and 2010. Violent crime dropped 43.5% during that period, according to a survey by the city's police

department and housing authority. In nearby Chelsea, Mass., Mr. Paris has begun a Spanish-language program to improve ties between immigrant parents and police. He hopes to extend YPI's reach through a train-the-trainer program, in which local police officers are taught how to conduct YPI sessions in their own cities.

There are also opportunities in counterterrorism work. Mr. Paris has applied the YPI model to a training program with Muslim teenagers in Boston. If you can build trusting relationships between police and Muslim communities, he says, "it's a good way to flush out terrorists."

The 68-year-old Mr. Paris had a long career as a photojournalist before moving into social services 17 years ago, when a friend asked him for advice on reforming a struggling school in Boston. An early influence dates to the summer of 1968, when as a rising sophomore at Princeton he received a grant to work at a school in the troubled Watts neighborhood of Los Angeles. During the 1965 riots there, clashes between African-American residents and mostly white police officers left 34 people dead. The summer three years later was the first time Mr. Paris remembers experiencing racial bias or living in a community where residents and police didn't trust each other.

An FBI study released last month reinforces the importance of trust on both sides of the blue line. It found that law-enforcement officers in many places see "defiance and hostility" as "the new norm." Some have become "scared and demoralized" and now "avoid interacting with the community." The study also found that of 50 incidents in which cops were killed in the line of duty last year, 28% of the assailants had "expressed a desire to kill law enforcement officers prior to carrying out their attacks."

Mr. Paris is undeterred. "As tough as things can get between police and communities of color," he says, "I really think there's a big opportunity to bridge that gap. . . . But you've got to bring it down to the humanity of both groups. If you have a way to do that so that communication builds, people can develop some empathy and mutual understanding. It can rip along at speed. That's what motivates me to keep doing this."

Ms. Kirkpatrick, a former deputy editor of the Journal's editorial page, is a senior fellow at the Hudson Institute and author of "Thanksgiving: The Holiday at the Heart of the American Experience" (Encounter, 2016).

After Chris Christie, How Far Left Can New Jersey Go?



Chris Christie earned Republican acclaim in 2009 when he won the governorship of blue New Jersey and ousted Democratic incumbent Jon Corzine. Mr. Christie, a former federal prosecutor, campaigned on a list of 88 ways he

would fix the Garden State, from overhauling public-worker pension plans, to eliminating political patronage jobs, to cutting income taxes across the board.

Eight years on, voters have wearied of Mr. Christie's personality-driven politics and grown disillusioned by his failure to turn the state around. His 20% approval rating is the worst of any governor in the country. So it's perhaps no surprise that the Democrats running in Tuesday's primary to succeed the term-limited Mr. Christie are trying to capitalize on this moment to push the state even further left.

Although Mr. Christie made incremental government reforms and spending cuts, significant problems persist. Moody's estimates that the state's \$527 million budget shortfall will increase to \$3.6 billion annually within the next half decade. Three months ago the rating agency lowered New Jersey's credit score—the 11th downgrade on Mr. Christie's watch—citing pension debt and meager economic growth.

New Jersey's local property taxes remain the highest in the nation. In 2010 Mr. Christie championed a law capping annual increases at 2%, but local governments have blown through the limit via exemptions for debt service, state emergencies and

public pensions and health-care costs. The average property tax bill on the median \$430,000 home in Rutherford is \$12,200.

The income tax isn't much better. Mr. Christie has vetoed Democratic legislation to reimpose a millionaire's tax that lapsed in 2009, but New Jersey's 8.97% top rate is still

Democratic candidates for governor push higher taxes, legal pot and even a new publicly owned bank.

the sixth-highest in the country. The high corporate rate of 9% is part of why the Garden State comes in last on the Tax Foundation's business-climate ranking.

New Jersey's public pensions are the most underfunded in the country, despite reforms enacted in 2011 that froze retirees' cost-of-living adjustments. The unfunded liability is higher now than when Mr. Christie entered office because the state has repeatedly underpaid its pension bills, which have collected interest.

Despite Mr. Christie's tough talk, political patronage and union clout haven't diminished. And frequent New Jersey Transit train delays, expected to worsen as Amtrak repairs tracks in New York City's Penn Station, are grating on commuters' nerves.

In all this mess, progressives see an opportunity. The front-runner in Tuesday's primary is Phil Murphy, a former Goldman Sachs banker and ambassador to Germany under President Obama. Mr. Murphy received the nod from local party

bosses in part because of his ability and willingness to pay his own way. His campaign has spent \$20.1 million so far, \$16.4 million of which he loaned to himself. Mr. Murphy's fat campaign account allows unions and the state party to shower their money elsewhere. It also deterred the president of the state Senate, a moderate Democrat named Steve Sweeney who sometimes has made common ground with Mr. Christie, from running.

Mr. Murphy's top three opponents have little statewide name recognition or financial backing. There's Jim Johnson, a Treasury undersecretary in the Clinton administration; John Wisniewski, a state assemblyman; and Raymond Lesniak, a state senator. A Stockton University poll last week showed Mr. Murphy pulling 34%, with the rest at 10% or less.

Perhaps that's why Mr. Murphy spends most of his time attacking

the departing governor. "We're used to Chris Christie's New Jersey of being stuck in the mud," he declared in a recent debate. "We need someone who understands how to grow the economy."

His ideas to grow the economy: Raise the minimum wage to \$15 an hour, mandate that 100% of the state's electricity come from renewable sources by 2050, and legalize recreational marijuana. He also wants to revive the millionaire's tax and the state estate tax that is now being phased out. He has endorsed single-payer health care.

Mr. Murphy's signature proposal, however, is to establish a new publicly owned bank to keep state revenues and "invest in New Jersey's main streets." He says the bank would provide a revenue stream for the state, stimulate small-business lending, and reduce political corruption.

His Democratic opponents mainly are attacking the front-runner from the left. An ad from the Johnson campaign says that "as a Goldman Sachs president, Phil Murphy made his fortune in a rigged system" and "now the Jersey machine has lined up with Murphy and his millions." Mr. Wisniewski has whacked Mr. Murphy for investing in companies building a pipeline to bring natural gas to New Jersey from the Marcellus Shale in Pennsylvania.

But perhaps their most potent attack is that Mr. Murphy would represent a second term for another Goldman Sachs alum: Mr. Corzine, whose flagrant fiscal mismanagement and cronyism with labor groups lost his party the governorship. Few voters yearn for a return to those days—as much as they disdain Mr. Christie.

Mrs. Finley is an editorial writer for the Journal.

Notable & Quotable: The Connecticut Mystery

From "Schools Suddenly Improve After Criticism by DeVos" by Chris Powell, New York Sun, May 31:

For years the school systems in Connecticut's cities have been acknowledged as terrible, most of all by themselves, as those city school systems have sued state government charging that they fail constitutionally underfunds them. Deciding the lawsuit last September, a Superior Court judge, Thomas G. Moukawsher, agreed. He'd heard testimony from city school officials that state education policy is mainly social promotion and that city schools long

have been giving high school diplomas to illiterates.

Last week, though, President Trump's education secretary, Betsy DeVos, changed all that. In testimony to Congress, she argued that because many public schools are failing, federal money should be diverted to alternative schools to provide choice. In support of her argument, Mrs. DeVos told of having met at a community college in Florida a young man who described himself as a product of the school system in East Hartford and who learned little there even as he was promoted from grade to grade and through high school, where

disruptive students were in charge, where he was constantly bullied, and where teachers were indifferent to what he described as "dangerous day care."

Suddenly things in Connecticut's city schools turned around.

East Hartford School Superintendent Nathan Quesnel pronounced himself "disappointed and puzzled" by Mrs. DeVos' testimony and invited her "to visit East Hartford, walk our hallways, and see how a public school system is working to help all kids succeed." Yet last year Mr. Quesnel himself testified in support of the lawsuit charging that school systems like his are failing.

OPINION

REVIEW & OUTLOOK

Trump's Blue State Revival Plan

Chuck Schumer aspires to raise taxes on every rich person in America, save one protected class: coastal progressives. The Senate Minority Leader recently styled part of President Trump's tax plan as "a dagger aimed at the heart" of New Yorkers. Like many other Democrats, he's apoplectic about a plan to end the state and local tax deduction.

Taxpayers who itemize—about one in three do so—can deduct income and property taxes paid to state and local governments from their federal tax liability. The White House in its recent tax outline proposes eliminating the deduction, and the House blueprint does as well.

One goal of tax reform is to reduce unproductive tax loopholes, and ending the state and local deduction would generate revenue to finance lower rates: The deduction is worth about \$100 billion a year—the sixth largest individual income tax break. The Tax Foundation estimates that eliminating the write-off would raise \$1.8 trillion in revenue over a decade.

While Democrats like to soak the affluent, they make an exception for the state and local deduction: About 88% of the benefits in 2014 flowed to taxpayers who earn more than \$100,000, while 1% went to those who earn less than \$50,000. California alone reaps nearly 20% of the benefit, according to the Tax Foundation, and a mere six states get more than half. (See the table nearby.)

Even those figures don't capture the saturation. The average deduction in New York County, N.Y., i.e., Manhattan, is a few bucks shy of \$25,000. The top 10 counties are in four states, including San Francisco County, Calif. (\$12,116) and Morris County, N.J. (\$11,440). The folks underwriting this windfall are in Alaska, South Dakota, Wyoming and other places without a state income tax. Those filers pay more to make up for what the federal government leaves on the table to help high-tax states.

Note that New York and California, which are home to top income-tax rates above 12%, have been run by progressives for decades. Which brings us to the left's real objection: The deduction underwrites spending and punitive taxes that would be harder to sustain politically without the generous federal write-off.

Eliminating the deduction would be a power-

Schumer's choice: Play on tax reform or lose the state and local deduction.

ful incentive for Governors to cut state taxes on residents who are suddenly exposed to their full liability. This is not a punishment for progressive locales but a revival project for Democratic states. Tens of thousands of Northeasterners have fled to Florida, and Connecticut Governor Dannel Malloy is all but personally negotiating with residents on what subsidies, loan forgiveness or other handouts will keep them from leaving his state. (See below for the Hartford follies.)

Eventually that tax-base erosion will sink public pensions and other unfunded liabilities. Removing the deduction would force Mr. Malloy and his counterparts either to cut taxes or watch the notices to vacate continue. At a minimum, killing the subsidy would increase the political cost of blithely raising taxes.

Some will say that the deduction merely avoids double taxation on the same income, but a March primer from the Tax Foundation exposes this argument as shallow: Residents pay for different services—say, trash disposal from local government and national defense from the feds—so one would expect these items to be funded separately. Perhaps states and cities would rely more on arrangements like user fees that bring the price of a service much closer to its cost.

The political resistance to killing the state and local deduction will be fierce, and even Ronald Reagan in 1986 could not muscle a plan through Congress that eliminated it. But in 1986 Democrats like Bill Bradley and Dan Rostenkowski were willing to negotiate over reform. With a hand in the game they had policy leverage.

As our friend Donald Luskin has pointed out, the Schumer Democrats have no standing to stop Republicans from eliminating the blue state tax benefit if they sit out the debate. The GOP only has an incentive to deal if Mr. Schumer delivers at least eight Democrats to provide the 60 votes to make tax reform permanent under Senate budget rules. What will it be, Chuck, play or have your constituents pay?

As tax policy, meanwhile, killing the state and local deduction would pay a double dividend: The first is creating a more equitable tax code with a broader base and lower rates. The second is spurring reform in states that are long overdue for a better tax climate.

The Rich State Write-Off

States that claim the highest share of the federal state and local tax deduction

California	19.6%
New York	13.3
New Jersey	5.9
Illinois	5
Texas	3.9
Pennsylvania	3.7

Top 10 counties by average amount of state and local deduction in 2014

New York County, N.Y.	\$24,898
Marin County, Calif.	16,956
San Mateo County, Calif.	15,405
Westchester County, N.Y.	14,784
Fairfield County, Conn.	14,262
Santa Clara County, Calif.	12,562
San Francisco County, Calif.	12,116
Nassau County, N.Y.	11,624
Morris County, N.J.	11,440
Somerset County, N.J.	11,267

Source: Tax Foundation and IRS Statistics of Income

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The Journal Editorial Report on FOX News Channel

Can U.S. defenses stop a North Korean nuclear missile? Plus, Donald Trump's withdrawal from the Paris climate accord, a subpoena for Samantha Power, and Hillary Clinton's many explanations for why she lost. Saturday and Sunday at 3 p.m. (EST), noon (PST).

Connecticut's Tax Comeuppance

The Aetna insurance company has been based in Hartford, Conn., since 1853, but this week it said it is looking to move to another state. Governor Dannel Malloy has pledged to match other states' financial incentives, but taxpayer money can't buy fiscal certainty and a less destructive business climate. That's the real problem in Connecticut, which saw GE vamoose to Boston last year and which even Mr. Malloy now seems to recognize.

"As a huge Connecticut employer and a pillar of the insurance industry, it must be infuriating to feel like you must fight your home state policymakers who seem blind to the future," Mr. Malloy wrote in a May 15 letter to Aetna CEO Mark Bertolini. "The lack of respect afforded Aetna as an important and innovative economic engine of Connecticut bewilders me."

Now he tells us. Gov. Malloy has spent two terms treating business as a bottomless well of cash to redistribute to public unions. Now that his state is losing millionaires and businesses, he has seen the light. But the price of his dereliction will be steep.

Last month the state Office of Fiscal Analysis reduced its two-year revenue forecast by \$1.46 billion. Since January the agency has downgraded income-tax revenue for 2017 and 2018 by \$1.1 billion (6%). Sales- and corporate-tax revenue are projected to fall by \$385 million (9%) and \$67 million (7%), respectively, this year. Pension contributions, which have doubled since 2010, will increase by a third over the next two years. The result: a \$5.1 billion deficit and three recent credit downgrades.

According to the fiscal analyst, income-tax collections declined this year for the first time since the recession due to lower earnings at the top. Many wealthy residents decamped for lower-tax states after Mr. Malloy and his Republican predecessor Jodi Rell raised the top individual rate on more than \$500,000 of in-

come to 6.99% from 5%. In the past five years 27,400 Connecticut residents, including Ms. Rell, have moved to no-income-tax Florida, and seven of the state's eight counties have lost population since 2010.

Population flight has depressed economic growth—Connecticut's real GDP has shrunk by 0.1% since 2010—as well as home values and sales-tax revenues.

Corporate revenues also took a hit after General Electric relocated to Boston. Mr. Malloy then offered tax breaks to hedge funds and companies to stay in Connecticut, which has further eroded revenue.

The Governor—a slow learner—seems finally to have accepted that raising taxes on the wealthy is a dead fiscal end. Democrats are now proposing higher taxes on tobacco, expanding casinos and eliminating some tax breaks, though they don't want to touch an exemption for teacher pensions. The state teachers union warns that axing the exemption would impel retired teachers to relocate. A quarter of pension checks are currently sent out of state.

Mr. Malloy is also seeking \$1.6 billion in concessions from unions, which would be easier to achieve if collective bargaining weren't mandated by law. He's suggested increasing municipal pension contributions and cutting state-revenue sharing, both of which could drive up property taxes and imperil insolvent cities like Hartford. Mr. Malloy's budget includes a \$50 million bailout for Hartford to prevent bankruptcy, which might occur in any case if Aetna—its fourth largest taxpayer—leaves.

The state treasurer has advocated "credit bonds" securitized by income-tax revenues to reduce the state's borrowing costs. Investors beware: Puerto Rico tried something similar with its sales tax, and bondholders might not get back a penny. Maybe Democrats should follow Jerry Seinfeld's advice to George Costanza and do the opposite of the instinct that has brought the state so low: Cut taxes.

With the rich tapped out and Aetna leaving, the state may resort to Puerto Rico bonds.

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REVIEW & OUTLOOK

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Corporate revenues also took a hit after General Electric relocated to Boston. Mr. Malloy then offered tax breaks to hedge funds and companies to stay in Connecticut, which has further eroded revenue.

The Governor—a slow learner—seems finally to have accepted that raising taxes on the wealthy is a dead fiscal end. Democrats are now proposing higher taxes on tobacco, expanding casinos and eliminating some tax breaks, though they don't want to touch an exemption for teacher pensions. The state teachers union warns that axing the exemption would impel retired teachers to relocate. A quarter of pension checks are currently sent out of state.

Mr. Malloy is also seeking \$1.6 billion in concessions from unions, which would be easier to achieve if collective bargaining weren't mandated by law. He's suggested increasing municipal pension contributions and cutting state-revenue sharing, both of which could drive up property taxes and imperil insolvent cities like Hartford. Mr. Malloy's budget includes a \$50 million bailout for Hartford to prevent bankruptcy, which might occur in any case if Aetna—its fourth largest taxpayer—leaves.

The state treasurer has advocated "credit bonds" securitized by income-tax revenues to reduce the state's borrowing costs. Investors beware: Puerto Rico tried something similar with its sales tax, and bondholders might not get back a penny. Maybe Democrats should follow Jerry Seinfeld's advice to George Costanza and do the opposite of the instinct that has brought the state so low: Cut taxes.

LETTERS TO THE EDITOR

Mandatory Sentences Often Hit the Minnows

In Heather Mac Donald's "Mandatory Minimums Don't Deserve Your Ire" (op-ed, May 26) about mandatory minimum sentences (MMS), she writes that 10-year mandatory minimum prison sentences are only given to large-scale traffickers. In 2004 I was sentenced to 55 years in federal prison for selling \$1,000 worth of marijuana while possessing a firearm. The judge who sentenced me called my punishment "unjust, cruel and even irrational" and compared it to the much shorter federal sentences given to repeat child rapists, murderers and even some terrorists.

A year ago, thanks to a bipartisan campaign to secure my freedom, a federal court granted a highly unusual sentence reduction that allowed me to go home to my sons. I was not a "large-scale" drug trafficker or violent, and I met a lot of other guys in prison serving lengthy sentencing terms who didn't fit that description either.

WELDON ANGELOS

Salt Lake City

I was a first-time, nonviolent drug offender, but the judge was forced by law to give me two life sentences. MMS is a poison that has already proved destructive to our criminal justice system by the incarceration of hundreds of thousands of low-level, nonviolent offenders.

Under federal law, anyone convicted of selling just five grams of methamphetamine—the weight of a nickel—is subject to a mandatory five-year prison term. Get caught buying or selling a second time, no matter how many years after your first offense, and you will be subject to a 10-year mandatory prison sentence.

Ms. Mac Donald may pretend that mandatory sentences are reserved for the likes of El Chapo, but the truth is mandatory sentences are more often used against low-level offenders. Ninety-three percent of people who receive federal mandatory minimums played no leadership role in their crimes. There are lots of minnows and few sharks.

There are simply no studies that show mandatory sentences reduce drug crime. Every dollar wasted on mandatory minimums is one that would be better invested in proven an-

ticrime strategies like hiring more police officers and expanding substance abuse treatment.

Kevin Ring
President
Families Against Mandatory Minimums
Washington

The fear conjured up by MMS is a prime motivator in the accused accepting a plea bargain. Even with a person who believes he is innocent, the downside is too great. There is something not right about destroying accepted historical precedent of the evaluation by a judge and jury, who have heard all the evidence and witnessed the character, arguments and demeanor of the prosecution and the accused, in favor of the wisdom of remote legislators stroked by the DAs looking for a bailout for their inability to earn a conviction on the merits. Mandatory minimums make the constitutional right to a trial by jury an anachronism and a cruel joke. The right to trial is dependent on the accused accepting the condition of MMS, but it's either accept this condition or plea bargain. A constitutional right could not be subject to a conditional requirement except by amendment.

BOB MC BRIDE
Evergreen, Colo.

The U.S. has the highest incarceration rate in the world, but this hasn't solved our problems. There were a record 33,000 opioid deaths in the U.S. in 2015. Our homicide rate is seven times the average of 21 Western developed nations, plus Japan. Politicians are

OPINION

Hillary Lacks Remorse of Conscience



DECLARATIONS
By Peggy Noonan

I don't want to beat up on Hillary Clinton. She thought she'd win and she lost, embarrassingly, to a man she considered deeply unworthy. At the same time she won the popular vote by 2.9 million. It would take anyone time to absorb these things emotionally and psychologically.

But wow. Her public statements since defeat have been malignant little masterpieces of victimhood-claiming, blame-shifting and unhelpful accusation. They deserve censure.

She seems completely sincere, as if she believes the alternative facts she's peddling.

Last weekend she was the commencement speaker at her alma mater, Wellesley, where she insulted the man who beat her. This Wednesday she was at the 2017 Code Conference, hosted by the Recode website, where she was interviewed by friendly journalists Walt Mossberg and Kara Swisher. She eagerly offered a comprehensive list of the reasons she lost the 2016 presidential election.

She lost because America is a hopelessly reactionary country in which dark forces fight a constant "rearguard action" to "turn back the clock." She lost because Republicans are both technologically advanced and underhanded. Democrats, for instance, use data and analytics to target and rouse voters—"better messaging." Republicans, on the other hand, use "content farms" and make "an enormous investment in

Oh my goodness, how she thinks.

Oddly, she seemed completely sincere, as if she believes her own story.

It tells you something about our own power to hypnotize ourselves, to invent reasons that avoid the real reasons. It is a tribute to the power of human denial. And at first you think: I hope it was cathartic. Maybe these

falsehoods, fake news, call it what you will." Democrats "did not engage in false content." She lost because of the Russians: "Who were they coordinating with, or colluding with?"

She lost because of "voter suppression" and "unaccountable money flowing in against me." She lost because the Democratic National Committee didn't help her. "I inherit nothing from the Democratic Party. I mean it was bankrupt. . . . Its data was mediocre to poor, nonexistent, wrong. I had to inject money into it."

She lost because FBI Director James Comey told Congress the investigation regarding her email server had been reopened. "So for whatever reason . . . and I can't look inside the guy's mind, you know, he dumps that on me on Oct. 28, and I immediately start falling."

She lost because she was "swimming against a historic tide. It's very difficult historically to succeed a two-term president of your own party." She lost because she was "the victim of a very broad assumption that I was going to win." She lost because the news media ignored her policy positions.

And then there was sexism. "It sort of bleeds into misogyny. And let's just be honest, you know, people who have . . . a set of expectations about who should be president and what a president looks like, you know, they're going to be much more skeptical and critical of somebody who doesn't look like and talk like and sound like everybody else who's been president. Any you know, President Obama broke that racial barrier, but you know, he's a very attractive, good-looking man."

Oh my goodness, how she thinks.

Oddly, she seemed completely sincere, as if she believes her own story. It tells you something about our own power to hypnotize ourselves, to invent reasons that avoid the real reasons. It is a tribute to the power of human denial. And at first you think: I hope it was cathartic. Maybe these



Mrs. Clinton in New York, May 2.

are just stories she tells herself to feel better.

But none of this, in truth, is without point. It is purposeful. It is not mere narrative-spinning. It is insisting on alternative facts so that journalists and historians will have to take them into account. It is a monotonous repetition of a certain version of events, which will be amplified, picked up and repeated into the future.

And it's not true.

The truth is Bernie Sanders destroyed Mrs. Clinton's chance of winning by almost knocking her off, and in the process revealing her party's base had changed. Her plodding, charmless, insincere style of campaigning defeated her. Bad decisions in her campaign approach to the battleground states did it; a long history of personal scandals did it; fat Wall Street speeches did it; the Clinton Foundation's bloat and chicanery did it—and most of all the sense that she ultimately stands for nothing but Hillary did it.

In the campaign book "Shattered," journalists Jonathan Allen and Amie Parnes report they were surprised "when Clintonworld sources started

telling us in 2015 that Hillary was still struggling to articulate her motivation for seeking the presidency." Her campaign was "an unholy mess, fraught with tangled lines of authority . . . distorted priorities, and no sense of greater purpose." Hillary didn't have a vision to articulate. And no one else could give one to her. "Hillary had been running for president for almost a decade and still didn't really have a rationale."

What is true is that throughout her career Mrs. Clinton has shown herself to be largely incapable of honest self-reflection, of pointing the finger, for even a moment, at herself. She is not capable of what in Middle English was called "agenbite of inwit"—remorse of conscience, the self-indictment and implicit growth, that come of taking a serious personal inventory. People are always doing bad things to her, she never does bad things to them. They operate in bad faith, she only in good. They lie and exaggerate, she doesn't. They are low and partisan, not her. There's no vast left-wing conspiracy only a right-wing one.

People can see this. It's part of why she lost.

It is one thing to say, "I take responsibility" and follow that up with a list of things you believe you got wrong. It's another thing to say, "I take responsibility," and then immediately pivot to arguments as to why other people are to blame. "I take responsibility for everything I got wrong, but that's not why I lost," is literally what she said Wednesday.

Walt Mossberg asked her about her misjudgments. What about Goldman Sachs? You were running for president, he said, why did you do those high priced speeches?

"Why do you have Goldman Sachs [at this conference]?" Mrs. Clinton countered.

Mr. Mossberg: "Because they pay us."

Mrs. Clinton: "They paid me."

Mr. Mossberg noted they paid her a lot. Hillary replied she speaks to many groups, she had been elected in New York, which includes Wall Street. Then "Men got paid for the speeches they made. I got paid for the speeches I made."

The worst part is that she insulted her own country by both stating and implying that America is full of knuckle-dragging, deplorable oafs who are averse to powerful women and would never elect one president. Has she not learned anything? Does she never think Britain had Margaret Thatcher in 1979 and Theresa May now, that Germany has had as its leader Angela Merkel since 2005? Is America really more backward, narrow and hate-filled toward women than those countries? Or was Mrs. Clinton simply the wrong woman, and the wrong candidate?

It would have been helpful if she'd spoken at least of those who'd voted for her and supported her and donated to her campaign precisely because she was a woman.

You should never slander a country that rejected you. Maybe it had its reasons. Maybe her most constructive act now would be to quietly reflect on what they might be.

The American Guts and Grit That Sank Japan at Midway

By Robert R. Garnett

Seventy-five years ago this Sunday, some 150 Japanese warships, 250 warplanes and 25 admirals were steaming toward a small atoll 1,300 miles northwest of Oahu. Imminent was the most crucial naval battle of World War II—Midway.

Aboard the Yamato, the world's largest battleship, Adm. Isoroku Yamamoto retired to his quarters each

When his bosses hedged, Adm. Chester Nimitz took a chance on a codebreaker—and surprised the enemy.

evening to play chess. He had spent his final nights in port with his geisha, Kawai Chiyoko. Departing, he sent her verses: "Today too I ache for you / Calling your name / Again and again / And pressing kisses / Upon your picture."

His present concerns were less sentimental. For six months, Japan's navy had battered Allied forces across 8,000 miles of ocean, from Pearl Harbor to Ceylon (modern-day Sri Lanka). Still, Yamamoto worried that the American fleet was wounded but still dangerous. "We have scorched the snake," as Macbeth had put it, "not killed it."

His American counterpart, Adm. Chester Nimitz, relaxed by pitching horseshoes. Steady, calm, old-school—his most violent oath was "Now see here!"—Nimitz marshaled his forces for battle, waiting for the unsuspecting Japanese.

Weeks earlier, with strikes expected toward Australia, Washington had ordered Nimitz's aircraft carriers to the far South Pacific. Others feared assaults on Hawaii, perhaps San Francisco or San Diego. Or the Panama Canal, Alaska . . . even Siberia.

THE WALL STREET JOURNAL.

PUBLISHED SINCE 1889 BY DOW JONES & COMPANY

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But in a windowless basement near the fleet's Pearl Harbor headquarters, codebreakers under Cmdr. Joe Rochefort pored over intercepted Japanese radio traffic. Independent, impolitic, single-minded, Rochefort "left the basement only to bathe, change clothes, or get an occasional meal to supplement a steady diet of coffee and sandwiches," one officer recalled. "For weeks the only sleep he got was on a field cot pushed into a crowded corner."

Rochefort's team could decode about one-eighth of an average message, filling in the gaps by educated intuition. For example, the messages called the proximate Japanese objective "AF." But where was "AF"? Midway, Rochefort concluded. The authorities in Washington scoffed. Why would Japan dispatch a massive armada to seize a tiny atoll?

Nimitz, responsible for millions of square miles of ocean, had scant means to repel the Japanese anywhere, let alone everywhere. With his fleet, and perhaps the entire Pacific war, at stake, "I had to do a bit of hard thinking," he would recall.

As the Navy's heavyweights vacillated, Nimitz decided to gamble on the out-of-step Rochefort. He recalled his three carriers from the South Pacific to defend Midway. Time was short. The USS Yorktown had been damaged in the Battle of the Coral Sea and had recently returned to Pearl Harbor trailing a 10-mile oil slick. Repair estimates ranged up to three months.

Three days, ordered Nimitz. Fourteen hundred welders and shipfitters swarmed aboard. Three days later, the Yorktown sailed for Midway.

When the Japanese approached on June 4, Nimitz's forces were waiting. Yet the battle began badly. Agile Japanese fighter planes—Zeros—annihilated the Navy's obsolete torpedo bombers. American dive bombers struggled even to find the enemy carriers.

But then came another lucky break. Hunting for the Japanese carriers, his fuel running low, Wade McClusky, a dive-bomber group leader, spotted a lone Japanese destroyer making speed. Guessing that it was hurrying toward carriers, he followed. His hunch was correct. McClusky's bombers dropped out of the blue on two Japanese carriers just as another squadron arrived to attack a third. Within minutes, all three were flaming wrecks.

Searching for a fourth, Navy pilot Sam Adams sighted the Hiryu and her escorts. "One carrier, two battleships, three heavy cruisers, four destroyers," he dictated to his radio man and gunner, Joseph Karrol, to transmit in dots and dashes to the American fleet. "Course north, speed 20 knots."

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Icahn Revs Up Auto-Repair Deals

Billionaire investor sees bigger car fleets needing national service network

By AUSTEN HUFFORD

Carl Icahn is raising his bet that Americans won't fix their own cars, and that eventually many might not even own one.

Mr. Icahn has spent the past few years making deals aimed at extending his automotive-service network na-

tionwide, as increasingly complex cars have their owners relying more on professionals for repairs. On Friday, **Icahn Automotive Group LLC** agreed to buy car-service chain Precision Auto Care Inc. for about \$35 million. The deal would add 250 locations to the billionaire investor's 1,000 existing shops.

"We're positioning ourselves well to take advantage of an increase in fleets," Mr. Icahn said in an interview, as he expects ride-hailing and -sharing services to displace

some personal-car ownership and sees rental-car fleets expanding to accommodate those without their own autos.

Mr. Icahn's goal is to build a company with nationwide reach that can make, sell and install parts, having recently bought parts-and-repair chains Pep Boys and Just Brakes as well as auto-parts distributor Auto Plus. He also took parts maker Federal-Mogul Holdings Corp. private earlier this year after owning a significant stake for a decade.

He also owns stakes in ride-

hailing service **Lyft Inc.** and car-rental company **Hertz Global Holdings Inc.**, which has a partnership through which Lyft drivers can rent vehicles if they don't have their own. Mr. Icahn thinks far-flung fleet chains and ride-hailing companies could benefit from national service providers in an industry that is often served by local shops and regional chains.

"I have a whole team out there buying installers," he said. "We want to build a really large national footprint

servicing the fleets."

Nick Mitchell, an analyst for Northcoast Research, said fleet managers could potentially rely on larger chains for maintenance, though they also could opt to do much of their work in-house, potentially limiting the opportunities for a national, branded service chain.

Mr. Mitchell also said expanding up and down the supply chain risks alienating current customers and suppliers who could be hesitant to do

Please see **ICAHN** page B2

Breakthrough

Amazon's share price



Source: WSJ Market Data Group

THE WALL STREET JOURNAL.

Amazon Stock Breaches \$1,000

By CHRIS DIETERICH AND BEN EISEN

In the race to reach \$1,000, **Amazon.com** Inc. got there first.

Amazon's stock closed at \$1,006.73 Friday, just days after it briefly pushed above \$1,000 during Tuesday's trading session before closing below that level. Google-parent **Alphabet** Inc.'s Class A shares also came within cents of the thousand mark this past week, ending Friday at \$996.12.

Amazon's and Alphabet's run at \$1,000 has helped push the technology and internet sectors to the top of the stock market's leaderboard in 2017. Investors are pumping money into behemoths that appear beyond competitive reach, especially as economic growth in the U.S. economy lingers along. Tech titans are in favor as more economically sensitive stocks, such as financials, lag behind.

Amazon isn't actually classified as a technology stock for purposes of the S&P 500 sectors. As a retailer, it has also outperformed. Its stock has climbed 34% so far this year as shares of many traditional retailers have struggled. The SPDR Retail exchange-traded fund, which tracks more than 100 stocks, is down more than 6% this year.

Meanwhile, Amazon is keeping pace with big tech stalwarts such as **Facebook** Inc. and **Apple** Inc., which each are up about 34% this year.

Soaring gains among tech and internet stocks have concerned some investors, particularly those who remember the dot-com bubble of the late 1990s. But others expect these stocks to continue to advance.

Thomas Lee, a U.S. portfolio strategist at Fundstrat Global Advisors, on Friday forecast that Facebook, Amazon, **Netflix** Inc. and Alphabet—a group collectively known by the acronym FANG—could climb another 20% to 40% by the end of the year. These companies, he said, represent a dense concentration of earnings and sales growth that is hard to find elsewhere in the market.

The push above \$1,000 for Amazon also illustrates the decline of the stock split. In the past, if a company's share price got too high, it might split its shares to lower the price and make them more attractive to small investors. This year, there have been only two share splits by companies in the S&P 500. In 1997, the year Amazon went public, 93 companies in the index split their shares, according to Birinyi Associates.

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The restaurant chain, which has reworked its service model, is regarded as a leader in using online ordering to reduce waiting times.

CASEY CHRISTIE/ZUMAPRESS

Panera Slices Lines With Mobile

By JULIE JARGON

Long lines at lunch should make restaurant chains happy. But not at **Panera Bread** Co.

Seven years ago, customers at the popular sandwich-and-soup chain had to wait in line

for up to eight minutes to place an order. Then they had to stand in what

Chief Executive Ron Shaich called a "mosh pit" of people waiting for their food. Ten percent of the time, the orders were wrong, the company said.

The St. Louis-based chain of more than 2,000 restaurants realized it had to rethink its service model—and found online ordering was the answer.

It took more than six years to get the process right, testing the patience of store managers, company management and Wall Street analysts—and even attracting an activist shareholder.

Today, online orders make up more than a quarter of sales at its company-owned restaurants, and the average

time customers spend waiting in line to order food has shrunk to one minute. Panera is widely cited by analysts as one of the most technologically savvy, best-performing chains in the industry.

Its performance caught the eye of **JAB Holding** Co. In April, the European investment fund offered a 20% premium to take Panera private, resulting in a deal that will keep Mr. Shaich at the helm of the fast-casual chain. The transaction is expected to close in the third quarter.

In 2010, as he started the overhaul of Panera's ordering process, Mr. Shaich drew on his own frustration as a customer. "By the time I'd get there, find a parking space, go in and wait for the food, it's 30 minutes. I'd just as soon go to my fridge and look for leftovers," he recalled thinking.

At the time, Mr. Shaich had retired as CEO but was still the company's chairman. He tapped Blaine Hurst, a former Papa John's International Inc. executive, to help with the overhaul.

Easing the ordering bottleneck by taking orders online, instead of at the counter, wasn't enough: The kitchen had to be able to handle the volume. Allowing customers to place orders themselves led to more customization, but also more staff mistakes. The company revamped the way employees process orders in an

effort to minimize errors by simplifying the kitchen display systems.

"It was literally hundreds of these little things that we did," said Mr. Hurst, who became company president last year after holding several other executive positions with Panera.

Digital orders now make up 26% of sales in Panera's more than 900 company-owned cafes and delivery is available in 24% of its total locations—a percentage it expects to grow to as much as 40% by year-end. The chain in April said it plans to add 10,000 delivery drivers this year, on top of the roughly 4,000 it has now.

Other restaurant chains are going through similar struggles as they try to adapt their business models to the way consumers want to order and receive their food.

Starbucks Corp. has suffered growing pains as customers migrate to its mobile order and pay app, shifting the congestion that used to occur at the counter to an area in the cafes where the mobile orders

Please see **PANERA** page B2

Panera Bread's CEO recalls a time when customers had to endure a 'mosh pit.'

A Disciplined Hand Defies the Urge to Cut Losses

Firm led by Marine who champions value investing tripled its assets last year

By CHRIS DIETERICH

Wesley Gray's value-focused fund of overseas stocks is beating all its rivals over the past year. For him, it's almost beside the point.

Mr. Gray, chief executive of asset manager **Alpha Architect** LLC

outside Philadelphia, says watching short-term market moves doesn't pay off.

Instead, his firm focuses on the benefits of finding and buying a small number of very cheap stocks, and holding them through thick

and thin.

Alpha Architect is an upstart active investment manager that tripled its assets last year, a noteworthy performance at a time when traditional stock pickers are struggling with lackluster performance and investors' withdrawals. The firm, with \$522 million in assets, is among a growing crop of money managers using academic financial and behavioral research, and algorithms, to identify stock bets likely to beat the market.

So-called quantitative investment strategies pulled from academic research have

been around for years, popularized by the likes of Dimensional Fund Advisors and AQR Capital Management. Mr. Gray and Alpha Architect aim to deliver highly potent iterations of those strategies to smaller investors.

Mr. Gray is a former captain in the U.S. Marine Corps who served a tour in Iraq and later earned a Ph.D. in finance from the University of Chicago Booth School of Business. He says extreme discipline is a crucial component of his concentrated, algorithmic adaptations of classic value investing, popu-

larized by Benjamin Graham and Warren Buffett.

Last year, Mr. Gray put out a report, "Even God Would Get Fired as an Active Investor," concluding that stock-picking foresight alone wouldn't equip investors to conquer perhaps their most formidable foe: the fear-driven urge to cut losses.

"Investors' willingness and ability to deal with grim death and stick with it makes value investing work," he says.

Mr. Gray, who is now 37 years old, spent his earliest years on a cattle ranch in

Please see **GRAY** page B2

MICHAEL BUCHER/THE WALL STREET JOURNAL



Wesley Gray of Alpha Architect delivers quantitative investment strategies to small investors.

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ICAHN



VICTOR J. BLUE/BLOOMBERG
Billionaire investor Carl Icahn

Continued from the prior page business with a direct competitor. "If you are going to be vertically integrated, you only have one choice and that's to go big—and to go big fast," he said.

The push to own the business from start to finish—from making parts to selling and installing them to owning a slice of the companies putting the cars on the roads—accompanies a steady decline of the shade-tree mechanic as cars become harder and more expensive to work on at home. Consumers' automotive know-how is decreasing, Icahn Enterprises LP said in its annual report in March.

Many cars are more tightly packed under the hood than in the heyday of do-it-yourself mechanic work, and some cars with more complex electronics can require expensive tools to diagnose and fix problems. That can even squeeze out some mom-and-pop shops for whom the investment in those tools might not be worthwhile.

A recent report from market-research company IBIS-World Inc. said the increasing complexity of auto repairs requires mechanics who are more highly trained, which drives up wages. The report also said that it is becoming more expensive to obtain more complex repair information from manufacturers.

Meanwhile, cars are lasting longer. Last year, the number of vehicles in operation hit a record in the U.S. as the average lifespan of cars and trucks continues to lengthen, giving a boost to the service providers

and parts makers whose business it is to keep cars on the road. The average age of cars and light trucks hit 11.6 years in 2016, according to data from IHS Markit.

To be sure, the rental-car industry and Hertz in particular have struggled of late, with Hertz pouring money into turnaround efforts. The company reported a much wider-than-expected quarterly loss last month, and shares have plunged 76% in the past year, including a 56% drop in the past three months.

Parts sellers also haven't fared well, with shares of **AutoZone Inc.**, **O'Reilly Automotive Inc.**, **Genuine Parts Co.** and **Advance Auto Parts Inc.** all in the red so far this year and over the past 12 months. Mr. Mitchell said a later tax-refund season and more mild weather has hurt those companies recently.

Icahn Automotive Chief Executive Daniel Ninivaggi said Friday's deal for Precision Auto is the next step in building out its network. Precision has centers in 26 states, mainly in Georgia, North Carolina and South Carolina. Its over-the-counter-traded shares rose 90% to \$1.54 after the deal announcement on Friday.

Continued from the prior page Colorado before moving as a teen to Northern California. He recalls thumbing through copies of Barron's during visits with his grandmother, a Buffett disciple, as a child.

Eugene Fama, a winner of a Nobel Prize for Economics for groundbreaking work on the theory of efficient markets and adviser to Mr. Gray during his Ph.D. program, recalls his engaging, unorthodox manner most of all.

"He kind of talked like the kids I grew up with in kind of a tough neighborhood in Boston, not like a normal Ph.D. student," Mr. Fama said.

Two years into graduate school, Mr. Gray took a four-year sabbatical to join the U.S. Marines. Two years later, he was deployed as a ground intelligence officer, alongside Iraqi army units in Anbar province. He learned conversational Arabic and, he says, the vital importance of building trust and relationships.

Returning to academic life in 2008, Mr. Gray set up a blog to distill the latest academic papers on quantitative investing.

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Unlike some investment strategies that use ill-defined signals to guide stock selection, Mr. Gray has co-written three books outlining Alpha's

approach, including how its value algorithms seek out the cheapest stocks with little financial distress, high returns on capital and growing margins.

The portfolio currently includes electronics retailer Best Buy Co., Pottery Barn operator Williams-Sonoma Inc. and kitchen-container purveyor Tupperware Brands Corp.

The average expected price/earnings ratio for the 40 stocks in Alpha Architect's **ValueShares U.S. Quantitative Value ETF** is 13.4, far below the 17 forward P/E for the more than 300 stocks in the Vanguard Value ETF, according to Morningstar.

"We don't care about telling people what we do," he says. His approach is so unorthodox that fund managers seeking to replicate it "will get fired."

Of course, the market is littered with winning strategies that lose their potency over time, and smart-sounding theories that fail outright when put into practice. Moreover, success in investing often leaves market-beating managers awash in fund inflows that quickly outstrip their capacity to generate ideas.

Mr. Gray responds that the data upon which his strategies are based has proved their resilience for years, and that they can be explained by investors' behavior. He admits that he has considered the implications of getting too big, a state that he says isn't imminent but could force unhappy changes on his firm.

"We'd have to start shifting the portfolios, start diversifying," he says. "The truth is that you can't jam 10 pounds of stuff into a one-inch hole."

Mr. Gray's shift from academia to full-time investing accelerated in 2011. Eddie Stern, a billionaire former hedge-fund manager and son of pet-food and real estate businessman Leonard Stern, learned of Mr. Gray's investing ideas from an acquaintance familiar with his blogging and research.

The two struck up a consulting deal before Mr. Stern supplied \$20 million in capital for Mr. Gray to manage. Two years later, Dave Babulak, a former managing director of high-speed trading firm Getco LLC, sought advice on how to manage his own money. He ultimately provided \$1 million in seed capital for the first of Alpha Architect's five ETFs. He is now a strategic adviser.

"You could say that what he does is complicated, but at the root it's simple," Mr. Stern says.

Shaich told employees to press ahead.

Panera turned the corner last year as digital orders and delivery gained traction. In the first quarter of 2016, the chain posted its best traffic and same-store sales growth in four years, outperforming the industry by 6.5 percentage points—the widest margin it had ever recorded.

The company continued to post strong growth throughout 2016, raising its full-year earnings per share guidance each quarter. It ended the year with earnings per share up 7% and same-store sales up 4.2% compared with the prior year, far outpacing the industry.

Mr. Elbogen, now chief executive of Misada Capital Group LLC, a New Jersey-based investment manager, said he wasn't surprised by Panera's success. He recalls seeing lines out the door at Panera, which convinced him that demand wasn't the company's problem, but rather its ability to handle it. By implementing digital ordering, he said, "They were really solving a problem."

BUSINESS & FINANCE

Exxon's Accounting Draws Fire

BY BRADLEY OLSON

New York's attorney general alleged Friday that **Exxon Mobil Corp.** may have misled investors about how it accounts for the impact of climate-change regulations on its operations by using internal estimates that differed from its public statements.

Disclosing for the first time some of the specific evidence his office has collected in its long-running probe of the oil giant, New York Attorney General Eric Schneiderman claimed that he found documents and other information showing that Exxon's process for estimating future costs of greenhouse-gas regulations on its business "may be a sham."

He made the claims in a filing in New York state court seeking to compel Exxon to release additional documents and produce witnesses for the probe, which began in 2015. The U.S. Securities and Exchange Commission is also examining Exxon's accounting practices and climate-change disclosures.

An Exxon spokesman called the allegations "inaccurate and irresponsible" and said the company would respond in future court filings. Exxon's "external statements have accurately described its use of a proxy cost of carbon, and the documents produced to the attorney general make this fact unmistakably clear," spokesman Scott Silvestri said.



New York's attorney general says Exxon investors may have been misled on the impact of climate rules.

man Scott Silvestri said.

The company has said its accounting practices are legal. In the past year, Exxon also has repeatedly voiced its support for the Paris climate accord and backed a carbon tax.

At the center of the claims the New York state prosecutor made Friday is one of Exxon's central assurances to investors on climate-change risk: that since 2007, the company has included a "proxy cost of carbon" in its assessment of the viability of its oil and gas projects. That is an estimate of how much governments around the world might charge Exxon or other

companies for the carbon dioxide they emit, through a carbon tax or other emissions fees.

Such assessments can have a material impact on how an energy company values its assets. With a higher estimated cost of carbon, certain projects could become unprofitable, potentially requiring an accounting write-down or recognition of losses on a company's books. But Mr. Schneiderman alleges that from 2010 to 2014, documents indicate the company used "secret, internal figures" that understated potential future costs from climate regulations, even while suggesting publicly that it used higher estimates.

The company said in a 2014 report that it applied a cost of \$60 per ton of greenhouse-gas emissions in 2030 to its projects in developed countries. The state prosecutor filed documents Friday that appeared to show it actually used a price of \$40 a ton internally. In 2010, an Exxon employee identified as a corporate greenhouse-gas manager said in an email that the \$60 a ton figure used for Exxon's annual Energy Outlook was "more realistic," according to documents released with the filing.

GRAY

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PANERA

Continued from the prior page are handed off.

Starbucks is working on ways to solve the bottleneck, including texting customers when their orders are ready.

Many other chains, including McDonald's Corp., are just now introducing mobile ordering and delivery.

Panera began rolling out its rapid pickup system nationwide in 2014. But the payoff didn't come overnight. For the fourth quarter of 2014, the chain reported that per-share profit fell 7%, in part because of the investment in technology, and warned that earnings would come in flat or even decline in 2015.

New York investment firm Luxor Capital Group LP took a roughly 4% stake in Panera in 2015 and encouraged the restaurant chain to cut costs and take on debt to buy back more shares.

Noah Elbogen, an investment analyst at Luxor at the time, said the firm believed

that digital ordering and delivery were the right things to do, but pushed the company to find other cost-cutting to help offset the investment in technology, which he pegs at well over \$100 million. Panera wouldn't disclose the cost of

the upgrades.

"I took three years of flat earnings and a lot of heat as we made these bets," Mr. Shaich said.

While he agreed to buy back shares and cut costs unrelated to the technology effort, Mr.

Slow and steady wins the race.

BUSINESS & TECHNOLOGY

Sony Prepares New Game For Phones

BY TAKASHI MOCHIZUKI

TOKYO—Sony Corp. is releasing the first title from a new unit focusing on smartphone games, initially targeting Japan where its PlayStation 4 console is flagging.

The company said users could start signing up for a mobile version of "Everybody's Golf," a popular game that has been available since 1997 mainly for PlayStation platforms. It said the phone app would be free to download for iPhones and handsets running the Android operating system.

As with many other smartphone games, Sony plans to earn money from small in-app purchases, such as costumes to dress up players' characters. A smartphone version of the golf game was previously released for NTT DoCoMo Inc., Japan's largest wireless carrier, but the latest version is optimized for smart devices such that users can play with one hand.

Sony's PlayStation console is popular in the U.S. and Europe, especially among hardcore fans of so-called shooter games. In Japan, where many gamers have migrated to smartphones, PlayStation's presence is smaller. Japan accounts for less than 10% of the more than 53 million PlayStation 4 units sold globally since November 2013, according to data from Sony and Japanese videogame magazine Famitsu.

The smartphone-game market in Japan is more than twice as big as that for consoles, according to Computer Entertainment Supplier's Association data. Sony hasn't made major inroads in the market with the exception of a game called "Fate/Grand Order" developed by a different Sony unit.

Sony console rival Nintendo Co. has been offering smartphone games since last year.



GREG BAKER/GETTY IMAGES

S.F. Express, one of China's biggest delivery businesses, typically handles about one million packages a day for merchants on Alibaba's marketplaces.

Spat Disrupts Deliveries in China

Alibaba affiliate cuts off delivery giant over handling of customer data

BY ALYSSA ABKOWITZ

BEIJING—A rift between an affiliate of **Alibaba Group Holding** Ltd. and one of China's largest delivery businesses is highlighting the value of customer data in online retailing.

S.F. Express typically delivers about one million packages a day for merchants on Alibaba's marketplaces. But that came to a halt Thursday when

Cainiao Network Technology Co. Ltd., a logistics network partly owned by Alibaba, removed the service as a delivery option.

Alibaba's merchants were left scrambling to find other delivery services, and China's postal authority weighed in, prodding the two companies to end the spat to ensure consumers receive their goods.

The two sides give conflicting accounts of the dispute, but agreed on one point: Data was at the center of it.

As companies cater to Chinese consumers with rising discretionary spending power, every bit of information about them is potentially valuable—

from where they live to their buying habits.

"There are lots of different players collecting data, and as the tech industry has become further consolidated it means that smaller players are increasingly in a position where they need to hold dearly to data," said Mark Natkin, managing director at market research firm Marbridge Consulting in Beijing.

Cainiao, 47%-owned by Alibaba, helps merchants choose a delivery service by providing information on cost and delivery time.

S.F. Express's parent, **S.F. Holding** Co., said it was cut off after it refused to share

unspecified client information with Cainiao.

A person familiar with S.F. Express's stance said the data relates to Hive Box, a locker system for customers who don't want packages delivered to their home or workplace. The information shared would have included data on S.F. Express's non-Cainiao deliveries, such as for online retailer JD.com, this person said.

Cainiao said the cutoff had been necessary because S.F. Express had abruptly stopped providing information "necessary for the smooth completion of parcel deliveries." It described itself as "surprised and disappointed."

A person close to Cainiao said it never demanded additional client data from S.F. Express, but had instead asked the service to encrypt the text messages it sends to inform customers of a Hive Box delivery. The person familiar with S.F. Express said its messages are encrypted, but not in a way that Cainiao had demanded.

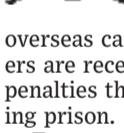
S.F. Express said users of Alibaba's Taobao online store can still track their packages on the S.F. Express website, though no longer through the Cainiao app linked to Alibaba's Taobao platform.

—Junya Qian contributed to this article.

WEEKEND INVESTOR

TAX REPORT | By Laura Saunders

The Tax Man Cometh and, Holy Cow, He Means Business



The Internal Revenue Service is getting better at finding secret stashes of overseas cash, and tax evaders are receiving harsher penalties than ever, including prison.

True tax evaders have for years intentionally hidden money offshore from Uncle Sam, often in multiple layers of entities such as trusts and foundations. Since a crackdown began in 2009, more than 55,800 people have paid over \$9.9 billion to come clean on such accounts. Others haven't stepped forward, hoping to escape notice.

Now, the dragnet is tightening further. The IRS is mining extensive data provided by banks in Switzerland and elsewhere to find scofflaws and their enablers. In a little-noticed comment

at a conference in May, an IRS official said the agency has taken action on 100 potential criminal cases and another 14,000 potential civil cases as a result of this analysis.

Justice Department staffers also are combing through data from the Panama Papers looking for U.S. tax dodgers, according to a person familiar with the matter.

These documents, which were published last year, contain account details for hundreds of thousands of offshore entities.

Meanwhile, courts this year have handed down prison sentences to at least seven people who hid money in offshore accounts.

These sentences reverse a past trend in which courts imposed stiff financial penalties in offshore cases but little or no time in prison, says Caroline Ciraolo, a former

top Justice Department official now with Kostelanetz & Fink LLP in Washington. One reason is that it's hard for defendants to claim ignorance of the law, given publicity around the crackdown.

If you have offshore accounts with tax glitches caused by innocent mistakes, however, don't panic. And resist fearmongering pitches by advisers.

This group of Americans is large, as it includes many of the more than seven million Americans living outside the U.S. Often these people didn't try to hide money abroad, and they pay taxes where they reside, but they haven't complied with U.S. tax rules on foreign accounts.

Many were unaware that the U.S., unlike most nations, taxes nonresidents on worldwide income and assets. Record numbers have re-

nounced their U.S. citizenship, according to Treasury Department data.

So far, however, the IRS has been far more interested in catching egregious cheaters than pursuing noncompliant small fry. John Richardson, a Toronto lawyer with dual U.S. and Canadian citizenship, urges Americans who were unaware of the rules on foreign accounts not to assume the IRS will throw the book at them.

"Most of these cases are fixable without penalties, and people shouldn't respond to suggestions that they'll lose their life savings," says Mr. Richardson.

The IRS's Streamlined Filing Compliance program allows many Americans abroad to escape penalties for past noncompliance. (For U.S. residents with undeclared accounts who qualify for the program, the penalty is 5%

of the account.)

So far, 48,000 U.S. taxpayers have signed up and paid a total of \$450 million to resolve issues. The IRS says it is patrolling the list in search of people who don't qualify for the program but are trying to use it.

Many Americans abroad

corporations.

This strategy isn't a good idea for people who intentionally cheated the IRS.

In part that's because an enforcement program known as Fatca is "outing" foreign accounts to the IRS. Fatca, which Congress enacted in 2010, requires foreign financial institutions to report the account information of U.S. taxpayers either directly to the IRS or to government authorities that send it to the IRS. Unlike the Affordable Care Act and the fiduciary rule, it hasn't been a focus of early repeal efforts by the Trump administration.

More than 288,000 foreign firms have registered to comply with Fatca, and more than 110 countries have agreed to cooperate as well.

"There used to be a trickle of cross-border tax information, and now there's a torrent," says Ms. Ciraolo.

INVEST

Continued from page B1
scholars Cormac Mullen and Jenny Barrill of Trinity College in Dublin, weren't available to comment.

Murray Stahl, chairman of **Horizon Kinetics** LLC, an investment firm in New York that manages about \$5.4 billion, has been pondering what he calls "country misrepresentation" for years.

"Decades ago, more companies did the bulk of their business within their own national boundaries," he says. "But globalization has deterritorialized a lot of companies. Being listed or headquartered in a particular country doesn't mean they give you exposure to that country's economy."

Sensing that, many investors buy global giants like **Coca-Cola** Co., **Procter & Gamble** Co., Swiss-based **Nestle** SA or British-based **Unilever** PLC to capture a cut of their sales in emerging markets.

Mr. Stahl is more interested in the dozens of local subsidiaries or affiliates.

Among such domestic versions of global companies are **British American Tobacco** Malaysia, **Coca-Cola Embaron** SA (Chile), **Guinness Nigeria** PLC, **Hindustan Unilever** Ltd. (India) and **Wal-Mart de Mexico** SAB.

Advanced Portfolio Management, an investment firm in New York, has launched a strategy (for institutional clients only) that will invest in Indian companies catering to consumers there, not here.

"We want a pure play on India's consumers. We think it's going to be the fastest-growing large economy in the world over the next few years," says Robert Kiernan, Advanced Portfolio Management's chief executive.

At heart, diversification works best when it relies on common sense.

Many traders sold British stocks in the wake of last year's Brexit vote, thinking that companies in the U.K. would be hurt by its intent to leave the European Union.

But the top 100 British companies derive roughly 72% of their revenue overseas, according to Paul Marsh, a finance professor at London Business School who studies long-term investment returns around the globe. Even small stocks in the U.K. get about 45% of their sales from abroad, he says.

So the correct, if counterintuitive, decision, was to buy—not sell—British stocks, especially the biggest exporters.

Between the vote to exit the EU in June 2016 and the end of the year, domestic-oriented British companies gained 1% on average, says Prof. Marsh. Those with the greatest overseas exposure gained an average of 30%.

Over long periods, however, the potential extra gain from a

basket of local companies around the world isn't likely to be great. And buying nothing but monotonous amounts to "the exclusion of broad segments of the market," says Marlena Lee, head of investment research at **Dimensional Fund Advisors** in Austin, Texas.

S&P Dow Jones Indices estimates that among those companies in the S&P 500 reporting sufficient data, only 42 got less than 15% of revenue from outside the U.S. in 2015. A pure U.S.-only portfolio would have to exclude not just **Amazon.com** Inc. and **Apple** Inc. but even such firms as **Costco Wholesale** Corp. and **Home Depot** Inc., all of which do significant business abroad.

Buying purely domestic companies is probably best-suited for trading on geopolitical events or the growth prospects of a specific country. But it's not worth overhauling your whole portfolio for



CHRISTOPHE VOLET

BUSINESS NEWS

Global Beef Prices Climb On India's Supply Threat

By LUCY CRAYMER
AND VIBHUTI AGARWAL

India's move to ban the slaughter of its cattle sent global beef prices higher in recent days, amid concerns of reduced supply from the world's biggest exporter of the meat by volume.

India's government late last month decided to ban the sale of cattle—which include cows and buffalo—for slaughter at livestock markets. The government said the order was aimed at preventing uncontrolled and unregulated animal trade.

The decision applies throughout the country, effectively cutting off the supply of meat for processors, challenging an industry that exports

roughly \$4 billion of beef annually, according to official data.

The rules are being challenged in courts by several state governments, and could take many weeks to take full effect, but some investors are already betting that worldwide beef supply could become tighter.

On Friday, the Australian Eastern Young Cattle Indicator—the benchmark for Australian cattle prices—ended up nearly 0.8%.

In the U.S., live cattle futures on the Chicago Mercantile Exchange climbed on Thursday and Friday, with the India ban contributing to the price gains, analysts said.

"There has been a lot of

market chatter around this and the Australian market has been bid up particularly," said Tobin Gorey, an analyst at Commonwealth Bank of Australia.

Cattle prices have started to recover in recent months as global supplies have tightened with increasing beef consumption. However, prices are still well below historic highs as U.S. production remains strong, and Australian cattle numbers have started to recover following recent droughts.

Analysts are unclear on the extent of the global impact should India's beef exports end. The issue is complicated by the fact that exported Indian beef—largely sourced



India's government has banned the sale of cattle for slaughter at livestock markets.

from water buffalo—is a low-end product so it often doesn't compete directly with products from other major exporters such as the U.S., Australia and Brazil.

If consumers can't get the cheap Indian beef, they might

substitute it for cheaper protein such as pork and poultry, said Angus Gidley-Baird, an agricultural analyst at Rabobank in Australia.

India is predominantly of the Hindu religion and much of the population doesn't eat

meat from cows, which is considered holy, while the export of cow beef is banned. However, this doesn't extend to the country's extensive water buffalo population, although many Hindus don't eat buffalo either.

New Highs and Lows | WSJ.com/newhighs

The following explanations apply to the New York Stock Exchange, NYSE Arca, NYSE MKT and Nasdaq Stock Market stocks that hit a new 52-week intraday high or low in the latest session. % CHG: Daily percentage change from the previous trading session.

Friday, June 2, 2017		52-Wk %		Stock Sym Hi/Lo Chg		52-Wk %		Stock Sym Hi/Lo Chg		52-Wk %		Stock Sym Hi/Lo Chg		52-Wk %		Stock Sym Hi/Lo Chg		52-Wk %	
NYSE highs - 339																			
ABBV	28.53	2.3		Caterpillar	CAT	106.76	0.3	Harris	HRS	13.32	0.4	AnteroResources	AER	19.66	-4.6	QatarEnergy	QTR	14.20	1.1
AGCO	65.76	-0.2		Centene	CPAC	12.00	3.4	Harco	HRC	79.24	0.6	PIMCO InvCrtnPfd	PFC	11.90	-0.3	PhilMorris	PM	121.82	0.7
Alaris	65.39	2.7		CharlesRiverLabs	CRB	94.00	0.1	Hill-Rom	HIL	67.42	0.2	PinnacleWest	PW	89.00	2.9	ProLogis	PLD	45.34	0.1
AlbionCorp	46.57	0.7		ChesapeakeEq	CHE	14.45	0.9	Hilco	HLC	14.95	0.9	PrePortGenElec	APTS	16.37	0.3	BillBarrett	BBL	2.76	-4.1
AberdeenJapanEquity	8.67	-2.1		ChinaUnicom	CHU	14.74	-0.6	Humana	HUM	56.99	0.5	QuintilesMS	QX	11.28	0.2	CimarexEnergy	CXE	104.34	1.1
AcornInt'l	ATV	21.21	0.6	Churh & Dwight	CDW	52.58	0.6	IllinoisToolWorks	ITW	14.43	0.7	RenaissanceTechs	DGX	10.28	0.2	Boott	BOT	5.91	-19.4
AdamsRdEquityFnd	14.44	0.8		Industrials	IND	165.50	0.1	InduFund	IFN	27.51	0.2	ProPartners	PRP	43.14	0.7	BaytexEnergy	BTE	2.76	-4.1
Aetna	148.70	0.1		Intertech	ITX	11.11	0.5	InterContinental	ICL	20.83	0.3	QuintilesMS	QX	11.28	0.2	Booth	BOO	5.91	-19.4
AgilentTechs	61.15	0.3		ItalyCastrol	ITC	58.70	0.7	JonesLangLaSalle	JLL	39.09	0.1	RedHat	RHT	91.79	1.9	DenburyResc	DRN	1.40	-1.7
AlamoGroup	88.19	1.2		JohnMorrell	JML	22.52	0.5	KazanEnergy	KAZ	10.74	0.1	RepublieServices	RSG	64.63	0.4	EQT	EQT	51.42	-1.5
AlbanyCorp	11.49	-0.6		KeurigDrPepper	KDP	11.51	0.2	Kellogg	KEL	11.57	0.1	RockwellAutomation	ROK	28.45	1.1	RealtyOpportunities	REO	11.27	0.1
Alcon	11.40	0.6		KimberlyClark	KIM	12.35	0.7	KirklandSignature	KIRK	5.75	0.3	RenaissanceTechs	DGX	10.28	0.2	ReynoldsAmer	RAI	57.73	0.5
AlgonquinPower	10.57	0.9		ConstrBrands	STZ	185.49	1.1	Klipsch	KLIPS	11.08	1.1	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
Allelu	74.45	0.7		ConocoPhillips	COP	126.46	0.1	KobeHome	KBH	12.19	2.4	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
AllegiantAirways	41.21	0.6		Comcast	CMTS	102.36	0.2	Kennedy	KEN	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
AllianzGlobalInv	41.91	0.5		Corning	CG	165.50	0.1	KinderCare	KCI	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
AllianzGlobalInv	41.44	0.8		Costar	CTG	11.21	0.1	KirklandSignature	KIRK	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
AllianzGlobalInv	41.44	0.8		CooksonCastles	CC	29.08	0.2	KirklandSignature	KIRK	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
AllianzGlobalInv	41.44	0.8		CooksonCastles	CC	29.08	0.2	KirklandSignature	KIRK	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
AllianzGlobalInv	41.44	0.8		CooksonCastles	CC	29.08	0.2	KirklandSignature	KIRK	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
AllianzGlobalInv	41.44	0.8		CooksonCastles	CC	29.08	0.2	KirklandSignature	KIRK	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
AllianzGlobalInv	41.44	0.8		CooksonCastles	CC	29.08	0.2	KirklandSignature	KIRK	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
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AllianzGlobalInv	41.44	0.8		CooksonCastles	CC	29.08	0.2	KirklandSignature	KIRK	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
AllianzGlobalInv	41.44	0.8		CooksonCastles	CC	29.08	0.2	KirklandSignature	KIRK	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
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AllianzGlobalInv	41.44	0.8		CooksonCastles	CC	29.08	0.2	KirklandSignature	KIRK	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
AllianzGlobalInv	41.44	0.8		CooksonCastles	CC	29.08	0.2	KirklandSignature	KIRK	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5
AllianzGlobalInv	41.44	0.8		CooksonCastles	CC	29.08	0.2	KirklandSignature	KIRK	12.27	0.2	Rexnord	RDX	12.27	0.2	RockyMountain	RM	11.97	0.5</

COMMODITIES & CREDIT MARKETS

Futures Contracts

Metal & Petroleum Futures

	Contract	Open	High	lilo	Low	Settle	Chg	Open interest
Copper-High (CMX) -25,000 lbs.; \$ per lb.								
June	2.5555	2.5745		2.5310	2.5715	-0.0130	1,765	
July	2.5845	2.5850		2.5260	2.5745	-0.0130	111,199	
Gold (CMX) -100 troy oz.; \$ per troy oz.								
June	1265.20	1279.00		1259.00	1276.80	9.80	3,744	
Aug	1268.00	1282.20		1261.30	1280.20	10.10	322,225	
Oct	1272.20	1285.30		1265.30	1283.80	10.20	10,030	
Dec	1275.50	1289.00		1268.70	1287.30	10.20	77,844	
Feb'18	1278.70	1292.10		1273.00	1290.60	10.20	9,691	
Dec	1304.50	1304.50		1304.50	1307.70	10.20	5,911	
Palladium (NYM) -50 troy oz.; \$ per troy oz.								
June	829.65	842.50	▲	829.65	837.95	10.95	350	
July	824.10	840.25	▲	822.60	835.20	9.90	32	
Sept	823.20	839.85	▲	821.10	834.05	10.95	31,291	
Dec	825.20	836.80	▲	825.20	831.85	10.55	536	
March'18	830.50	830.50	▲	830.50	831.20	10.55	12	
Platinum (NYM) -50 troy oz.; \$ per troy oz.								
June	931.00	931.80		931.00	951.70	24.40	4	
July	932.00	957.70		925.90	953.40	24.40	58,432	
Silver (CMX) -5,000 troy oz.; \$ per troy oz.								
June	17.205	17.505	▲	17.120	17.487	0.244	399	
July	17.270	17.580		17.115	17.525	0.244	136,090	
Crude Oil, Light Sweet (NYM) -1,000 bbls.; \$ per bbl.								
July	48.04	48.19		46.74	47.66	-0.70	551,317	
Aug	48.26	48.42		46.98	47.87	-0.74	210,706	
Sept	48.46	48.60		47.19	48.05	-0.04	204,793	
Dec	48.93	49.08		47.67	48.51	-0.71	319,613	
June'18	48.94	49.07		47.89	48.64	-0.61	117,338	
Dec	48.60	48.84		47.78	48.46	-0.52	158,474	
NY Harbor ULSD (NYM) -42,000 gal.; \$ per gal.								
July	1.5001	1.5001		1.4634	1.4848	-0.169	115,740	
Dec	1.5457	1.5539		1.5222	1.5392	-0.176	57,861	
Gasoline-NY RBOB (NYM) -42,000 gal.; \$ per gal.								
July	1.5921	1.5960		1.5545	1.5771	-0.0243	137,962	
Sept	1.5618	1.5645		1.5272	1.5489	-0.0222	53,509	
Natural Gas (NYM) -10,000 MMBtu.; \$ per MMBtu.								
July	3.051	3.051		2.989	2.999	-0.009	324,648	
Aug	3.087	3.087		3.030	3.041	-0.006	150,996	
Sept	3.075	3.075		3.017	3.030	-0.004	159,184	
Oct	3.100	3.100		3.040	3.053	-0.004	188,359	
Jan'18	3.386	3.386		3.336	3.343	-0.007	112,670	
April	2.880	2.898		2.875	2.878	.004	93,744	

Agriculture Futures

	Contract	Open	High	lilo	Low	Settle	Chg	Open interest
Corn (CBT) -5,000 bu.; cents per bu.								
July	370.50	374.75		369.50	372.75	2.25	675,785	
Dec	389.25	393.00		388.00	391.00	1.75	302,288	
Oats (CBT) -5,000 bu.; cents per bu.								
July	255.25	263.75	▲	244.50	246.00	-9.00	4,909	
Dec	233.50	237.00		229.50	231.00	-2.00	1,340	
Soybeans (CBT) -5,000 bu.; cents per bu.								
July	912.25	924.00		910.75	921.25	9.00	362,528	
Nov	917.50	927.50		916.50	925.50	7.75	202,053	
Soybean Meal (CBT) -100 tons; \$ per ton.								
July	297.40	303.30		296.70	301.90	4.40	199,410	
Dec	303.00	308.40	▼	302.30	307.20	4.00	93,232	
Soybean Oil (CBT) -60,000 lbs.; cents per lb.								
July	31.29	31.41	▼	30.96	31.01	-2.4	202,663	
Dec	31.90	32.02	▼	31.57	31.62	-2.23	106,134	
Rough Rice (CBT) -2,000 cwt.; \$ per cwt.								
July	1101.00	1126.50	▲	1099.00	1112.00	7.00	7,420	
Sept	1132.00	1152.50	▲	1126.50	1139.00	8.00	1,484	
Wheat (CBT) -5,000 bu.; cents per bu.								
July	428.00	434.00		426.50	429.50	.50	271,118	
Sept	442.50	448.00		441.00	443.75	.25	92,671	
Wheat (KC) -5,000 bu.; cents per bu.								
July	430.00	438.00		428.75	433.25	2.50	150,247	
Sept	448.75	456.25		447.25	451.50	2.25	52,420	
Wheat (MPLS) -5,000 bu.; cents per bu.								
July	577.25	590.00	▲	577.25	583.75	5.00	27,902	
Sept	581.00	592.25	▲	581.00	587.00	4.50	14,346	
Cattle-Feeder (CME) -50,000 lbs.; cents per lb.								
Aug	158.600	159.625		156.600	158.725	1.65	32,901	
Sept	157.425	158.675		155.950	157.825	1.50	9,361	
Cattle-Live (CME) -40,000 lbs.; cents per lb.								
June	129.500	131.575		128.575	130.825	3.400	35,019	
Aug	125.775	126.725		124.625	126.050	1.350	202,600	
Hogs-Lean (CME) -40,000 lbs.; cents per lb.								
June	81.250	81.650		80.875	81.225	.300	20,843	
July	82.450	82.625	▲	81.425	81.975	-.150	65,949	
Lumber (CME) -10,000 bd. ft.; \$ per 1,000 bd. ft.								
July	354.80	354.90		350.60	353.50	.30	3,263	
Sept	348.00	348.10		344.70	347.50	.30	1,022	
Milk (CME) -200,000 lbs.; cents per lb.								
June	16.59	16.64		16.51	16.52	-.14	4,911	
July	17.00	17.12		16.89	16.95	-.17	4,309	
Cocoa (ICE-US) -10 metric tons; \$ per ton.								
July	2,025	2,033		1,992	2,001	-.23	97,812	
Sept	2,042	2,046		2,009	2,017	-.21	77,647	
Coffee (ICE-US) -37,500 lbs.; cents per lb.								
July	128.00	128.15	▼	125.25				

MARKETS DIGEST

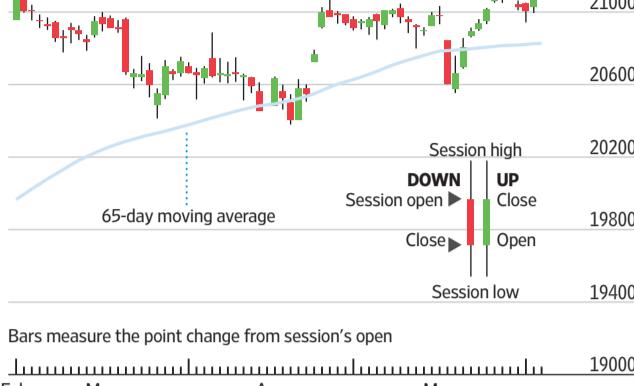
EQUITIES

Dow Jones Industrial Average

21206.29 ▲ 62.11, or 0.29%
High, low, open and close for each trading day of the past three months.

Trailing P/E ratio 20.63 19.00
P/E estimate * 17.92 16.99
Dividend yield 2.37 2.58
All-time high 21206.29, 06/02/17

Current divisor 0.14602128057775



Bars measure the point change from session's open

Feb. Mar. Apr. May

Weekly P/E data based on as-reported earnings from Birnvi Associates Inc.

S&P 500 Index

2439.07 ▲ 9.01, or 0.37%
High, low, open and close for each trading day of the past three months.

Trailing P/E ratio 24.08 24.22
P/E estimate * 19.01 17.81
Dividend yield 1.95 2.18
All-time high: 2439.07, 06/02/17



Feb. Mar. Apr. May

Nasdaq Composite Index

6305.80 ▲ 58.97, or 0.94%
High, low, open and close for each trading day of the past three months.

Trailing P/E ratio 26.65 22.35
P/E estimate * 21.42 19.01
Dividend yield 1.09 1.28
All-time high: 6305.80, 06/02/17



Feb. Mar. Apr. May

6400

Major U.S. Stock-Market Indexes

	High	Low	Latest Week Close	Net chg	% chg	52-Week Close (●)	High	% chg	— % chg —	YTD 3-yr. ann.
Dow Jones										
Industrial Average	21225.04	20942.57	21206.29	126.01	■ 0.60	17140.24	21206.29	18.6	7.3	8.2
Transportation Avg	9406.24	9087.95	9331.72	155.52	■ 1.69	7093.40	9593.95	20.1	3.2	4.6
Utility Average	735.86	718.76	732.63	12.41	■ 1.72	625.44	732.63	11.6	11.1	10.3
Total Stock Market	25277.87	24821.63	25257.37	267.08	■ 1.07	20583.16	25257.37	16.6	8.5	7.9
Barron's 400	650.61	629.84	647.66	9.79	■ 1.53	491.89	647.66	22.5	7.7	7.7
Nasdaq Stock Market										
Nasdaq Composite	6308.76	6164.07	6305.80	95.60	■ 1.54	4594.44	6305.8	27.6	17.1	14.2
Nasdaq 100	5881.46	5762.56	5881.46	93.10	■ 1.61	4201.05	5881.46	30.4	20.9	16.4
Standard & Poor's										
500 Index	2440.23	2403.59	2439.07	23.25	■ 0.96	2000.54	2439.07	16.2	8.9	8.2
MidCap 400	1758.55	1704.94	1751.11	23.84	■ 1.38	1416.66	1758.27	16.7	5.5	8.2
SmallCap 600	858.91	822.45	851.91	14.41	■ 1.72	670.90	863.08	20.1	1.7	9.4
Other Indexes										
Russell 2000	1414.96	1354.85	1405.39	23.14	■ 1.67	1089.65	1419.43	20.7	3.6	7.6
NYSE Composite	11728.80	11554.86	11718.70	86.83	■ 0.75	9973.54	11718.7	11.7	6.0	2.8
Value Line	526.50	511.45	524.58	6.05	■ 1.17	435.06	529.13	13.0	3.6	2.5
NYSE Arca Biotech	3697.59	3483.72	3690.5	121.87	■ 3.42	2818.70	3690.5	13.1	20.0	12.7
NYSE Arca Pharma	530.83	517.90	530.27	11.39	■ 2.19	463.78	554.66	0.8	10.1	1.2
KWB Bank	90.50	88.02	89.38	-1.44	■ -1.59	60.27	99.33	28.1	-2.6	8.9
PHLX Gold/Silver	84.30	82.30	83.22	-1.43	■ -1.68	73.03	112.86	-6.6	5.5	-0.6
PHLX Oil Service	141.83	135.72	138.35	-3.76	■ -2.65	138.35	192.66	-14.6	-24.7	-21.9
PHLX Semiconductor	1104.90	1084.28	1103.40	18.55	■ 1.71	648.32	1103.4	56.4	21.7	22.3
CBOE Volatility	11.30	9.58	9.75	-0.06	■ -0.61	9.75	25.76	-27.6	-30.6	-5.6

\$Philadelphia Stock Exchange

Sources: SIX Financial Information; WSJ Market Data Group

Late Trading

Most-active and biggest movers among NYSE, NYSE Arca, NYSE Mkt and Nasdaq issues from 4 p.m. to 6 p.m. ET as reported by electronic trading services, securities dealers and regional exchanges. Minimum share price of \$2 and minimum after-hours volume of 5,000 shares.

Most-active issues in late trading

Company	Symbol	Volume (000)	Last	Net chg	After Hours % chg	High	Low
SPDR S&P 500	SPY	29,710.9	244.25	0.08	■ 0.03	244.26	243.32
Duke Realty	DRE	5,679.2	29.18	...	unch.	29.20	29.04
iShares MSCI Emg Markets	EEM	5,476.3	41.76	...	unch.	41.82	41.31
Cnsmr Staples Sel Sector	XLP	4,627.6	57.27	...	unch.	57.37	57.19
Industrial Select Sector	XLI	3,487.7	68.21	...	unch.	68.33	68.16
Prologis	PLD	2,952.7	56.66	-0.22	■ -0.39	56.92	56.66
iShares Russell 2000 ETF	IWM	2,719.1	139.99	0.14	■ 0.10	140.23	136.56
Van Eck Vectors Gold Miner	GDX	2,714.5	22.76	...	unch.	22.79	22.73

Percentage gainers...

Company	Symbol	Volume (000)	Last	Net chg	After Hours % chg	High	Low
Utd Community Fincl	UCFC	8.5	9.00	0.77	■ 9.36	9.00	8.23
Cheesecake Factory	CAKE	10.4	62.13	2.88	■ 4.86	62.13	59.25
Blue Buffalo Pet Products	BUFF	19.0	25.22	1.06	■ 4.39	25.22	24.16
SEACOR Marine	SMHI	70.5	21.43	0.84	■ 4.08	21.50	20.59
UDR	UDR	91.9	40.92	1.57	■ 3.99	40.92	39.35

...And losers

Company	Symbol	Volume (000)	Last	Net chg	After Hours % chg	High	Low
NewLink Genetics	NLNK	106.7	11.30	-1.29	■ -10.25	12.64	10.10
Clear Channel Outdoor	CCO	100.0	3.79	-0.16	■ -4.05	3.79	3.79
Fabrinet	FN	8.9	36.45	-1.44	■ -3.80	37.92	36.45
Medicines Co	MDCO	69.6	39.00	-1.19	■ -2.96	40.19	39.00
Johnson Controls Intl	JCI	81.5	41.05	-1.20	■ -2.84	42.30	41.05

Trading Diary

Volume, Advancers, Decliners

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NEW HIGHS AND LOWS

Continued From Page B4				52-Wk % Hi/Lo Chg				52-Wk % Hi/Lo Chg				52-Wk % Hi/Lo Chg				52-Wk % Hi/Lo Chg				52-Wk % Hi/Lo Chg				52-Wk % Hi/Lo Chg										
Stock	Sym	Hi	Lo	Chg	Stock	Sym	Hi	Lo	Chg	Stock	Sym	Hi	Lo	Chg	Stock	Sym	Hi	Lo	Chg	Stock	Sym	Hi	Lo	Chg	Stock	Sym	Hi	Lo	Chg					
AeroVironment	AVAV	32.65	2.3	-0.5	CalmedDynCorp	CDC	20.20	0.2	-0.5	Facebook	FB	152.63	1.0	-0.5	FLEX	FLX	17.38	0.4	-0.5	Intel	INTC	21.05	1.5	-0.5	LouisDeLille	LOCI	29.25	1.7	-0.5					
AlarisHealthCare Svcs	ATSG	22.21	1.7	-0.5	GalaxyGldBlny	CHW	48.85	0.5	-0.5	FirstNetCorp	ONEQ	248.88	1.0	-0.5	FlexiTechRealAsset	ASET	27.47	0.9	-0.5	Int'lMultiAssDiv	IVDV	17.00	0.5	-0.5	LycomResources	RICO	62.49	1.7	-0.5					
AlliedMotion Tech	AMOT	28.46	1.0	-0.5	GalaxyGldBlny	TGO	13.37	1.7	-0.5	FirstSouthCorp	FSP	33.42	0.8	-0.5	FoxToxGldBlny	E5GG	87.47	1.1	-0.5	IntersectENT	XENT	27.10	3.8	-0.5	MagniBldgResources	PETS	15.88	0.2	-0.5					
AlmostFamily	AFAM	59.65	1.0	-0.5	CamT	CAMT	7.10	1.5	-0.5	FT CapStrength	FTCS	46.51	0.3	-0.5	FonarFactor	FORM	14.87	-1.0	-0.5	Intuit	INTU	142.89	1.0	-0.5	MicroEconWt	RDWR	17.94	0.3	-0.5					
Amazon.com	AMZN	1100.48	1.1	-0.5	CareTrustREIT	CTRE	18.87	1.5	-0.5	FT CloudComp	SKY	40.49	0.5	-0.5	FoundationMed	FMT	21.51	-1.0	-0.5	GigaTech	FTAS	57.27	0.6	-0.5	MicroInstrum	REGN	484.99	3.1	-0.5					
Amdocs	DOX	66.48	0.3	-0.5	CapitalFlnNxt2C	CPTR	25.46	1.1	-0.5	FT ChinaAlphaEx FCA	FCA	23.41	4.4	-0.5	FosterLBr	FML	41.15	5.7	-0.5	IntuitiveSurgiCa	ISRG	927.50	0.6	-0.5	MTGInvestment	MTGE	40.31	1.1	-0.5					
AmicoWoodmark	ANWV	99.13	1.3	-0.5	CheckPointSftw	CHK	113.32	1.1	-0.5	FT DorseYnFv	FV	25.17	0.2	-0.5	Freshpet	FRESH	56.07	0.9	-0.5	MajorBldgBldg	MBU5	25.08	-1.0	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5					
Anglo American	ANGI	0.70	0.2	-0.5	ClearDrivSrv	CLR	28.50	2.3	-0.5	FT DorseyFoc	FV	25.17	0.2	-0.5	FoundationMed	FMT	21.51	-1.0	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5					
AppFolio	APPF	31.05	0.5	-0.5	ClearRtrGv	LGE	25.83	2.1	-0.5	FT EuropeAlpha	FEP	35.93	0.5	-0.5	GeneralComm A	GCM	44.93	0.4	-0.5	FT EuropeAlpha	FEP	35.93	0.5	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
AppliedMaterials	AMAT	46.86	1.7	-0.5	Coca Cola Bott	COKE	23.78	0.2	-0.5	FT EurozoneAlpha	FEUZ	40.23	0.7	-0.5	Gentherm	THRM	39.60	0.4	-0.5	FT EurozoneAlpha	FEUZ	40.23	0.7	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
AppliedOptoelec	AAOI	74.73	6.7	-0.5	Cognex	CGNX	67.56	0.5	-0.5	FT GerAlpha	FGEN	44.61	1.4	-0.5	GibConcousTech	FCTN	17.59	0.7	-0.5	FT GerAlpha	FGEN	44.61	1.4	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
ArchCapital	ACV	99.21	0.6	-0.5	ComcastTech	CTSH	67.56	0.5	-0.5	FT GlobalEx FHK	FHK	36.01	0.5	-0.5	GlobeIntertech	FNTX	18.48	0.5	-0.5	FT GlobalEx FHK	FHK	36.01	0.5	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
AsiaSoft	ASUR	16.21	0.1	-0.5	CollerentInt	CIGI	55.18	1.8	-0.5	FT JapanAlpha	JEP	53.49	2.1	-0.5	GlobeIntertech	FNTX	18.48	0.5	-0.5	FT JapanAlpha	JEP	53.49	2.1	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
Atmos	ATMS	58.84	3.7	-0.5	Comcast A	CMSA	52.43	0.7	-0.5	FT LC Alpha	FEX	53.50	0.2	-0.5	GlobeIntertech	FNTX	18.48	0.5	-0.5	FT LC Alpha	FEX	53.50	0.2	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
AtmosTechs	ATE	10.84	0.4	-0.5	Comcast	CMSA	52.43	0.7	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	GlobeIntertech	FNTX	18.48	0.5	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
BGC Partners	BGC	12.19	1.8	-0.5	Comcast	CMSA	52.43	0.7	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	GlobeIntertech	FNTX	18.48	0.5	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
BldrsAeroADS	BDLZ	25.44	0.6	-0.5	Control4	CTRL	20.41	0.7	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	GlobeIntertech	FNTX	18.48	0.5	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
B.Riley2027	RILY	25.44	0.6	-0.5	Control4	CTRL	20.41	0.7	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	GlobeIntertech	FNTX	18.48	0.5	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
B.Santoro	BSTO	8.04	0.9	-0.5	Conn	CONN	39.17	0.7	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	GlobeIntertech	FNTX	18.48	0.5	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
B.Taylor	BTAY	25.44	0.6	-0.5	Conn	CONN	39.17	0.7	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	GlobeIntertech	FNTX	18.48	0.5	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
B.Williams	BWLK	25.44	0.6	-0.5	Conn	CONN	39.17	0.7	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	GlobeIntertech	FNTX	18.48	0.5	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
B.Williams	BWLK	25.44	0.6	-0.5	Conn	CONN	39.17	0.7	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	GlobeIntertech	FNTX	18.48	0.5	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
B.Williams	BWLK	25.44	0.6	-0.5	Conn	CONN	39.17	0.7	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	GlobeIntertech	FNTX	18.48	0.5	-0.5	FT MC Alpha	FEX	53.50	0.3	-0.5	MonolithBldg	MONL	110.51	1.3	-0.5	PivotalWaM	PWDW	61.65	0.3	-0.5
B.Williams	BWLK	25.44	0.6	-0.5	Conn	CONN	39.17	0.7	-0.5	FT MC Alpha	FEX	53.50	0.3																					

MONEY & INVESTING

Oil Glut Lowers Price Forecasts

By GEORGI KANTCHEV

Oil analysts cut their price forecasts for the first time in eight months amid doubts that a deal by major producers to limit output will be enough to clear the global glut of crude.

Members of the Organization of the **COMMODITIES** Petroleum Exporting Countries last month extended an agreement with 10 other crude-oil producers to limit output through March 2018.

Despite that renewed pledge, a poll of 14 investment banks, surveyed by The Wall Street Journal in late May predicted that the global benchmark, Brent crude, will average \$56 a barrel this year, down \$1 from the April survey. The banks expect West Texas Intermediate, the U.S. oil gauge, to average \$54 a barrel this year, also down \$1 from the previous survey.

Banks in the survey also downgraded their expectations for oil prices in the next few years, predicting Brent crude will average \$59 a barrel next year, down \$9 from the survey a year ago. For 2019, the banks now see Brent at \$60 a barrel, down from their prediction of \$76 in May 2016.

On Friday, oil prices fell to three-week lows, after rising



SERGEI KARPUKHIN/REUTERS

A worker checks a pressure gauge at a Rosneft oil pumping station in Russia.

U.S. production and President Donald Trump's withdrawal from the Paris climate accord helped to reignite a recent sell-off. Light, sweet crude for July delivery settled down 70 cents, or 1.4%, at \$47.66 a barrel on the New York Mercantile Exchange. Brent crude lost 68 cents, or 1.3%, to \$49.95 a barrel on ICE Futures Europe. For the week, U.S. oil lost 4.3% and Brent lost 4.9%.

After the recent OPEC meeting, investors sent the oil

price down about 4% on disappointment the group didn't offer deeper cuts and that there didn't seem to be a clear strategy of what comes next.

"They have no exit strategy, and that is worrying the market," said Hamza Khan, head of commodity strategy at ING Bank. "The big concern is that after the deal ends in March, OPEC will again flood the market with crude."

OPEC hasn't indicated what it intends to do after the deal

expires. Low prices have drained once-flush national budgets, and analysts expect cartel members to raise output once the deal is over.

By keeping production at about 1.8 million barrels a day lower than late 2016's levels, the OPEC-led coalition is suppressing about 2% of global supply and aiming to put a floor under the price of oil, which is still down by around half of 2014 levels.

Even as producers have

largely abided by the deal, they have failed to drain the oil in brimming storage tanks around the globe. Oil stocks in OECD nations, which reached records of more than 3 billion barrels last year, continued increasing in early 2017 and fell in March by just 32 million barrels, according to the International Energy Agency, a major energy monitor.

"The bottom line is that the market sees that OPEC is cutting almost every barrel it promised, but it doesn't see any significant declines in oil storage," Michael Wittner, chief oil analyst at Société Générale, said in a report this past week.

Analysts also see problems for the oil price outside the group of producers that put together last week's deal.

Next year will see a ramp-up in production from long-planned projects from Brazil to Canada, further adding to the global glut.

U.S. drillers have also been ramping up production to take advantage of price gains. The number of active oil rigs in the U.S. rose for a 19th straight week in the latest report to its highest in more than two years, according to oil-services firm Baker Hughes. Analysts predict U.S. crude-oil output will reach a record of more than 10 million barrels a day next year.

Treasurys Gain on Soft Wage Growth

By SAM GOLDFARB

A rally in U.S. government bonds picked up further momentum Friday as the latest jobs report showed lackluster wage growth for workers, bolstering the view that stubbornly weak inflation could cause the **CREDIT MARKETS** Federal Reserve to slow down the pace of its interest-rate increases.

Demand for bonds sent the benchmark 10-year Treasury note down to 2.159%, its lowest close since Nov. 10, from 2.217% Thursday. Yields fall as bond prices rise.

Bond prices have been climbing in recent weeks in large part because of declining inflation expectations, which has stemmed from soft data as well as dimming prospects for fiscal stimulus out of Washington.

Friday's jobs report fit neatly into this narrative. On top of lower-than-expected employment gains in May, hourly earnings for private-sector workers rose just 2.5% from the previous year, the Labor Department said. That was the same growth rate as the previous month and below what many experts believe is needed to meaningfully drive up costs elsewhere in the economy.

Wage growth is a top concern for bond investors because of what it means for broader inflation, which is one of the biggest threats to long-term bonds, since rising prices for goods and services make fixed debt payments less valuable.

As they raise interest rates, Fed officials are generally looking for monthly wage increases of 0.3%, said Jim Vogel, interest-rates strategist at FTN Financial. "An occasional 0.4% [increase] would be helpful," but the actual numbers have been falling below target, he said.

Most investors still expect the Fed to raise interest rates at its June 13-14 policy meeting. After a long period of ultraloose monetary policy, the central bank has raised rates in each of the past two quarters and signaled the potential for at least two more increases by the end of this year.

Still, many investors are unsure about the outlook for monetary policy beyond this month.

In recent weeks, several Fed officials have said they aren't too worried about inflation, attributing recent declines to temporary factors. A couple, though, have expressed more concern, suggesting it could be a sign of continued slack in the labor market.

Complicating matters is the Fed's stated intention to start reducing its bondholdings this year, which includes more than \$2 trillion of Treasury debt.

Officials could back away from that plan. But if they don't, many investors expect them to hold off on raising interest rates for a period of time to make sure that the balance sheet unwinding doesn't cause undue volatility in the markets.

FINANCE WATCH

BUFFALO WILD WINGS

Activist Wins Board Seats; CEO to Retire

An activist hedge fund won a fight to shake up **Buffalo Wild Wings** Inc., as shareholders voted in the fund's founder and two of its nominees, and Chief Executive Sally Smith said she would retire by year-end.

The result is a strong shareholder endorsement of **Marcato Capital Management** LP's proposals to overhaul the chicken-wing restaurant chain and gives the activist a seat at the table as the company hunts for a successor for Ms. Smith, who took the company public in 2003.

At the company's annual meeting in Minneapolis on Friday, shareholders voted to elect Marcato founder Richard "Mick" McGuire and Scott Bergren, the former head of the Pizza Hut brand at **Yum Brands** Inc., to the nine-member board. Sam Rovit, a food-services executive who

was originally proposed by Marcato and later accepted by the company, also was elected. A fourth Marcato nominee was rejected.

Ms. Smith, who also withdrew from the board, said she believes Buffalo Wild Wings is "solidly positioned for its next phase of growth."

Buffalo Wild Wings stock rose 1.7%, to \$152.35, on Friday.

—David Benoit

LEHMAN BROTHERS

Trusts Accept Offer

Lehman Brothers Holdings Inc. has won more support for a proposal to pay at least \$1 billion to investors holding soured mortgage debt, deepening a divide with hedge funds opposing the bankruptcy deal.

Officials representing 244 mortgage-backed-securities trusts have largely accepted a settlement offer Thursday that puts a floor of \$2.4 billion, sub-



LUCAS JACKSON/REUTERS

Buffalo Wild Wings lost a battle over its board representation.

ject to a judge's approval, on claims against the Lehman estate over alleged underwriting failures.

The proposed deal provides a path for Lehman to resolve a long-running dispute that has dogged its bankruptcy proceedings over how much it owes for faulty mortgages packaged and

sold to investors before the financial crisis. The trustees accepted the settlement for all but five of the trusts at issue.

The proposal has drawn criticism from hedge funds arguing the loan claims deserve to be paid a higher recovery from the Lehman estate.

—Andrew Scurria

LEGAL

Ex-Trader Is Barred

A former futures trader at **Deutsche Bank AG** was permanently barred from the industry after admitting he conspired to manipulate the price of gold and silver futures contracts.

David Liew, a trader who was based in Singapore, also pleaded guilty in federal criminal court in Illinois on Thursday to using illegal spoofing techniques from 2009 to 2012. Spoofing involves sending fake offers intended to push prices in a direction that benefits the trader's other orders.

Mr. Liew manually placed hundreds of orders on an electronic trading platform operated by **CME Group** Inc. that were intended to trick other market participants into altering their prices, according to a plea agreement in his criminal case.

Mr. Liew coordinated with

other traders at his bank, according to court documents.

A lawyer for Mr. Liew didn't respond to a request to comment.

—Dave Michaels

and Alexander Osipovich

CHINA INVESTMENT CORP.

Fund Strikes Deal

China's sovereign-wealth fund is buying a European warehouse company from **Blackstone Group** LP for €12.25 billion (\$13.73 billion), a sign of the industrial real-estate sector's strength driven by online shopping.

The Wall Street Journal had reported this week that **China Investment Corp.** and Blackstone were in advanced talks. The sovereign-wealth fund is looking at deals in the U.S., a strategic shift after years of avoiding direct investments in the U.S.

—Maria Armenta

MARKETS

Global Stocks Ride a Wave of Optimism

Economy and earnings provide a lift in U.S. and other countries; Treasury yields drop

By AARON KURILOFF
AND RIVA GOLD

U.S. stocks rose to fresh highs Friday, capping a cascade of records around the world.

The global economy and corporate profits are showing signs of strength, boosting stocks both in the U.S. and elsewhere, some **EQUITIES** analysts and investors said. The Dow Jones Industrial Average, S&P 500 and Nasdaq Composite were among the global indexes, including Germany's DAX and South Korea's Kospi, at records Friday.

The gains in the U.S. came after a jobs report that several analysts and investors said was solid enough for the Federal Reserve to raise interest rates later this month but also suggested that the central bank would maintain a cautious pace of increases.

"Economies are still moving along just fine, and outside the U.S. the trend has been improving at a greater pace," said Nathan Thooft, co-head of global asset allocation at Manulife Asset Management.

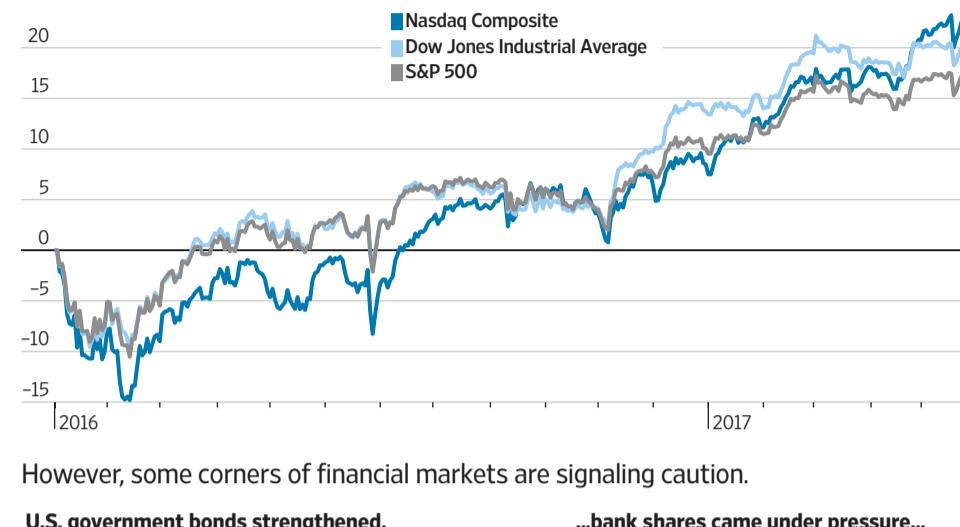
The Dow industrials rose 62.11 points, or 0.3%, Friday to 21206.29. The S&P 500 added 9.01 points, or 0.4%, to 2439.07 and the Nasdaq Composite climbed 58.97, or 0.9%, to 6305.80. All three indexes posted a second consecutive week of gains, with the Dow up 0.6% in the latest week, the S&P 500 up 1% and the Nasdaq Composite up 1.5%.

Friday's jobs report provided mixed messages. Hiring slowed in May from the prior month, with payrolls rising by a seasonally adjusted 138,000, the Labor Department said. The unemployment rate fell to 4.3%, the lowest level in 16

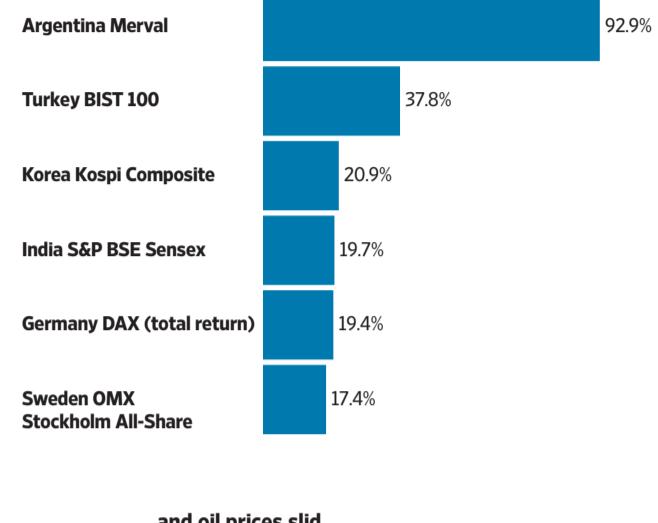
Record Run

Several major stock indexes around the world hit highs this past week, a sign of broad investor confidence in economic growth and corporate earnings.

Change since end of 2015



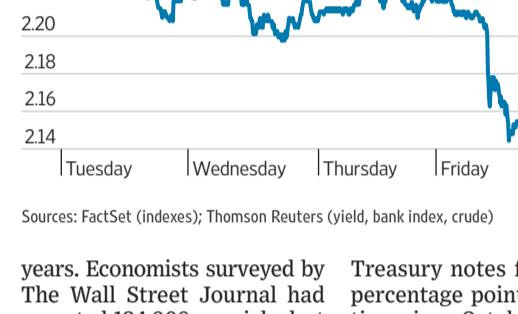
Change since end of 2015



However, some corners of financial markets are signaling caution.

U.S. government bonds strengthened, sending yields lower...

Yield on 10-year Treasury note



Sources: FactSet (indexes); Thomson Reuters (yield, bank index, crude)

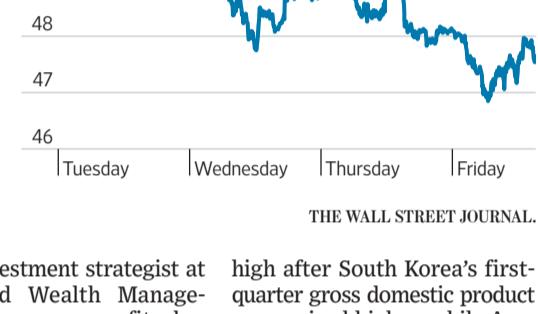
...bank shares came under pressure...

KBW Nasdaq Bank Index



...and oil prices slid.

Nymex crude-oil price



THE WALL STREET JOURNAL.

years. Economists surveyed by The Wall Street Journal had expected 184,000 new jobs last month with the unemployment rate steady at 4.4%.

The report is one of the last major pieces of economic data that the Fed will consider before it meets this month.

The yield on the benchmark 10-year Treasury note fell to 2.159%—the lowest yield since Nov. 10—from 2.217% Thursday. Bond prices rise as yields fall.

The gap between the yield on the 10-year and the 2-year

Treasury notes fell below 0.9 percentage point for the first time since October, in part reflecting diminished expectations for higher growth and inflation. A narrowing spread tends to squeeze profits at lenders by decreasing the difference between what they pay on deposits and charge on loans.

Financial shares were among the biggest decliners in the S&P 500 on Friday, slipping 0.4% and posting a weekly fall of 0.8%. Energy was another de-

cliner this past week. U.S. crude oil lost 1.4% to \$47.66 a barrel amid rising U.S. production and President Donald Trump's withdrawal from the Paris Climate Accord.

The Stoxx Europe 600 added 0.2%, with chemical companies, banks and automotive shares leading Friday's gains. The U.K.'s FTSE 100 added less than 0.1% and Germany's DAX gained 1.2%, with both indexes touching records.

"We like continental Europe," said Kevin Gardiner,

global investment strategist at Rothschild Wealth Management. "European profits haven't had the postcrisis rebound the U.S. had," leaving more room for them to catch up as the global economy improves, he said.

Japan's Nikkei Stock Average climbed above 20,000 points for the first time in 18 months. The index gained 1.6%, lifted by the dollar's rising strength against the yen, which helps Japan's exporters.

The Kospi rose 1.2%, another

high after South Korea's first-quarter gross domestic product was revised higher, while Australia's S&P/ASX 200 climbed for a fourth straight session as banks recovered from an earlier period of selling.

Hong Kong's Hang Seng Index added 0.4%, led by Chinese banks, but the Shanghai Composite Index rose just under 0.1% after a private gauge of manufacturing activity released Thursday showed a contraction in May, the first in nearly a year.

HEARD ON THE STREET

FINANCIAL ANALYSIS & COMMENTARY

WSJ.com/Heard

Email: heard@wsj.com

RH's First Restoration Task: Trust

Investors in furnishings retailer **RH** lost more than their money when its shares plummeted Friday. They lost their ability to trust the company's management.

Shares of RH, formerly known as Restoration Hardware, fell 26% after it reported first-quarter earnings. The company had preannounced most of its results on May 11, so the main reason for the tumble was lower full-year guidance.

Meanwhile, RH's push to cull the number of products is dragging on longer than expected, and it spent \$300 million buying back stock in the quarter, paying a significantly higher price before the guidance revision than it would have to pay now.

When RH reported fourth-quarter results in March, the company characterized its effort to focus its product selection as temporal. On a call with analysts, co-President Karen Boone said the process would "continue through the second quarter and into the third quarter, whereas before we thought it would be done." The undertaking helped drive the 23% increase in sales in the quarter but is a major factor weighing on margins.

Also weighing on earnings guidance were startup costs related to RH Hospitality, which will offer food and beverage in spaces furnished with RH products. The company expects the business unit to be free-cash-flow positive in 12 months, which seems aggressive, said Anthony Chukumba, an analyst with **Loop Capital Markets**.

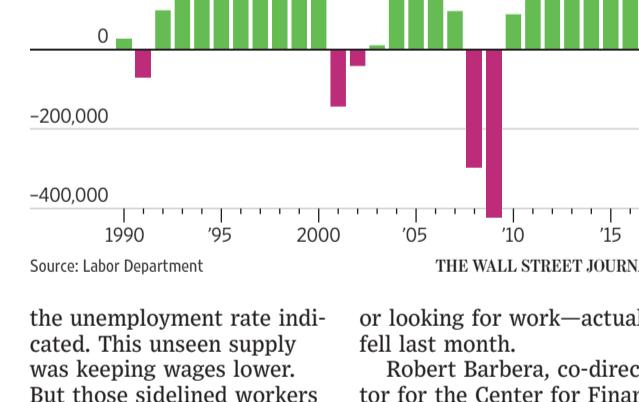
The uncertainty surrounding RH's major costs suggests guidance could drop further. This time, investors should be on their guard.

—Miriam Gottfried

Jobs Plenty, but Wages Stagnate

Diminuendo

Average monthly change in jobs by year



the unemployment rate indicated. This unseen supply was keeping wages lower.

But those sidelined workers have been on the sidelines for so long that it is no longer clear they exist. The labor-force participation rate—the share of the working-age population working

or looking for work—actually fell last month.

Robert Barbera, co-director for the Center for Financial Economics at Johns Hopkins University, suggests it is important to not just look at the unemployment rate's level, but how long it took to get there

It took a long seven years for the unemployment rate to get to 4.3% from the peak of 10% in October 2009. Because of the sluggish growth, businesses never had to scramble, and pay more, to add workers. And at no point did workers feel they were awash in opportunity.

This slow growth doesn't give people confidence to ask for higher wages. And plenty of workers have never experienced that kind of environment: The last decade was a bit of a dud outside of housing. Only workers in their 40s and older remember the 1990s boom. Maybe the U.S. labor market is turning a bit like Japan's, where unemployment has fallen to its lowest level in nearly a quarter-century, but after so many years of disappointment, workers are hesitant to demand higher wages, and employers are hesitant to give them.

—Justin Lahart

OVERHEARD

Goldman Sachs Group boss **Lloyd Blankfein** is new to Twitter. It shows.

On Thursday, he sent his first-ever tweet, a rebuke to President **Donald Trump**'s decision to pull out of the Paris climate agreement. It was simple, clear and to the point.

His follow-up tweet on Friday, however, was an ungrammatical mess of emojis and incomplete words. Replacing abbreviations, an American flag, a dollar sign and a globe with the words they apparently represent, it would roughly read: "Leadership helps [America]. Our language is dominant; [currency] global; [global] talent comes. Bad if lost. Consider [when] making policy on [environment], trade, defense, etc."

As far as calls to U.S. global leadership go, it isn't quite Kennedy- or Reagan-esque. Mr. Blankfein might want to stick with complete sentences.

China Is a Highly Suspect Leader on Climate Change

And then there were two.

With the U.S. now intent on leaving the Paris climate agreement, the European Union and China, the world's other two large carbon-dioxide emitters, must now lead the charge against global warming.

But beware predictions of a green-tech bonanza in China. Though the country has invested enormously in clean power over the past decade, returns—whether financial or in power generated—have been strikingly low. As with global trade, China needs to fix market distortions at home before it can become a credible leader on climate change.

The motivation is there. China is both the world's largest source of greenhouse gases and a country highly

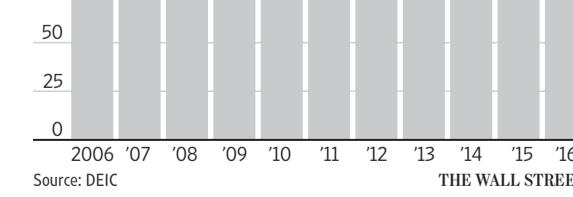
vulnerable to climate change. It is overpopulated, particularly in coastal areas, its northern aquifers are running dry at an alarming rate, and pollution is already intense. The opportunity seems rich: Wind power accounted for less than 4% of power generated last year; solar, barely 1%.

But vestigial energy-price controls and the powerful State Grid continue to hold back progress. Cheap capital and high state-mandated "on-grid" power prices encouraged massive investment in renewable power; wind projects ate up close to \$100 billion from 2008 to 2015. But the grid itself has little incentive to buy such pricey and unreliable electricity.

Despite some progress with State Grid over the past

Winds of Change

Share of China's total electricity production



Source: DEIC

decade—fewer completely disconnected wind farms—China still generates far more wind power than it transmits. Last year, the gap was about 50 billion kilowatt-hours, enough to power a small European country.

Coal's resilience is another big problem. Although its share of China's electric-

ity mix is declining—slowly—investment in coal power plants is rising. The problem, once again, lies with a mismatch in regulated prices. As coal prices slid 60% in 2014 and 2015, the regulated price of coal-generated power stayed level, widening generator margins and stimulating investment.

After falling 30% when coal prices were high from 2010 to 2012, annual investment in coal power has rebounded nearly 20%. Last year, it hit 117 billion yuan (\$26 billion), the highest since 2010.

China has made some real progress on tackling water pollution and raising standards for heavy polluters such as refineries, particularly in the wealthy eastern regions.

But as in the financial sector, capital continues to be directed into unproductive areas. Opportunities still exist—in nuclear power, water conservation and energy-efficient building technology, for example—but investors expecting an abundance of profitable green-power projects will be disappointed.

—Nathaniel Taplin

What can we
learn from
people who are
irrepressibly
friendly?

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REVIEW



With besieged
Americans in
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powerful book on
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THE WALL STREET JOURNAL.

Saturday/Sunday, June 3 - 4, 2017 | C1

THE CASE FOR NATIONS

The 'we' of the nation-state binds people together, builds an important legacy of social trust and blunts the sharp edges of globalization.

BY ROGER SCRUTON

THERE IS A RESPECTABLE OPINION among educated people that nations are no longer relevant. Their reasoning runs roughly as follows:

We live in an interconnected world. Globalization and the internet have created new networks of belonging and new forms of social trust, by which borders are erased and old attachments vaporized. Yes, we have seen the growth of nationalism in Europe, the Brexit vote in the U.K. and the election of the populist Donald Trump, but these are signs of reactionary sentiments that we should all have outgrown. The nation-state was useful while it lasted and gave us a handle on our social and political obligations. But it was dangerous too, when inflamed against real or imaginary enemies.

In any case, the nation-state belongs in the past, to a society in which family, job, religion and way of life stay put in a single place and are insulated against global developments. Our world is no longer like that, and we must change in step with it if we wish to belong.

The argument is a powerful one and was highly influential among those who voted in the U.K. referendum to remain in the European Union. But it overlooks the most important fact, which is that democratic politics requires a *demos*. Democracy means rule by the people and requires us to know who the people are, what unites them and how they can form a government.

Government in turn requires a "we," a prepolitical loyalty that causes neighbors who voted in opposing ways to treat each other as fellow citizens, for whom the government is not "mine" or "yours" but "ours," whether or not we approve of it. This first person plural varies in strength, from fierce attachment in wartime to casual acceptance on a Monday morning at work, but at some level, it must be assumed if we are to adopt a shared rule of law.

A country's stability is enhanced by economic growth, but it de-

Please turn to the next page

Mr. Scruton is a British writer and philosopher. His many books include, most recently, "Confessions of a Heretic" and "Fools, Frauds and Firebrands: Thinkers of the New Left."



ILLUSTRATION BY ROBERT NEUBECKER

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REVIEW



MIND & MATTER: MELVIN KONNER

The Link Between Detached Dads, Risk-Taking Girls

HOW MUCH do fathers matter to the personal development of their daughters? Scientists studying families have long suspected that domestic instability and insufficient fathering predispose girls to risky sexual behavior, but there was no hard evidence for this view.

A study published in the journal *Developmental Psychology* in May used an ingenious research design to get some answers. Danielle DelPriore and Bruce Ellis of the University of Utah, working with Gabriel Schlosser of the State University of New York at Albany, teased apart the effects of fathers within families.

They studied 101 pairs of adult sisters from families that had either remained intact or had broken up by the time the younger sister turned 14. In each family, the sisters were distant enough from each other in age—at least four years—that they would have had different experiences of their father, especially if he had separated from the family before the younger one reached maturity.

This research design made it possible to control for variables that might interfere with clear conclusions about the effects of fathering. Both sisters randomly received half their genes from the mother, half from the father, so inherited genes couldn't explain systematic differences. Sibling order could matter: As teens, younger sisters could for some reason be more risk-prone. But that was the point of including intact families. If the sisters differed in sexual risk-taking only in the disrupted families, it would be possible to zero in on how the difference arose.

The researchers used retrospective questionnaires to probe parenting and sexual experiences that the women—who were between 18 and 36 at the time of the study—recalled from high school. Sexual risk-taking included promiscuity, unprotected sex and sex while intoxicated. Older and younger sisters reported similar levels of mothering quality, whether their families were intact or disrupted.

But the most striking finding was in older sisters with a large age gap in the disrupted families. The father's behavior, for better or worse, usually affected the older sister much more than her younger sibling.

If these older sisters communicated well with their fathers and felt close to them, they experienced much more parental monitoring and hung out far less with sexually risk-prone peers. But this kind of fathering had much less effect on the younger sisters, many of whom didn't have enough contact with their father for him to make much of a difference.

These factors explained the older sisters' behavior. "The prolonged presence of a warm and engaged father can buffer girls against early, high-risk sex," Dr. DelPriore said. This doesn't mean that divorced fathers can't provide quality care. "A silver lining," she adds, "is that what dad does seems to matter more than parental separation." In other words, a divorce may be less harmful for a girl than more years with a bad dad.

The growing field of evolutionary child psychology adds interesting context to these findings. Biologists find that organisms in unstable environments grow up faster and start reproducing earlier than those in stable ones. Theoretically, in a stable environment you can take more time growing into your reproductive activities, focusing on long-term quality rather than on getting an early start. Conversely, in an unstable situation, it might "pay" (in Darwinian terms) to begin reproducing earlier, since in those girls' worlds, a good man is hard to find.

This doesn't rule out more familiar psychological explanations, but in a child's development, family instability—which, again, is something different from divorce—might provide a catalyst setting off a psychological change and risky behavior.

As Dr. DelPriore phrased the question, "What is it that dad does that shields a daughter from sexual risk?" Dr. Ellis responded: "It's all about dosage of exposure to dads; the bigger the dose, the more fathering matters—for better and for worse."

Democracy Depends on Nations

Continued from the prior page

pends far more upon this sense that we belong together and that we will stand by each other in the real emergencies. In short, it depends on a legacy of social trust. Trust of this kind depends on a common territory, resolution in the face of external threat and institutions that foster collective decisions in response to the problems of the day. It is the *sine qua non* of enduring peace and the greatest asset of any people that possesses it, as the Americans and the British have possessed it throughout the enormous changes that gave rise to the modern world.

Urban elites build trust through career moves, joint projects and cooperation across borders. Like the aristocrats of old, they often form networks without reference to national boundaries. They do not, on the whole, depend upon a particular place, a particular faith or a particular routine for their sense of membership, and in the immediate circumstances of modern life, they can adapt to globalization without too much difficulty. They will identify with transnational networks since they see those things as assets, which amplify their power.

However, even in modern conditions, this urban elite depends upon others who do not belong to it: the farmers, manufacturers, factory workers, builders, clothiers, mechanics, nurses, cleaners, cooks, police officers and soldiers for whom attachment to a place and its customs is implicit in all that they do. In a question that touches on identity, these people will very likely vote in another way from the urban elite, on whom they depend in turn for government.

We are therefore in need of an inclusive identity that will hold us together as a people. The identities of earlier times—dynasty, faith, family, tribe—were already weakening when the Enlightenment consigned them to oblivion. And the substitutes of modern times—the ideologies and "isms" of the totalitarian states—have transparently failed to provide an alternative. We need an identity that leads to citizenship, which is the relation between the state and the individual in which each is accountable to the other. That, for ordinary people, is what the nation provides.

National loyalty marginalizes loyalties of family, tribe and faith, and places before the citizens' eyes, as the focus of their patriotic feeling, not a person or a religion but a place. This place is defined by the history, culture and law through which we, the people, have claimed it as our own. The nationalist art and literature of the 19th century is characterized by the emergence of territory from behind religion, tribe and dynasty as the primary objects of love.

The national anthems of the self-identifying nations were conceived as invocations of home, in the manner of Sibelius's "Finlandia" or the unofficial national anthem of England, "Land of Hope and Glory." Even a militant anthem like "The Star-Spangled Banner" will take land and home as its motto: "the land of the free and the home of the brave." It is our home that we fight for, and our freedom is

FLAG-WAVING national teams cheer at the opening ceremony of the 2016 Olympic Games in Rio de Janeiro. At right, Angola; below, Japan; at bottom, Spain, with tennis great Rafael Nadal carrying the flag.



FROM TOP: DMITRIY KOROTAEV/KOMMERSANT/GTY IMAGES; LEON NEAL/AGENCE FRANCE PRESSE/GTY IMAGES; MICHAEL SOHN/ASSOCIATED PRESS

the freedom of self-government in the place that is ours.

Liberals warn repeatedly against populism and nationalism, suggesting that even to raise the question of national identity is to take a step away from civilization. And it is true that there are dangers here. However, we in the Anglosphere have a language with which to discuss nationality that is not tainted by the bellicose rhetoric of the 19th- and 20th-century nationalists. When we wish to summon the "we" of political identity, we do not use grand and ideologically tainted idioms, like *la patrie* or *das Vaterland*. We refer simply to the country, this spot of earth, which belongs to us because we belong to it, have loved it, lived in it, defended it and established peace and prosperity within its borders.

Patriotism involves a love of home and a preparedness to defend it; nationalism, by contrast, is an ideology, which uses national symbols to conscript the people to war. When the Abbé Sieyès declared the aims of the French Revolution, it was in the language of nationalism: "The nation is prior to everything. It is the source of everything. Its will is always legal.... The manner in which a nation exercises its will does not matter; the point is that

it does exercise it; any procedure is adequate, and its will is always the supreme law." Those inflammatory words launched France on the path to the Reign of Terror, as the "enemies of the nation" were discovered hiding behind every chair.

But those who dismiss the national idea simply because people have threatened their neighbors in its name are victims of the very narrow-mindedness that they condemn. A small dose of evolutionary psychology would remind them that human communities are primed for warfare, and that when they fight, they fight as a group. Of course they don't put it like that; the group appears in their exhortations as something transcendent and sublime—otherwise why should they fight for it? It goes by many names: the people, the king, the nation, God, even the Socialist International. But its meaning is always the same: "us" as opposed to "them."

Divide a classroom of children into those wearing red pullovers and those wearing green and then make a few significant discriminations between them. You will soon have war between the reds and the greens. Within days, there will be heroes on each side and acts of stirring self-sacrifice, maybe in the long run a red anthem and a green. Red and Green will become symbols of the virtues and sacrifices of their followers, and—like national flags—they will acquire a spiritual quality, leading some to revere a cloth of red, others to burn that cloth in an act of ritual vengeance. That is not a reason for abolishing the color red or the color green.

Given this genetic narrative, should we not concede that war in defense of the homeland is more likely than most to end in a stable compromise? When the boundaries are secure and the intruder expelled, fighting can stop. Hence, when central Europe was divided into nation-states at the Peace of Westphalia in 1648, the European people breathed a great sigh of relief. Religion, they had discovered, far outperformed nationality when it came to the body count.

In the world as it is today, the principal threat to national identity remains religion, and in particular Islam, which offers to its most ardent subscribers a complete way of life, based on submission to the will of God. Americans find it hard to understand that a religion could offer an alternative to secular government and not just a way of living within its bounds. The First

Amendment to the Constitution, they think, removed religion from the political equation.

But they forget that religions do not easily tolerate their competitors and might have to be policed from outside. That is why the First Amendment was necessary, and it is why we are fortunate that we define our membership in national rather than religious terms.

In states like Iran and Saudi Arabia, founded on religious rather than territorial obedience, freedom of conscience is a scarce and threatened asset. We, by contrast, enjoy not merely the freedom publicly to disagree with others about matters of faith and private life but also the freedom to satirize solemnity and to ridicule nonsense, including solemnity and nonsense of the religious kind. All such freedoms are precious to us, though we are losing the habit of defending them.

On the foundation of national attachment it has been possible to build a kind of civic patriotism, which acknowledges institutions and laws as shared possessions and which can extend a welcome to those who have entered the social contract from outside. You cannot immigrate into a tribe, a family or a faith, but you can immigrate into a country, provided you are prepared to obey the rules that make that country into a home. That is why the many migrants in the world today are fleeing from countries where faith, tribe or family are the principles of cohesion to the countries where nationality is the sole and sufficient step to social membership.

The "clash of civilizations," which, according to the late political scientist Samuel Huntington, is the successor to the Cold War is, in my view, no such thing. It is a conflict between two forms of membership—the national, which tolerates difference, and the religious, which does not. It is this toleration of difference that opens the way to democracy.

Ordinary patriotism comes about because people have ways of resolving their disputes, ways of getting together, ways of cooperating, ways of celebrating and worshiping that seal the bond between them without ever making that bond explicit as a doctrine. This is surely how ordinary people live, and it is at the root of all that is best in human society—namely, that we are attached to what goes on around us, grow together with it, and learn the ways of peaceful association as our ways, which are right because they are ours and because they unite us with those who came before us and those who will replace us in our turn.

Seen in that way, patriotic feelings are not just natural, they are essentially legitimizing. They call upon the sources of social affection and bestow that affection on customs that have proved their worth over time, by enabling a community to settle its disputes and achieve equilibrium in the changing circumstances of life.

All of this was expressed by the French historian and philosopher Ernest Renan in a celebrated 1882 essay, "What Is a Nation?" For Renan, a nation is not constituted by racial or religious conformity but by a "daily plebiscite," expressing the collective memory of its members and their present consent to live together. It is precisely for these reasons that national sentiments open the way to democratic politics.

It would be the height of folly to reject the "we" of nationality in favor of some global alternative or some fluctuating community in cyberspace. The task is not to surrender to globalization but to manage it, to soften its sharp edges, so that our attachments and loyalties can still guide us in exercising the thing that defines us, which is the sovereignty of the people, in a place of their own.

REVIEW

A RUSSIAN
navy destroyer
in the eastern
Mediterranean,
Jan. 21, 2016.



Vladimir Isachenkov/Associated Press

The Naval Battles Ahead

As Russia and China expand their forces, the U.S. faces growing threats at sea

BY JAMES STAVRIDIS

I SPENT THE formative years of my naval career in cruisers and destroyers during the long twilight of the Cold War. We chased Soviet submarines through the North Atlantic and dodged their intelligence ships in the South China Sea, forever playing a kind of "Hunt for Red October." The fleet of the U.S.S.R. was massive, dangerously armed and globally deployed—a worthy foe.

Those of us in the U.S. Navy felt a twinge of regret (but only a twinge) as we watched much of that fleet broken apart, mothballed or sold to other nations after the Soviet Union's collapse in the early 1990s. China was still just starting its astonishing economic rise, and its navy was little more than a coastal force. The oceans looked to be a vast American lake for decades to come.

That era has now come to an end. Today we see both Russia and China expanding dramatically in the naval sphere. The Russians are rebuilding and making shrewd strategic choices with their naval assets, while the Chinese are absorbing and deploying the latest technology—much of it stolen—to vastly improve their growing fleet.

Today's Russian navy is numerically smaller than that of the U.S., but it has invested wisely in key technologies. Their nuclear-submarine force is first-rate and growing in both size and capability. Their surveillance systems, from both space and unmanned vehicles, are ever more accurate. Their long-range cruise missiles now truly threaten our aircraft carriers.

The Russians will build 100 new ships by 2020, and they are comparable to the best of the U.S. fleet. Nearly 20 of them will go into the contested waters of the Black Sea, operating from the superb naval base that the Russians annexed in Crimea in 2014. Their operations in Syria from the Mediterranean in recent years demonstrate that they know how to use their new assets effectively.

The Russians also have begun to operate aggressively again in the maritime zones that we guarded so jealously during the Cold War: the icy waters of the North Atlantic between Greenland, Iceland and the U.K.; both coasts of the U.S., where their ballistic missiles, long-range cruise missiles and torpedoes pose a continuing threat; and in the Arctic, where we face off across the increasingly accessible Arctic Ocean.

Under Vladimir Putin, the Russians are turning the high seas into a zone of real confrontation. In international waters such as

the Black and Baltic Seas, Russian ships and aircraft play an unprofessional high-speed game of "chicken" with our destroyers and aircraft. It is only a matter of time before a miscalculation leads to a smoking ship's hull—or the downing of a high-performance jet—and a serious international incident.

For their part, the Chinese are not recovering lost naval capability but are building it up from scratch. Unlike Russia, their ambitions for now are local, as they double down on their effort to control the South and East China Seas. In both of these international bodies of water, they have made preposterous claims and reckless moves. They have declared their sovereignty over the entire South China Sea, and they harass Japanese ships and aircraft enforcing Japan's legitimate control over the Senkaku Islands (which China calls the Diaoyu Islands).

New, highly precise cruise missiles take aim at our carrier fleet.

China's claims in these waters have been emphatically rejected by our allies and friends in the region and have failed in international court. But Beijing is playing a long game for domination in East Asia, and the maritime component of their strategy is crucial.

The Chinese navy has many advantages in the relatively confined waters where it operates. It is developing a kind of hybrid war at sea, combining the use of cyberattacks, unmarked coastal military warships and ostensibly nonmilitary coast guard ships to intimidate our allies and friends. They deploy highly precise cruise missiles, operate super-quiet diesel submarines and adeptly integrate their naval forces with land-based aircraft. Their mines are sophisticated and pose a significant threat to our ships.

Should the U.S. Navy have to fight in this part of the world, mainland China itself would serve as the world's biggest aircraft carrier, putting

our own carriers at risk. A fight in Asian waters would be bloody.

Clearly, both Russia and China intend to challenge the U.S. at sea. The question is, what should we be doing about it?

Our maritime strategy must focus on two basics: sea control (dominating a defined sea space anywhere on the globe) and power projection (striking land targets from the sea to achieve geopolitical goals). Over the past few decades, we have excelled at projecting power: Think of carrier groups and Tomahawk strikes. But our capacity to control the sea—to fight other fleets in open waters or near shore—has diminished.

In the first place, we need more ships. Every serious observer believes that the U.S., with its global security and economic obligations, needs at least 350 warships and some 100 support vessels for logistics, surveillance and transport. The Trump administration has ac-

knowledged these needs, but the budget that it is has just submitted doesn't show any real growth. To paraphrase former Secretary of Defense Donald Rumsfeld, you go to war with the Navy you have, and our Navy today is inadequate.

We need to do far more with our allies and partners. NATO has hundreds of serious ocean-going ships, but our joint training programs have atrophied. In Asia, the Japanese, South Koreans, Australians, New Zealanders and others have real naval capabilities, but we need to stitch all these forces together more strategically.

We also have fallen down in funding the technologies that support maritime combat operations. We need more unmanned vehicles in the air and undersea to provide better targeting, more advanced capabilities for anti-cruise missile defenses and for cyberwarfare against our opponents' increasingly sophisticated weapons, and larger stocks of precision-guided cruise missiles.

Finally, we must remember that our ultimate strategic nuclear deterrent is based at sea, in the form of intercontinental ballistic missiles on stealthy submarines. Rebuilding that force, which is aging out, must be a national priority.

The oceans are an incredible resource for all of humankind, from protein to hydrocarbons. They provide the vital sea lanes of communication that allow the global economy to function. But they are also an arena of conflict and have proven again and again in history to be the pivot upon which big geopolitical shifts turn. We ignore our need for strength there at our peril: Sea power is at the heart of American power.

Adm. Stavridis (U.S. Navy, retired) is the dean of the Fletcher School of Law and Diplomacy at Tufts University and the former Supreme Allied Commander of NATO. This essay is adapted from his new book, "Sea Power: The History and Geopolitics of the World's Oceans," which will be published next week by Penguin Press.

WHAT IS IT LIKE TO BE NICE TO EVERYBODY?

BY JENNIFER LATSON

ELI D'ANGELO has never met anyone he didn't immediately like. Most of the conversations he strikes up with strangers begin with compliments, segue into a series of earnest questions about the person's life, health, relatives and pets, and build up to an invitation to a sleepover. They always end with a hug and often with Eli telling his new friend, "I love you."

Eighteen-year-old Eli is one of about 30,000 Americans with a genetic disorder that makes them irrepressibly friendly, indiscriminately trusting and unconditionally loving. The disorder is called Williams syndrome, and it is often referred to as the opposite of autism, or as "cocktail-party syndrome," because people who have it tend to be socially fearless and driven to engage with others.

Introverts like me tend to envy such social ease—and at first, I was shocked to hear that this was labeled a disorder, not a gift. It does come, however, with many more troubling symptoms, including intellectual disability and a number of serious health conditions, from gastrointestinal issues to a potentially deadly heart defect. (There is no single standard treatment for Williams syndrome; each symptom is treated individually.)

But living without the skepticism and suspicion that is hard-wired into the rest of us can be as dangerous as the disorder's health risks. People with Williams syndrome are uniquely susceptible to being abused or taken advantage of. They are also very often lonely: Their insatiable drive to connect ultimately pushes many people away.



The unique combination of gregariousness and guilelessness inherent in this condition exposes a paradox in Western culture: We value extroversion, but when an extreme extrovert comes barreling toward us with open arms, we shy away. It's not just warmth or openness that draws us in; these traits must be coupled with a more sophisticated sense of when to turn them on and off. People with Williams syndrome never turn them off.

In 2009, a team of researchers at the Salk Institute for Biological Studies isolated a single gene that they think may be a key factor in the Williams personality. The inelegantly named

general transcription factor III (GTF2I) gene helps to regulate the hormone oxytocin, which plays a role in social activities from parent-child bonding to romantic encounters.

Ordinarily, oxytocin is released in controlled, strategically timed doses. Without GTF2I to manage the dosing, however, the hormone floods the Williams brain at all times. Researchers have found that people with Williams have as much as three times more baseline oxytocin than normal.

There's something to be said for their unconditional love for all humankind—regardless of party affiliation, religious background

or nationality. In fact, a groundbreaking 2010 study found that people with Williams showed no signs of racial bias, making them the first group ever to demonstrate a complete lack of prejudice; other research has found that nearly everyone past the age of 3 reveals an implicit preference for his or her own ethnic group. Researchers concluded that people with Williams simply didn't have the social fear that drives most of us to distinguish between in-groups and out-groups.

I once attended a Williams syndrome convention where developmental psychologist Karen Levine spoke to a group of parents whose children had recently been diagnosed. To inject some levity into her presentation, she joked that an astounding number of people suffer from another little-known condition called TROUS: The Rest of Us syndrome. Seen from the perspective of someone with Williams, this disorder includes traits such as extreme emotional distance, pathological suspicion of strangers and a critically limited capacity for hugging.

Although I had come to accept that Williams syndrome was justifiably labeled a disorder, I was gratified to hear Dr. Levine echo my initial sense that the world would be a kinder, gentler place if people with Williams formed the majority, and the rest of us were the ones with a rare genetic abnormality.

"These people very rarely say 'I love you,'" Dr. Levine noted in describing TROUS sufferers. "They might only say it a few times a day."

Adapted from Ms. Latson's book "The Boy Who Loved Too Much," to be published on June 20 by Simon and Schuster.

REVIEW

WORD ON THE STREET: BEN ZIMMER

The History Of Bees, Spelled Out

AT THIS YEAR'S Scripps National Spelling Bee, Ananya Vinay of Fresno, Calif., won the prize by spelling such tongue-twisting obscurities as "marocain" (a dress fabric) and "gifblaar" (a poisonous African shrub). Thankfully, President Donald Trump's new coinage, "covfefe," didn't come up. But what about that simple three-letter word, "bee"?

The earliest known example of the phrase "spelling bee" comes from 1850. That year, it appeared in the New York literary magazine the Knickerbocker: "Those who have attended a 'spelling-bee'—and what reader who ever went to a district-school in the country but has attended them?—will call to mind a familiar and pleasant scene while perusing the annexed extract."

The magazine then quoted a posthumously published memoir by the English poet Robert Southey, who recalled a "grand spelling-match" at his boarding school. But "spelling bee" was a more American way of referring to such a contest. Spelling bees

Mark Twain's spelling 'epidemic.'

became more popular in the U.S. over the late 19th century—peaking in 1875, when Mark Twain observed a "spelling epidemic."

The "spelling bee" followed in the path of other "bees" in rural America—assemblages of neighbors pitching in on a particular task (sometimes with a competitive element), such as "spinning bees," "husking bees" and "quilting bees." The term dates back to colonial days: A Boston newspaper in 1769 reported on "a Spinning Match (or what is called in the country a Bee.)"

Etymologists long assumed that these get-togethers were called "bees" "in allusion to the social character of the insect," as the Oxford English Dictionary puts it. But a sociologist named George C. Homans came up with a different theory in his 1941 book "English Villagers of the Thirteenth Century." Homans noticed a striking similarity between the "bees" of his native New England and what were called "beans" or "beens" in the English countryside, likewise involving neighbors sharing in some type of labor. That in turn likely stems from the Middle English word "bene," meaning a boon or prayer.

"The dictionaries, it is true, do not give their authority to this identification; indeed they do not even discuss it as a hypothesis," Homans wrote. But lexicographers soon took notice: Mitford Mathews included the theory in his entry for "bee" in "A Dictionary of Americanisms" in 1951, and a decade later, it appeared as a possible origin for the word in Webster's Third New International Dictionary.

Not all etymologists are on board with Homans's ideas, however. Anatoly Liberman, a professor at the University of Minnesota and the author of "An Analytic Dictionary of English Etymology," told me via email that "the 'been/bene' guess strikes me as pure fantasy" and that the apian etymology "at least looks plausible."

Mr. Liberman, who is also president of the reform-minded English Spelling Society, isn't a fan of the spelling bee in its modern incarnation, in which, he says, "one is busy as a bee trying to learn the spelling of words no one knows or needs."



JASON HUSTON/RARE

WORK IN PROGRESS: EMILY BOBROW

Conservation That Works for Locals

BRETT JENKS was 24 and teaching English in Costa Rica when a couple of environmental conservationists from an American nonprofit called Rare came to him with a problem.

It was the early 1990s and eco-tourism was on the rise, but most of the local jobs were going to Westerners. Could he train Costa Ricans to work as nature guides? Mr. Jenks created a 10-week course in English and biology that soon transformed locals into personable eco-experts. This lined Costa Ricans up for well-paid tourism jobs, which helped them benefit from maintaining the country's environmental beauty.

"That's when I caught the bug," says Mr. Jenks, now 50 and the di-

rector of Rare since 2000. "There are so many problems where we can create meaningful incentives for people to preserve natural resources for future generations."

When Rare first approached Mr. Jenks, the outfit had a handful of staff and a budget of less than \$1 million. Now the Arlington, Va.-based group has become a \$25 million operation, with 170 employees and offices in Brazil, China, Colombia, Indonesia, Micronesia, Mozambique and the Philippines.

Rare has executed hundreds of campaigns in more than 55 countries to protect wildlife, preserve waterways, expand eco-tourism and push for green regulation. Most of its work involves getting

farmers and fishermen in environmentally rich, economically poor areas to see the value in behaving sustainably.

Rare's mission was land-based until around five years ago, when they turned their attention to fisheries. "We have fished out a lot of the ocean," says Mr. Jenks. "If you measured fisheries like a tank of gas, it would be fair to say we're at a quarter tank."

Most people blame big commercial fleets, but Mr. Jenks says that small-scale fishers, many of them in motorless boats, pose at least as great a threat. "When there are tens of millions of them along the coastline, where most of the world's marine biodiversity is, they can and have done a lot of damage." The fact that these small-scale fishermen provide food for about a billion of the world's poorest people makes their fate—and the fate of their stocks—all the more urgent.

Changing the behavior of millions of poor coastal fishermen isn't easy. But Rare's Fish Forever

comes a natural annuity," says Mr. Jenks. Rare's analysis shows the fish stocks in pilot zones rising 47% in two years.

Rare is now using this approach in 90 of the country's 800 coastal municipalities. It is also in talks with the Philippine government and several international development banks to figure out how to scale this solution nationally and perhaps globally.

In the world of conservation, good news is rare. "Being an environmentalist means the victories are few and far between," Mr. Jenks says. That is why he pushes Rare's staff to concentrate on what's working—what he calls "a mind-set of solutionology."

He is quick to rattle off Rare's achievements, which include protecting the once critically endangered St. Lucian parrot in the Caribbean and convincing farmers in China to grow cotton organically. "It's not just hope driving us," Mr. Jenks says. "We have ample evidence that this approach is working."

WE ALL KNOW what it's like to edit text on a computer: We move words around, delete some and add others, and end up with a finished product that reads consistently, with no sign of the fixes and changes.

New software developed by researchers at Princeton University and Adobe Systems makes the same sort of editing possible with voice recordings. Computers can already read text aloud, of course. But in this case, the software, known as VoCo, allows users to insert words into a recording of a person speaking and have those words spoken seamlessly—or close enough to fool most people.

Doing this sort of thing without VoCo can require painstaking work and some training. Doing it with VoCo is so easy that it has raised concerns about the dangers of doctored recordings, just as we worry now about digitally altered photographs.

At a demonstration last year, Princeton graduate student Zeyu Jin, who is also an intern at Adobe, altered a recording to tease the co-

median Jordan Peele, one of the onstage hosts for the Adobe event, who also wrote and directed the hit 2017 film "Get Out." Mr. Jin played a recording of Mr. Peele's partner in comedy, Keegan-Michael Key, saying, "I kissed my dogs and my wife." Mr. Jin first made several simple changes, transposing "wife" and "dogs," for example. Then, to much amusement, he altered the recording further to say, "I kissed Jordan three times." The new version sounded natural. "You a demon," said Mr. Peele.

Mr. Jin and Adam Finkelstein, a computer scientist at Princeton, co-wrote a forthcoming paper on the research with colleagues from Adobe. At the presentation, Mr. Peele wondered aloud what would happen if this technology gets into the wrong hands." Mr. Jin answered that a kind of audio watermark could be developed to label a recording as altered.

Dr. Finkelstein said later that, based on his experience, this will likely develop into "a kind of 'arms race'" against those who would undo such watermarks. On the other hand, the world has survived Adobe's Photoshop. "Today," said Dr. Finkelstein, "we judge photos with a little more skepticism."

A spokeswoman for Adobe noted that "professionals have been able to convincingly alter audio for many years." The company also said VoCo "may or may not be released as a product or product feature."

VoCo, part of a wave of research into getting computers to speak like humans, works a bit like a word processor. On screen you see a visual representation of a sound segment, and below that a tran-

script of the corresponding words. You can edit those words in familiar fashion, moving them around, deleting and adding a word or two as desired.

VoCo synthesizes new words in the recorded voice by assembling snippets of partial word sounds from elsewhere in the recording. To do this, it needs about 20 minutes of a person's speech to draw upon. If the software's performance on autopilot isn't good enough, it can offer a choice of intonations for any change.

For now, VoCo can only do short phrases, but Dr. Finkelstein says that it might eventually give speaking voices back to people who have lost the ability to speak, if they can still use a computer. More fancifully, it might someday let anyone have a digital assistant who speaks in the voice of Humphrey Bogart or Marilyn Monroe.

"VoCo: Text-based Insertion and Replacement in Audio Narration," Zeyu Jin, Gautham J. Mysore, Stephen Diverdi, Jingwan Lu and Adam Finkelstein, ACM Transactions on Graphics (July 2017)

PHOTO OF THE WEEK



RUNGROJ YONGRIT/EUROPEAN PRESSPHOTO AGENCY

Swim Trunks
An 8-year-old elephant swims with her Thai companion in a glass-panel pool at Khao Kheow Open Zoo, about 70 miles southeast of Bangkok.

Answers
To the News Quiz on page C13

1.B, 2.A, 3.A, 4.C, 5.C,
6.C, 7.B, 8.D, 9.D

BOOKS

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* * *

Saturday/Sunday, June 3 - 4, 2017 | C5

The Bloody Pivot

Twenty-four days of nonstop urban battle that turned the tables in Vietnam

Hué 1968

By Mark Bowden

Atlantic Monthly Press, 594 pages, \$30

BY KARL MARLANTES

MARK BOWDEN'S ACCOUNT of the Battle of Hué—"the bloodiest of the Vietnam War, and a turning point not just in that conflict, but in American history"—is an extraordinary feat of journalism.

Like all battle histories, it concerns military units, their movements and casualties. Like the best of such histories, it makes brilliant use of contemporary records and of previously untapped archives. It tells the story from the points of view of American and Vietnamese politicians and generals as well as the battle's participants and civilian witnesses. "Hué 1968" is expertly researched military history, but, as Mr. Bowden writes in his source notes, it is "mostly the work of a journalist," the result of four years of travel, investigation and, above all else, interviews with those who were there. In this last element—the first-person, human element—it's a battle history alone in its class.

"Hué 1968" doesn't expound either side's purported ideals or assumptions, nor does it deal in foreign-policy generalities like the domino theory. It deals instead with these generalities' consequences in a battle that can stand as an epitome of the entire war. Those consequences were, and remain, myriad and complex. One reason I call this book an extraordinary feat of journalism is that Mr. Bowden makes events vivid and easy to understand for a reader with no military experience and only limited knowledge of the Vietnam War. The results are in every way worthy of the author of "Black Hawk Down" (1999), Mr. Bowden's meticulously reported account of the Battle of Mogadishu.

The Battle of Hué began during the pre-dawn hours of Jan. 31, 1968, the first day of the Lunar New Year, known in Vietnam as Tet. Hué (pronounced "Hway") was Vietnam's capital from 1802 to 1945; in 1968, it was the South's third-largest city and the largest near the demilitarized zone dividing the communist North and the American-supported South.



FOG OF WAR Two U.S. soldiers near the cloud from a yellow smoke grenade, Hué, February 1968.

By mid-1967, the government in Hanoi had begun planning its so-called Tet Offensive, a coordinated series of surprise attacks on the South by the National Liberation Front, a coalition force comprising members of the North Vietnamese Army and the Viet Cong, the South's anti-government guerrilla group. The taking of Hué was the Tet Offensive's chief objective, a bold move that Hanoi hoped would win the war.

The Front's infiltration of Hué began at 2:30 a.m., when 10,000 troops simultaneously descended from hidden camps to overrun the city of 140,000. By sunrise the Front "had achieved complete surprise," writes Mr. Bowden, "taking all of Hué save for two embattled compounds, one an Army of the Republic of Vietnam (ARVN) base in the city's north, and the other a small post for American military advisers in its south. Both

had no more than a few hundred men, and were surrounded and in danger of being overrun."

Some 20,000 combatants; 10,000-plus fatalities; 80% of the old capital damaged or destroyed.

"It would require twenty-four days of terrible fighting to take the city back," Mr. Bowden continues. When the battle ended, on Feb. 25, Hué lay in ruins. An estimated 5,800 civilians were killed by American and Front fire. An additional 300 to 2,800 were murdered by Front executioners. The lower number is the official figure from today's Socialist Republic of Vietnam; the higher is based on a count of

mass gravesites made immediately after the battle by Douglas Pike, an American foreign-service officer.

Two hundred and fifty U.S. Marines and soldiers were killed at Hué and 1,554 wounded. Four hundred and fifty-eight South Vietnamese (ARVN) soldiers were killed and an estimated 2,700 wounded. Front losses are estimated from 2,400 to 5,000, depending on which side you ask. As Mr. Bowden writes, both sides were "known to lie about such numbers."

"When you add the numbers of combatants killed to estimates of civilian deaths," Mr. Bowden concludes, "the final toll of the Battle of Hué numbers well over ten thousand." After Hué, "debate concerning the war in the United States was never again about winning, only about how to leave. And never again would Americans fully trust their leaders."

Mr. Bowden conducted interviews

with scores of survivors of Hué. According to his source notes, the American subjects numbered 112; the Vietnamese subjects, interviewed with the help of three native-speaking translators, numbered 42. Mr. Bowden treats both sides with impeccable fairness and shows the bravery and cruelty of each. There is no "enemy side," no sinister force of the kind that lesser journalists and historians sometimes use like the antagonist in a novel to hold the reader's attention.

If there is an antagonist in "Hué 1968," it is arrogant leadership: generals and politicians blindly issuing orders from their offices in Hanoi, Saigon, Washington and other positions of safety. For me it brought back many memories, most of them angry, of my time as a Marine in Vietnam. I remember one night a fellow lieutenant radioing from a jungle hilltop on

Please turn to page C6

A Most Successful Failure

Paradise Lost

By David S. Brown

Harvard, 397 pages, \$29.95

BY JOSEPH EPSTEIN

'THE TRUE PARADESES,' wrote Proust, "are the parades that we have lost." F. Scott Fitzgerald would have enthusiastically seconded the motion. In his short life (1896-1940), Fitzgerald had come rather to specialize in lost parades. His first novel, published when he was 23, was "This Side of Paradise." The first major biography of Fitzgerald, written by Arthur Mizener, was titled

The gaudy opulence of the 1920s, Fitzgerald's fiction suggests, wore down ideals and weakened character.

"The Far Side of Paradise." Now David S. Brown, a historian by training and trade, has written "Paradise Lost," an excellent study of Fitzgerald that summarizes past scholarship on the novelist and sets out the argument that, in his fiction, he was both a moralist and a social critic working the same vein as Thorstein Veblen, Randolph Bourne and H.L. Mencken—that he was, in other words, a chronicler of the depredations of capitalism gone haywire on American life. Mr. Brown argues that Fitzgerald also joined "Freud, Conrad, Adams, Spengler, [Frederick Jackson] Turner, and Eliot in trying to make sense of the modern age."

F. Scott Fitzgerald is perhaps best known as the chief representative, if

not the leading exemplar, of the Jazz Age, that period in American life between the end of World War I and the onset of the Depression in 1929. The tendency has been to think of him as a romantic, a bit of a snob, and a boozier. He was all three, of course, but he was also much more—a vastly talented writer with a gift for imbuing what he wrote with a charm that, when he was at his best, seemed quite magical. His specialty was endowing the wishes and dreams of his characters with an aura of poetry.

The critic Edmund Wilson, Fitzgerald's friend at Princeton, did him no service when, as early as 1922, he wrote that Fitzgerald had "been given imagination without intellectual control of it . . . the desire for beauty without an aesthetic ideal and . . . a gift for expression without very many ideas to express." Wilson did concede that, for all his faults, Fitzgerald's fiction "does not commit the unpardonable sin: it does not fail to live." (The same cannot be said of Wilson's own attempts at fiction, "I Thought of Daisy" and "Memoirs of Hecate County.") That much of Fitzgerald's fiction continues to live, now nearly a century after he wrote it, guarantees his place in American literature, the Nathaniel Hawthorne, as Mr. Brown nicely proposes, of the 20th century.

"I didn't have the two top things:

great animal magnetism or money," Fitzgerald wrote. "I had the two second things, though: good looks and intelligence." Neither of the latter conduced to grant him his two youthful wishes, which were to play football for Princeton and to prove his courage in World War I. Nature denied him the physique for the first

the wishes of those whom they would destroy.

Fitzgerald wrote about his own youthful triumph with his novel "This Side of Paradise" (1920) and about what a mixed blessing it was. "The compensation of a very early success is a conviction that life is a romantic matter," he noted in "The Crack-Up" (1936), adding that in his case early success meant "the fulfilled future and the wistful past were mingled in a single gorgeous moment—when life was literally a dream."

Whatever its joys, an early success does not supply the best training for the harder days ahead in later life.

As for winning the Southern belle, Zelda Sayre, of Montgomery, Ala., she agreed to marry Fitzgerald only if he could make money from his writing; after his first novel was accepted and proved a commercial success, they married. A writer with more than a proclivity for dissipation and a strong case of Irish flu (also known as alcoholism), Fitzgerald could not have found a worse partner than Zelda. She suffered her first breakdown in 1930 and, though thought neurasthenic, was evidently what is now labeled bipolar.

Mr. Brown devotes several judicious pages to the toll that the Fitzgerald marriage, with its infidelities and rivalrousness, took on both parties. "What is our marriage anyway?" Zelda wrote to Scott. "It has been nothing but a long battle ever

since I can remember." Fitzgerald told a friend that "I don't know whether Zelda and I are real or whether we are characters in one of my novels." Poor Zelda, in and out of sanitariums, lived on eight years after her husband, only to die of asphyxiation in a fire.

Mr. Brown's book is a useful corrective to the figure of F. Scott Fitzgerald as a hopeless drunk and unrestrained reveler—diving into the fountain at the Plaza and all that—which has been vastly overdone. Fitzgerald had, after all, published three novels before he was 30. He was never less than stalwart in fulfilling his duty. He worked hard to pay off his wife's costly medical bills and sent their daughter, Scottie, to the best private schools. In the middle 1930s, he set aside his artistic plans to work in Hollywood for the kind of money that allowed him to close the books on his debts.

Weak, wavering though Fitzgerald often was, strong character was one of his ideals. "He believed in character," he wrote about Charlie Wales, the hero of his story "Babylon Revisited." "He wanted to jump back a whole generation and trust in character again as the eternally valuable element. Everything wore out." A central aspect of the novelist's criticism of the 1920s, in which he came to full maturity, is that its gaudy opulence took its toll on character.

Fitzgerald also believed in his art, at which he worked with the ardor of the true professional. In his introduction to "The Stories of F. Scott Fitzgerald" (1951), Malcolm Cowley recounts the multiple revisions that Fitzgerald put his novel "Tender Is the Night" through, discarding great chunks of it as he went along. He kept notebooks in which he recorded observations, descriptions and over-



BEAUTIFUL AND DAMNED F. Scott Fitzgerald in 1935.

GRANGER COLLECTION

(he was 5-foot-6 and weighed 130 pounds); history denied him the second (soon after he received his commission, the war ended). A second set of wishes—success as a young novelist and marriage to a beautiful and ebullient Southern girl—did come true, though this seems to be a case of the gods first acceding to

Please turn to page C7

BOOKS

'Where do we come from? What are we? Where are we going?' —Paul Gauguin

The Birth of Wisdom

The Seeds of Life

By Edward Dolnick

Basic, 309 pages, \$28

BY LAURA J. SNYDER

ON AN AUTUMN NIGHT in 1677, a Dutch civil servant named Antoni van Leeuwenhoek rose from his bed immediately after intercourse with his wife. He rushed to his study, lit a candle and examined a drop of his semen with his microscope. In shock he watched as tiny eels darted this way and that.

Leeuwenhoek was the first to realize that these "little animals"—sperm—existed in the semen of healthy men and were a crucial part of reproduction. But it would be almost 200 years before anyone could answer that most fundamental question: How are babies made? Edward Dolnick, former chief science writer of the Boston Globe, recounts the history of the search for an answer in his entertaining book "The Seeds of Life."

The ancients had wondered about reproduction, of course. Aristotle opened up fertilized chicken eggs at intervals to observe the development of the embryo and mused that human embryos underwent the same kind of transformation. He believed that a human baby was initially formed from the man's semen being "curdled" by the woman's menstrual blood, "the same way," he asserted, "as rennet acts upon milk" to form cheese.

In the early 1500s men began to seek a more accurate understanding of the human body by looking inside it. Mr. Dolnick lingers over the gory details of these autopsies, the slip and the stink of blood. But there are moments of loveliness too, as when he draws a connection between Leonardo da Vinci's dissections of the human body and his portraits. "At the same time he was painting the Mona Lisa," we learn, "Leonardo was cutting open the faces of corpses and dissecting the muscles of the mouth and lips, to sort out the secrets of the smile."

This was the opening salvo of the Scientific Revolution. Before long other scientists and artists were also rejecting ancient teachings and starting to study and draw what they saw with their own eyes.

By the middle of the 1600s the English physician William Harvey, who discovered that the heart is a pump circulating blood around the body, was arguing that all mammals, including humans, came from eggs inside the mother. "Ex ovo omnia," became his motto: "Everything comes from the egg." But what he had seen



SEMINAL STUDY Frog and rabbit spermatazoa as drawn by Antoni van Leeuwenhoek in 1678.

during his dissections were not eggs, only small clusters of cells making up early-stage embryos in the uterus.

In 1672, Regnier de Graaf, a Dutch physician, sliced open rabbits at increasing intervals after copulation. He used a microscope to watch as the eggs burst out of the ovary; soon afterward, tiny embryos appeared in the uterus. Yet de Graaf, like Harvey, erred in thinking that he had seen eggs. What he had observed were the ruptured follicles out of which eggs emerge, now called "Graafian follicles." Another Dutchman, Jan Swammerdam, claimed the credit for first seeing human eggs during the dissection of a woman.

Once Leeuwenhoek saw sperm, he was convinced that eggs played no role in conception. Instead, he believed the sperm burrowed into the uterus and grew into babies—just as apple seeds placed in the ground sprouted into trees. This claim sparked a long-running controversy between those who believed embryos arose from eggs (the "ovists") and those who thought they came from sperm (the "spermists").

In one notable experiment of the 1770s, an Italian priest named Lazzaro Spallanzani made tiny pants for male frogs that would prevent their semen from reaching the female's eggs, which she deposits outside her body

during mating. Eggs from females who had mated with the pants-clad males never developed into frogs, proving that eggs alone were not enough for reproduction: Semen was

It wasn't until recently—the late 1800s—that we knew for sure where babies come from.

required as well. Two later researchers further showed that the crucial element in semen was the sperm.

The advent of cell theory finally brought the egg-sperm dispute to a close. By the mid-1800s scientists had realized that all plants and animals are formed of cells and that all cells come from other cells. If sperm and egg were cells, then they could be seen as equally important building blocks of new life. It was not egg or sperm, but both.

Observational confirmation of this joint contribution came in 1875, nearly 200 years after Leeuwenhoek. Zoologist Oscar Hertwig was studying sea-urchin eggs fished up from the Bay of Naples. He placed one of the transparent eggs under his microscope, where its nucleus was clearly

visible. Poking a drop of sea-urchin semen near the egg, he watched as a tiny sperm cell pushed itself inside and wriggled toward the nucleus. "Suddenly," Mr. Dolnick writes, "the two nuclei were in contact, and then—before Hertwig's eyes—the two nuclei fused into one."

Mr. Dolnick's wide-ranging book sometimes reads like a salmagundi of facts and anecdotes about anything related to where babies come from—ancient fertility concoctions and abortifacients, myths, folklore and science. But it's also an engaging and exuberant tour through centuries of thought about reproduction.

It turned out that knowing about the fusing of egg and sperm was only the first piece in the puzzle. The final mystery could not be solved until genes, chromosomes and DNA were discovered. "It wasn't just the machinery in the cell that was passed along when a cell divided," Mr. Dolnick reflects, "but instructions for constructing a whole array of new machines." Biologists are still trying to fully decipher the instruction manual.

Ms. Snyder is the author, most recently, of "Eye of the Beholder: Johannes Vermeer, Antoni van Leeuwenhoek, and the Reinvention of Seeing."

SCIENCE FICTION: TOM SHIPPEY

Mama's Little Secret

KIT REED'S novel

"Mormama" (Tor,

284 pages, \$25.99)

is classic Southern

Gothic. Think Faulkner

with ghosts. It's even told like Faulkner, with a dozen members of an enormous family taking turns, from Mormama down to her great-great-grandson Theo. Every one

has a secret to hide, a grudge to work off, a sin to repent or to rejoice in.

Mormama's grudge started with what her son-in-law said when she moved in: "Children, this is your Mormama. One more Mama than we need." Her daughter Manette's secret

William Faulkner's Yoknapatawpha County by way of Mervyn Peake's 'Gormenghast.'

is what happened to her brother Billy while the maid was distracted. He fell. But did he? Sister Leah's sin is that she did something with that nice Lawrence boy that ladies don't do.

Why doesn't anybody with a lick of sense just run away? It's the giant house that holds them, full of creaky furniture and unworn ball dresses, a kind of monument to the past. Changing anything is sacrilege, questioning anything is blasphemy. And anyone who tries to run for it, like great-aunt Ivy—they end up crippled, eternally dependent on their sister-jailors.

Theo thinks the house is haunted by his Mormama, but really it's the house that's haunting them, imprisoning souls in its decaying structure. In particular, in the cellar, where a man who has lost his memory hides out. Maybe he has the clue to it all, on the USB drive that he can't read.

If Faulkner is one parallel, another is Mervyn Peake's "Gormenghast." A third is Henry James's novel "The Spoils of Poynton." The difference is that Henry James takes the value of the unbelievably tastefully furnished house at Poynton as a given, potentially worth any sacrifice in terms of life, love or personality, and Kit Reed doesn't. She thinks that if you can't say "goodbye to all that," you're trapped.

How do you exorcise an entire house? There is a way. But it's even more severe than the fire that consumed Poynton. "Mormama" isn't just scary and atmospheric; it's also wise, reflective, acquainted with grief, deep in human understanding.

The Bloody Pivot of the Vietnam War

Continued from page C5

the Laotian border to battalion headquarters, over 20 kilometers away, saying that he'd sighted a convoy of trucks. The battalion commander radioed back that it was impossible: There were no trucks anywhere near him. There was a long pause in transmission. Then, in a very slow Texas drawl, the lieutenant said: "Be advised. I am where I am and you are where you are. Where I am, I see god-damned trucks."

Every reader of this book will likely experience similar flashes of anger. In the first days of the Battle of Hué, the U.S. high command would not believe reports from the CIA, or from those already in contact, that a large force of North Vietnamese and Viet Cong had overwhelmed the city. Two companies, little more than 300 Marines, were ordered to attack 10,000 Front soldiers. These Marines took enormous casualties. When the grunts radioed that they couldn't achieve their objectives, they were disparaged for timidity and even cowardice. They were refused air, naval and artillery support for fear of the public-relations backlash should the U.S. damage any of Hué's historic buildings. The South and North Vietnamese had no such compunctions.

Day after day, the U.S. high command fed in small units against impossible odds, increasing the casualties and lengthening the battle. Finally, inundated by evidence from grunts and reporters, they changed their views. They brought in the entire 1st Marine Regiment and part of the 1st Air Cavalry Division, along with aircraft and supporting arms. Going in hard at the start would have avoided the much worse end result. Hué was flattened. Eighty percent

of its buildings were destroyed or damaged.

Mr. Bowden describes how North Vietnamese and Viet Cong soldiers were likewise abused by their superiors. They were ordered to hold untenable positions; to help with the execution of civilians by political commissars; to fight for weeks after it was clear that nothing could be gained, except to keep a North Vietnamese flag flying over the Citadel, the 19th-century fort within the city.

Hanoi used the image of this flag to mislead the world that the North Vietnamese had taken the city and defeated the Americans.

Among those who told their stories to Mr. Bowden are Nguyen Dac Xuan, a Buddhist poet who in 1968 was a propagandist for the Front; Che Thi Mung and Hoang Thi No, teenage girls and charismatic leaders of the Viet Cong; Marine Capt. Chuck Meadows, commander of Golf Company 2/5, who was ordered to lead a futile, under-manned attack on the Citadel; Maj. Bob Thompson, the Marine who with his battalion, 1/5, at last retook the Citadel; and the dedicatee of this book, Gene Roberts of the New York Times, whose reports from Hué were the first and among the best.

Through the words and actions of hundreds of such people, and

through his scrupulous day-by-day reconstruction of this battle, Mr. Bowden encapsulates the essential lessons of the Vietnam War, lessons that we seemingly forgot when conducting our wars in Afghanistan and Iraq, lessons we need to go over now so that we never forget them again. I, like many Vietnam veterans, have a skeptical view of foreign military interventions. I'm not antiwar; after

all, I'm a Marine. I'm just against stupid wars. In recent years, the prudence we learned from our involvement in Indochina has been widely derided as "Vietnam syndrome." If by Vietnam syndrome we mean the belief that the U.S. should never again engage in (a) military interventions in foreign civil wars without clear objectives and a clear exit strategy, (b) "nation building" in countries about whose history and culture we are ignorant, and (c) sacrificing our

children when our lives, way of life, or "government of, by, and for the people" are not directly threatened, then we should never get over Vietnam syndrome. It's not an illness; it's a vaccination. And Mr. Bowden's book is a powerful booster shot.

"Hué 1968" is also an exploration of what is common to all wars: humankind's capacity for violence, cruelty, self-sacrifice, bravery, cowardice and love. Mr. Bowden undertakes

this task with the talent and sensibility of a master journalist who is also a humanist and an honest man.

To make sense of a complicated battle, a journalist must narrate from an omniscient point of view, which can lack emotion and color. Many journalists resort to varying degrees of dishonesty to help along their narratives: "General Smith awoke on the morning of battle to the smell of brewing coffee. Outside his tent, a nightingale sang." Mr. Bowden never slips into fiction. He records only what has been reported to him. He doesn't imagine what someone might have seen. That's what novelists do. Still, the book is full of emotion and color.

Mr. Bowden also covers those who covered the battle. This is important, because journalists helped break down the blindness of the American high command to the facts on the ground,

changing their tactics. It was reporting by newsmen—including CBS's Walter Cronkite, who flew in to see the battle—that changed America's view of the entire war. Upon returning to New York, Cronkite made his famous televised remarks: "It is increasingly clear to this reporter that the only rational way out then will be to negotiate, not as victors, but as an honorable people." "Hué 1968" is about a turning point in American history.

I urged several friends as well as my wife's book club to read this book. I now recommend it to the readers of this newspaper. You need to know about this battle because you are citizens of this republic, because you can vote, and because some of you influence or make policy. Governments and militaries are run by readers like you. Though stupidity and arrogance will always be with us, it is reasonable to hope that the more people who read and learn from books such as "Hué 1968," the more will lend their weight in the war against folly.

More generally, because you are part of humanity, you need to know the heights and depths that humanity can reach and that each of us can reach individually. To understand what it is to be human, you must understand war, which is unique to our species. In "Hué 1968," we read about humanity placed in a crucible, out of which comes both refined steel and slag. Here the best and worst of human behavior is exposed in glaring light.

You will find the reading gripping.

Mr. Marlantes, a recipient of the Navy Cross, is the author of "Matterhorn: A Novel of the Vietnam War" and "What It Is Like to Go to War."



TET OFFENSIVE Viet Cong troops storming the Hué Citadel.

BOOKS

'Whoopie ti yi yo, git along little dogies, / It's your misfortune, and none of my own.' —Old trail song

From Open Range to Closed Frontier

Cattle Kingdom

By Christopher Knowlton

Houghton Mifflin Harcourt, 426 pages, \$29

BY STEPHEN HARRIGAN

I WISH THAT I had never heard of a horned beast." So concluded the Earl of Rosslyn, a British investor in the 19th-century American cattle boom. He isn't a major character in Christopher Knowlton's lively and sweeping chronicle, but his disappointed summation leaps out of its pages with a familiar echo. In other eras, the earl might have wished that he had never heard of tulips, or dot-coms, or credit default swaps.

"Cattle Kingdom: The Hidden History of the Cowboy West" touches the bases you might expect from its title, and Mr. Knowlton writes well about all the usual fun stuff: trail drives, rambunctious cow towns, gunfights and range wars. What makes it a "hidden history" is the way it enlists all these tropes in support of an intriguing thesis: that the romance of the Old West arose upon the swelling surface of a giant economic bubble.

The author's most obvious debt is to Walter Prescott Webb, whose 1931 classic, "The Great Plains," described the all-conquering technology—six-shooters, barbed wire, windmills—that carried white civilization west into what used to be known as the Great American Desert. Mr. Knowlton graciously acknowledges this debt by way of an epigraph quoting Webb: "To be a cowboy was adventure; to be a ranchman was to be a king."

But "Cattle Kingdom" is "The Great Plains" by way of "The Big Short." It tracks how the startlingly swift and near-complete extermination of the buffalo by hide-hunters in the 1870s resulted in the equally swift introduction of a grass-munching replacement: longhorn cattle, derived from the stock of Spanish conquistadors, that were driven north from Texas to satisfy a national demand for beef and sparked the brief golden age of the open range.

It was a sudden boom fueled by a frenzy of speculation, notably among 20-something American aristocrats and their landed, restless soulmates in the United Kingdom and Europe—all of them confidently expecting a reputed 33% return on their investment and eager to forge a bracing new identity in the rugged West.

"It was here the romance of my life began," Mr. Knowlton quotes the young Theodore Roosevelt saying of his ranching days in the Dakota Territory. For a book like "Cattle Kingdom," which tells its story in large part through interlocking character portraits, Roosevelt is unavoidable and irresistible. His health was low and, after losing his wife and mother on the same day, his spirit was shattered when he took a break from politics and followed his friends from the Harvard Porcellian Club west in 1884. He arrived with a bespoke buckskin suit, a custom-made



GETTY IMAGES

bowie knife from Tiffany & Co. and a vocabulary that included such uncowboy expressions as "Hasten forward there." But after punching out a belligerent cowboy in a bar fight and daringly apprehending a gang of thieves, he was soon generally considered, to quote one of his Dakota friends, as "a fearless bugger."

Roosevelt's Badlands saga has been sung in multiple biographies. Less familiar are some of the other characters Mr. Knowlton deploys, like the blue-blooded Owen Wister (future author of "The Virginian") or the unlikely French cattle baron (with "hooded, haughty eyes" and a waxed mustache) known as the Marquis de Morès. Perhaps most memorable is the British aristocrat and exquisitely hapless entrepreneur Moreton Frewen, aka "Mortal Ruin." Frewen, who would become the uncle by marriage of Winston Churchill, impulsively decided that the outcome of a horse race would determine whether he

should go to Ireland to become Master of the Kilkenny Hounds or cross the Atlantic to reinvent himself as an American cattle rancher. After his horse lost, he followed through and set sail, displaying such mismanagement and enduring such misfortune as a cattle baron that he went on to earn inclusion in a book titled "Studies in Sublime Failure."

The bubble that he and Roosevelt and the marquis bought into with such elan began to burst around 1884 with declining beef prices, rising freight charges, and more and more cattle competing for the grass of the open range. Then there was the killing blow, the apocalyptic, blizzardy winter of 1886-87, known as the Big Die-Up. Roosevelt's losses were representative—more than half of his herd perished. The Big Die-Up led not just to financial ruin among the cattle barons but, for the elite members of groups like the Wyoming Stock Growers Association, to

homicidal desperation. One of the best chapters in "Cattle Kingdom" is its harrowing summary of the Johnson County War, sparked when the open-range gentry rose up to form a vigilante army to kill encroaching settlers and assassinate local sheriffs.

The kingdom they were protecting with such ferocity had been a short-lived but splendid one. There was so much of what Moreton Frewen called "dear vulgar money" in Cheyenne, Wyo., for instance, that according to Mr. Knowlton it had the highest median per capita income of any city in the world. "It wasn't long before Cheyenne...had become one of those haunts of the wealthy," he writes, "like Florence or Capri in Italy, Heiligendamm on the Baltic Sea, Nice on the French Riviera, or the hill stations of India, where the nineteenth-century idle rich freely indulged in their privileged lifestyle." Mr. Knowlton notes that, in the 1880s, Cheyenne cattlemen "were dressing for dinner in black tie, smoking Cuban cigars, and quaffing French champagne and grand cru vintages."

The days when cattle ranchers dressed for dinner in black tie are long gone, but in the author's opinion the cattle kingdom represents more than a cultural legacy. It was the all-purpose incubator of modern America. The slaughterhouse automation that was invented to kill and process cattle led to the development of the assembly line and mass manufacturing. The joint-stock companies set up by English and Scottish investors in American beef paved the way for the hedge funds of today. Teddy Roosevelt's experiences and the insights he gained in the West were crucial to the rise of the conser-

The Old West's
'Beef Boom' lasted barely
25 years, but it gave us the
cowboy forever.

vation movement. The search by an epidemiologist named Theobald Smith for the origins of the cattle disease known as Texas fever opened up new horizons in medicine.

The author drives this argument to the brink of exhaustion when, pondering our fascination with the figure of the cowboy, he posits "that a direct link connects vigilante justice on the open range and U.S. involvement in Vietnam, or Iraq, or most recently our vigilante-like drone strikes in Pakistan and elsewhere." I sometimes wished that Mr. Knowlton hadn't felt the need to think quite so hard, especially since his book otherwise coasts along just fine on the strength of his curiosity and storytelling ease.

And his empathy. He pauses to shed a tear not just for bankrupt land barons and bushwhacked settlers but for the real central players in the cattle-kingdom story: the cattle themselves. They sure had a hard journey on their way to a plate at Delmonico's steakhouse—harried forward for thousands of freezing or parched miles, crowded into stock cars, bludgeoned to death by two-pointed hammers in Chicago slaughterhouses. The starving cattle that managed to survive the snows of the Big Die-Up "smashed their heads through the glass windows of ranch houses or tried to push through the doors; in their frantic hunger they ate the tarpaper off the sides of farm buildings." Mr. Knowlton resists the temptation to chastise the past about animal rights from our supposedly more enlightened century, but he steadily, sneakily reminds us that, even as the cattle bubble was bursting and the shareholders were being thrown into ruin, it was their four-footed commodity that did the real suffering.

Mr. Harrigan is the author, most recently, of the novel "A Friend of Mr. Lincoln." He is at work on a history of Texas.

The Life of F. Scott Fitzgerald

Continued from page C5

heard bits of conversation that might one day be useful for his fiction. His artistic ideal was Joseph Conrad, and he aspired to be the American Conrad. He was more cavalier with his short stories, claiming that a moderate-length story shouldn't take more than a day to write, a lengthier one three days. He published many of his stories in the Saturday Evening Post, where the fees were impressively high. Between 1920 and 1937, Mr. Brown reports, he published 65 stories there.

The regnant American figures of the 1920s were its songwriters: Cole Porter, the Gershwins, Irving Berlin, Jerome Kern, Rodgers and Hart. Fitzgerald thought he might well have become a songwriter himself, "but I guess I am too much a moralist at heart and really want to preach at people in some acceptable form, rather than to entertain them." He was able to get away with his preaching only because he could do so in his fiction subtly, charmingly, and, yes, entertainingly. What Fitzgerald preached was, as Mr. Brown puts it, the "ongoing saga—the one about the man, the generation, and the country that had fallen short." Notes harking back to a better time play throughout his fiction. One recalls here Nick Carraway's admiration for his father in "The Great Gatsby."

What ties these fictional heroes together is that all are failures. Fitzgerald, as is well known, died thinking himself a failure. (His writing was out of fashion, and his final royalty check, as Mr. Brown notes, for the humiliating sum of \$13.13.) Yet Fitzgerald had a way, in his writing, of making failure seem not only fascinating but noble. All his heroes,

like their author, were romantic dreamers: Gatsby's dream was to recapture the past, Dick Diver's to bring the luster of charm to everyone he loved and befriended, Monroe Stahr's to make art in a Hollywood world where it was held in contempt. Each is doomed to failure; each in his own way is admirable. Success would only have robbed them of their allure.

The background to Fitzgerald's fiction, Mr. Brown avers, is "social breakdown." By this he means that "the collapse of once dominant classes, values, and taboos had given

his work an immediacy that worked on two levels, most obviously as ruminations on topical issues and, more important, as deeper meditations on historical change." This gives Fitzgerald's best fiction a weight, a gravity, that it might otherwise not possess. "In Fitzgerald's writings, rather, we encounter an America unusually thick with fallen heroes, martyrs to a powerful social-mobility mythology," writes Mr. Brown. "Embedded in these offerings is the disquieting notion that we have drifted far from our inheritance as the children of pioneers to fashion a culture that teaches its young to love too much the privileges and protections of wealth."

Early in his career, Fitzgerald set out the following program as a goal for writers: "An author ought to write for the youth of his own generation, the critics of the next, and the schoolmasters of ever afterward." Given the unceasing flow of books by and about him and the fact that, excepting perhaps only J.D. Salinger's "The Catcher in the Rye," "The Great Gatsby" must be the most taught book in American classrooms, Fitzgerald accomplished this goal, though at his death in 1940 he could not have known it.

Mr. Brown shares with Fitzgerald himself the view that "Tender Is the Night" was his best novel, "Gatsby"

his second best. The latter Fitzgerald thought "a kind of tour de force and the other a confession of faith" and went on to compare "Gatsby" to a sonnet and "Tender" to an epic. Having recently reread both novels, I would agree that "Tender Is the Night" is a work on a larger canvas, with many more characters and touching on more themes. Yet it also contains a larger than fair share of longueurs, patches of egregious overwriting and a less than compelling plot, if plot it may be said to have at all. "The Great Gatsby," on the other hand, is without a false note, on a grand theme, penetrating in its observations and exquisitely plotted—in all as nearly perfect a novel as American literature provides.

Before his death, bemoaning the unjust neglect of his writing, Fitzgerald noted that "even now there is little published in American fiction that doesn't slightly bear my stamp—in a small way I was an original." An original he indubitably was, and one of the splendid services rendered by Mr. Brown is to have convincingly made the case that F. Scott Fitzgerald was an original in a way much grander than he himself realized.

Mr. Epstein's books include "Frozen in Time: Twenty Stories" and "Wind Sprints: Shorter Essays."

BOOKS

'How to tell a shattered story? By slowly becoming everybody. No. By slowly becoming everything.' —Arundhati Roy

FICTION CHRONICLE: SAM SACKS

Occupy Delhi



SOMETIMES lengthy intermissions are what novelists need to reinvent themselves. William Gaddis waited 20 years to write a follow-up to "The Recognitions," and that novel, "J.R." won the National Book Award. Marilynne Robinson's "Gilead" came 24 years after her first novel, "Housekeeping." It took the Pulitzer Prize.

Now, 20 years after the worldwide hullabaloo that greeted her award-winning debut, "The God of Small Things," Arundhati Roy returns to fiction with "**The Ministry of Utmost Happiness**" (Knopf, 449 pages, \$28.95). The book is loosely organized around the central character Anjum, a hermaphrodite who flees her home in Delhi to share a house with other hijras, or transgendered women. Hijras, though persecuted, have a longstanding role in Indian society—they often perform at weddings and festivals—and the glamorous Anjum rises to national celebrity. But after witnessing the riots against minority Muslims in Gujarat in 2002, Anjum moves in protest to an abandoned cemetery and constructs a makeshift settlement, attracting a motley group of fellow-outsiders and antigovernment activists.

The novel then shifts to explore the lives of some of these comrades. One is a *chamar*, or untouchable, who witnessed his father's murder by a mob of Hindu nationalists and, in a show of toughness, adopted the name "Saddam Hussain." "I want to be this kind of a bastard," he says when Anjum denounces his near-namesake's ugly legacy. "I want to do what I have to do and then, if I have to pay a price, I want to pay it like that." A long section turns back to the "blood-dimmed years" of the Kashmir insurgency, following an independence fighter named Tilo, whose lover, a freedom fighter named Musa, has disappeared underground to escape the Indian military.

Aspects of this fragmentary novel echo "The God of Small Things," a lushly written melodrama that took on caste inequalities and taboo love affairs. Others draw from Ms. Roy's numerous nonfiction polemics against government abuses and the costs of rapid modernization. The author is often in the news for her activism: In 2010 she was threatened with arrest for her criticisms of India's actions in Kashmir and in 2015 she received a criminal contempt notice for an article denouncing the police. The conti-

A Booker Prize-winner returns to fiction to protest the way that India lives now.

subjects as possible, at the expense of a coherent story. Ms. Roy has a habit of taking up a grievance—industrial pollution, say, or eminent domain—worrying it for a few paragraphs and then rushing off to something else. One chapter reproduces news clippings and diary entries from a scrapbook Tilo made about the fighting in Kashmir. It reads more like the raw material of a novel that has yet to be written. The 20-year hiatus from fiction has given Ms. Roy a stockpile of rich stories and characters; synthesizing it all into a powerful novel would seem to have needed more time.

Political novels like Ms. Roy's are built from moral convictions. Spir-

tual novels, like Catherine Lacey's "**The Answers**" (Farrar, Straus & Giroux, 294 pages, \$26), grow from a host of insoluble questions. First among equals in Ms. Lacey's book is this classic: What do we mean by the word "love"?

Mary Parsons, a young transplant to New York City, is the person asking. In order to pay for an expensive New Age health treatment that has given her relief from an arsenal of mysterious chronic ailments, Mary applies for an "income-generating experience" she finds listed online. This turns out to be a highly confidential project called the Girlfriend Experiment—GX for short—in which a handful of women, each carefully selected by a research team, address the compartmentalized relationship needs of a world-famous actor named Kurt Sky. The Maternal Girlfriend does his shopping and housekeeping. The Intimacy Girlfriend provides sex. The Anger Girlfriend is "responsible for fighting, nagging, and manipulation." As Emotional Girlfriend, Mary's job is to listen to Kurt talk, offer him unconditional support and, after a suitable interim, tell him that she loves him.

"The Answers" is in part a sparkling satire of our era of big data, sending up the all-too-believable idea

that, by optimizing human emotions, technology can be put to use "solving love." But the novel is also a poignant spiritual lament, deepening the themes of Ms. Lacey's excellent debut, "Nobody Is Ever Missing" (2014), about a woman who flees her marriage for an aimless and increasingly desperate trip across New Zealand. Flashbacks return to Mary's upbringing in a militantly religious household in rural Tennessee. Having escaped it, she is bereft not only of family but also of a reliable compass for meaning. "I keep wondering what, in me, might be constant," she thinks. "I catch myself looking for that remainder, retracing my steps as if in search of lost keys. I am always wondering if there's something holy between people, a formless thing, something that can't be bruised."

The specter of holiness haunts Ms. Lacey's book like a phantom limb. "I came close to praying a few times," Mary says during a period of acute suffering, "but everything felt unanswered enough and I didn't want another frame for the silence." These searching, religious dimensions add to the fresh commentary on present-day godheads to make "The Answers" not just one of the most ingenious novels of 2017 but also one of the most moving.

MYSTERIES: TOM NOLAN

Pastiche As Prologue

'AS FAR AS I'M concerned, you can't beat a good whodunit' states fiction editor Susan Ryeland in "**Magpie Murders**" (Harper, 236 pages, \$27.99), London author Anthony Horowitz's very clever and greatly enjoyable new mystery. "[T]he twists and turns, the clues and the red herrings and then, finally, the satisfaction of having everything explained to you in a way that makes you kick yourself because you hadn't seen it from the start." Ryeland, who works at Cloverleaf Books, a small "throwback" independent publisher, is about to experience a few twists and turns of her own.

Her first big surprise is the fictional book called "Magpie Murders"—number nine in the much-loved and world-bestselling Atticus Pünd series—which editor Ryeland settles down to read in prepublication typescript on a wet August weekend in her Crouch End flat. The manuscript that Ryeland looks forward to reading is written by one Alan Conway ("by far our biggest name") and upon its success rests his publisher's "entire business plan."

Thus, with us reading over Ryeland's shoulder, begins Conway's "Magpie Murders," which continues

An ingenious funhouse mirror of a novel sets a vintage 'cozy' mystery inside a modern frame.

for some 219 pages: a smoothly written murder mystery (somewhat in the manner of P.D. James) that challenges the talents of 65-year-old Pünd, a German-born private detective working in England (often assisting the police). Pünd looks bland enough to be mistaken for an accountant, yet "his eyes... were endlessly watchful" and he carries a rosewood walking stick that "on more than one occasion... had proved to be a useful weapon."

The reader first meets Pünd in a doctor's office, where he receives news that an inoperable tumor will incapacitate and then kill him in a very few months. "Magpie Murders" will be Pünd's last case. It proves a worthy test of his powers: The linked deaths of a gossip-gathering housekeeper and her aristocratic employer, Sir Magnus Pye. In the "classic" Golden Age manner, there are plenty of plausible suspects: the embittered groundsman, just fired by Sir Magnus; the vaguely anxious vicar; Sir Magnus's twin sister, cheated of her inheritance at birth, and so on.

Pünd is an agreeable series hero, with his exotic background, his ascetic habits, and his propensity for making statements at once sententious and meaningless. ("One can think of the truth as... a sort of deep valley.... There are no wasted journeys in the detection of a crime.") But the reader finds (along with editor Ryeland) that author Conway's manuscript does not include an ending. The text concludes as Pünd is on the brink of explaining all. In the wake of that surprise comes the news that Alan Conway himself has died. Pünd's last case will also be Conway's swan song.

So what's become of the book's final pages? And what's the explanation for Conway's sudden death? First reports say he accidentally fell from his country house's roof, but his publisher receives a handwritten Conway message that seems to be a suicide note. Why, though, would Conway kill himself? Ryeland thinks it makes no sense; she assumes the mantle of an independent investigator, determined to solve the mystery of what she's sure is the author's murder.

Mr. Horowitz has written "official" pastiches of Sherlock Holmes and James Bond stories, and is himself an internationally bestselling novelist and creator of the popular English TV series "Midsomer Murders" and "Foyle's War." Here he has, like a magpie, taken themes, devices, techniques and shtick from the styles of at least half a dozen other writers (Agatha Christie to Sophie Hannah, E.C. Bentley to Robert Harris) in order to concoct an entertaining hall-of-mirrors work in which art imitates life and vice versa. As parody, pastiche or a whole new sort of puzzle, "Magpie Murders" holds one's attention from first to last. Its echoes and allusions continue to tease the brain even after the book is closed.

Drama on a Darkling Plain

The Essex Serpent

By Sarah Perry

Custom House, 416 pages, \$26.99

BY ALLAN MASSIE

SOMETIMES YOU approach a novel with misgivings. In the case of "The Essex Serpent," for instance, my mood was soured by blurbs classifying author Sarah Perry as "Gothic" and comparing her to Mary Shelley, Bram Stoker, Wilkie Collins and Dickens. Even the idea of a strange beast emerging in the last years of Queen Victoria's reign from the waters of the Essex estuary to terrorize a village in these admittedly atmospheric flatlands seemed silly. Gothic at its most self-indulgent and tiresome, I feared.

A man of faith and a woman of science pursue love and (perhaps) a dinosaur in 1890s Britain.

I was wrong. My doubts were soon dispelled, my surrender complete. "The Essex Serpent" is a very fine and intelligent novel; not only that, but a richly enjoyable one. Ms. Perry writes beautifully and sometimes agreeably sharply—this of a marriage, for instance: "her mother had lived long enough to be disappointed in her daughter's failure to be disappointed." Descriptions of the bleak watery landscape are lovingly detailed. Sternly, one might say there's too much of it, but the descriptive passages escape the charge of self-indulgence; they are necessary to establish the moral argument at the heart of the novel.



WATERWORLD The ruins of Hadleigh Castle, overlooking the Essex estuary.

creature from an earlier, even prehistoric, age have resurfaced? Another rich friend, Charles Ambrose, a senior civil servant, gives her an introduction to the local parson, William, and his delightful wife, Stella. After a first meeting rich in comic misunderstanding, Cora and Will find themselves engaged in intellectual battle.

This reprises the great post-Darwin argument: Science against revealed

Religion, a new faith at war with the old one. But Ms. Perry turns it cogently inside-out. It is the clergyman, adherent to a faith rooted, as Cora scornfully has it, in mysteries and miracles, who refuses to believe in the reality of the serpent that so alarms, even terrifies, his superstitious parishioners. It is the rational believer in Science, Cora, who hopes to find that the so-called serpent is a miraculous survivor, a genuine living ichthyosaur. Their fierce intellectual argument cannot prevent, may indeed

tease surgeon, Luke, misshapen and known as the Imp, pursuing and hungering for Cora, and his rich friend Spencer who is in love with Martha, a disciple of Karl Marx's daughter, Eleanor. To please Martha and, he hopes, to win her, Spencer takes up her cause of housing reform and enlists the support of Charles Ambrose, who for all his benevolence sees the slum-dwellers of Bethnal Green not as "equals separated from him only by luck and circumstance, but as creatures born ill-equipped to survive the evolutionary race." Ms. Perry is too good a novelist to spell it out, but this is a reminder that Darwinism led, by way of Darwin's relation Francis Galton, to the dire pseudoscience of eugenics, eagerly taken up by liberal and progressive opinion, deplored by G.K. Chesterton and other Christian apologists. Not only species, but ideas too, are subject to the laws—or chances—of evolution.

"The Essex Serpent" is most easily discussed as a novel of ideas, and it is indeed that, and a very good one. But it has the virtues of the traditional novels, too: a strong narrative full of surprises; thoroughly imagined characters whose relationships with one another are credible and complicated; and those descriptive passages which not only paint a picture but create an atmosphere. In short, "The Essex Serpent" is a wonderfully satisfying novel.

Ford Madox Ford thought the glory of the novel was its ability to make the reader think and feel at the same time. This one does just that. Sarah Perry has written a novel of a rich amplitude. Don't, however, call it Gothic. There's always a degree of trumpery or make-believe in Gothic fiction; none of that here.

Mr. Massie writes about historical fiction for the Journal.

BOOKS

'When thou seest an Eagle, thou seest a portion of Genius; lift up thy head!' —William Blake

Angels in Our Midst

The Wonder of Birds

By Jim Robbins
Spiegel & Grau, 331 pages, \$28

BY BERND HEINRICH

THE COVER OF "The Wonder of Birds" shows a close-up photo of a handsome male Anna's hummingbird, its iridescent pink feathers gleaming. But this book is not just an attempt to show that birds are beautiful, stunning, have the most amazing vocalizations or are the ideal subjects of choice for studying a huge variety of biological phenomena. The subtitle states its essence: "what they tell us about ourselves, the world, and a better future."

In 19 chapters, some focused on individual species, others more general, Jim Robbins flits about the avian world, exploring the marvels of birds' biology, the insights they offer into our own species and the history of their interactions with humans. His goal is "to help change the way we perceive birds, to move them from the background of our lives to the foreground, from the quotidian to the miraculous." He shares his own "soul-stirring wonder" at birds' "miraculous nature," hoping to reshape our relationship with them and thus with the earth. The book is a must-read, conveying much necessary information in easily accessible form and awakening one's consciousness to what might otherwise be taken for granted.

Mr. Robbins, a reporter for the New York Times, says that he became a bird lover in 1980 while interviewing a falconer in Idaho. Together they watched as a falcon "dove, soared and wheeled.... I, too, felt I had, for a brief time, soared with the peregrine." "The Wonder of Birds" reads like the story of a kid let loose in a candy store and given free rein to sample. That is one of its strengths: the convert's view gives wide appeal to those who might never have known birds well. Most of us have lost the everyday connection that all humans once had with birds. We now have it mainly with the chicken in our McNuggets.

Our main relationship with birds is psychological. Birds have traditionally been a "mediator between the mundane and the sacred," Mr. Robbins writes. They are "nature's exclamation point." By their freedom of flight, their songs and their beauty, they "speak to our deepest selves and raise our vision up into the skies, literally and metaphorically." The transforming power of birds is shown to particularly heartwarming effect in a chapter about former drug addicts and gang members getting acquainted with bald eagles while working on a project to restore the Anacostia River in Washington, D.C.



They fell in love with birds, and it changed their lives.

Mr. Robbins gives much weight to new research in which bird brains have yielded findings that illuminate the workings of our own. Our brains, like our muscles, are derived from the same roots as other animals'. Emotions are crucial, and I rather doubt that "the biggest mind-related question about birds, and indeed about all animals, is whether they experience emotions," as Mr. Robbins claims. This supposed question leads to another: "One of the still unanswered questions about birdsong is why birds sing. Is it only about sex and territory, or are there other reasons? For pleasure, perhaps."

There's no need to choose. Whether it's for pleasure, health or procreation is a matter of proximate vs. ultimate causation. There is no evidence that animals other than us (sometimes) act knowingly for ultimate causes. Indeed, most of the time even we don't know the ultimate biological causation of our behavior. Mr. Robbins cites a claim that there is "no convincing empirical evidence that animals feel emotion, nor will there be since feelings are subjective." But we are now far beyond the René Descartes robotic-zombie theory of animal cognition. Does the wagging of a dog's tail or the snarl and baring of her teeth really have nothing to do with internal emotional states? The burden of proof is to show that birds don't act from emotional motivations such as pleasure, anger or fear.

Some shorebirds and starlings fly

in huge flocks in which all the individuals coordinate their flight as if they are of one interconnected mind. "What groups of animals are doing when they gather to prepare to migrate is casting their ballot," one researcher tells Mr. Robbins. The mechanism of these "murmurations," as starling flocks are called, has not been solved. But a "swarm intelligence" or "metacognition" is sus-

For mankind, birds are mediators between heaven and earth; they make our spirits soar.

pected and is being studied so that a similar "metawisdom" could be "coaxed out of a human collective." But metawisdom must not be confused with metastupidity. There is good evidence that the extinction of the passenger pigeon, and perhaps the bison, came precisely because of such mob action. As Mr. Robbins notes, such "flocks and swarms are nonlinear," such that "a small decline in their numbers can dramatically reduce the strength of the signals" that the flock members collectively produce to guide their behavior.

Mr. Robbins's chapter on a study of white-fronted bee-eaters by the Cornell ornithologist Stephen Emlen and his team is well balanced. These birds live and reproduce in large colonies analogous to large multigenera-

tional human families, under potentially stressful conditions, and some of their behavior—bullying, infidelity, forcible copulation—seems atrocious. Here, however, the genetic predispositions underlying the birds' behavior have been interpreted in precisely the opposite and appropriate way, as an evolutionarily rational strategy rather than wickedness. Likewise, "Emlen realized that if humans understood that many of these behaviors are welded into us by the blowtorch of evolution . . ." Mr. Robbins writes, "we would understand a great deal more about who we are" and be able to mindfully avoid conflict.

Mr. Robbins embraces and values birds not only for what they inspire and teach us but also for their services to ecosystems. Several chapters are less about the wonder of birds than about their usefulness to us.

One, on bird guano mined from seabird colonies and used for fertilizer,

traces guano's implications for agriculture and human populations.

Other chapters focus on birds that

helpfully eat carrion or pests. In California, Mr. Robbins finds wineries

that use bluebirds and owls to control insects and rodents. He also recounts how in the 1950s Mao Zedong had scientists figure out how much grain a sparrow eats a year. That was extrapolated to what all sparrows in China ate, resulting in a declaration of war on sparrows. A great famine resulted, and 30 million people starved. It turned out that the sparrows also feed on insects, and insects destroy food crops.

The saddest story is that of vultures world-wide. Vultures are nature's carcass-disposal crew. They have in some cultures been cultivated to feed specifically on human remains, and these huge birds can dispose of a human corpse within an hour in a "sky burial." Disaster struck in India in the 1990s when the birds were also eating deceased sacred cows that had been treated with a veterinary medicine toxic to the birds. Vultures were almost eradicated continentwide before the cause was identified. Vultures' reproduction is among the slowest of any birds, but there is hope; within a half-century the wrong could be righted.

Birds are not only the proverbial canaries in the coal mine that by their presence and health tell us if something is wrong with our environment. They are subjects of admiration in their own right. It took evolution only several million years to produce us from a furry ape, but it has been working for perhaps 200 million years to make present-day birds out of dinosaurs. An alien, unbiased eye would judge them a perfection of design, one not particularly favorable to us by comparison. But life is too interrelated to judge organisms in isolation. The ecosystem as a whole is the final reference: As Mr. Robbins puts it, "protecting ecosystems is far more than just protecting a bird."

Mr. Heinrich is the author, most recently, of *"One Wild Bird at a Time: Portraits of Individual Lives."*

CHILDREN'S BOOKS: MEGHAN COX GURDON

Cheerleading From Chelsea

LITTLE GIRLS of America, Chelsea Clinton has an announcement: "Sometimes being a girl isn't easy." She's right! Sometimes it isn't easy being a woman either, and, as the rows of gravestones at Arlington National Cemetery suggest, it's not always a basket of roses to be a man or a boy. To be human is to face difficulties; to overcome difficulties takes grit; to achieve requires persistence. Yet here

Instead of persisting, can we please desist with the idea that girls need to keep hearing bromides?

we go again with the message that modern girls somehow face unique obstacles to their self-actualization.

"At some point, someone probably will tell you no," Ms. Clinton warns, "will tell you to be quiet and may even tell you your dreams are impossible." Now, as a woman, I have definitely told my daughters (and my son) "no" and instructed them to pipe down. But telling children that their dreams are impossible? Are you kidding? In 2017, who does that? Only the straw-man patriarchy that lurks in the picture-book pages of "She Persisted" (Philomel, 28 pages),

\$17.99), a collaboration between the former first daughter and illustrator Alexandra Boiger.

Though framed in the usual tired way—you go girl, etc.—this opportunistic spinoff from a dispute in the Senate does hold a small measure of charm. Ms. Boiger's watercolors are light and delicate, and Ms. Clinton has made a few refreshing choices in her list of "13 American women who changed the world." Every child ought to know about the heroism of Harriet Tubman, and she's here, but so are less frequently celebrated figures, such as Claudette Colvin, who as a fed-up teenager refused to move to the back of an Alabama bus and thus gave civil rights activists the idea that would make Rosa Parks famous nine months later. Here too is indefatigable Helen Keller, who overcame deafness and blindness; the dauntless investigative reporter Nellie Bly; the pioneering astronaut Sally Ride; the sprinter Florence Griffith Joyner (the fastest woman yet); and Margaret Chase Smith of Maine, the first woman to serve in both houses of Congress. "They persisted and so should you," the author tells 4- to 9-year-olds.

OK, got it. Now instead of persist-

ing, can we please desist with the idea that girls need to keep hearing these bromides, as if their every avenue of advancement gets routinely blocked by evil men? There is no group in modern America so egged on, so warmly encouraged, and the cheerleading has the effect of sug-

Gray, with droll illustrations by Jim Field. The trouble starts when a dog sitting comfortably on a frog (because they rhyme, of course) finds himself ordered off, pronto. "You know the rules," says a bored-looking cat to the complaining frog. "Cats sit on mats, frogs sit on logs, and dogs sit on



gesting that girls (and women) are so feeble that they can't thrive without propaganda to brace them up. It is not true.

A bossy amphibian persists in trying to overturn established picture-book precedent in the vivid and goofy pages of "Dog on a Frog?" (Scholastic, 26 pages, \$16.99) by the husband-and-wife team of Kes and Claire

frogs!" "Well, I'm changing the rules," the frog declares. "From now on, dogs sit on logs, not frogs!" To his secret amazement, all the animals capitulate without resistance. Soon the frog has decreed that slugs shall sit on plugs, leopards on shepherds, cheetahs on fajitas, and on and on until a final sly, self-serving payoff: Frogs, it seems, will sit exactly where they like.

Spectacular weirdness awaits children ages 3-6 in Claude Ponti's "Adele in Sand Land" (Toon, 38 pages, \$12.95), an easy-reader set in the children's play area of a French park. The device is straightforward enough: Mama takes little Adele to the sand pit, where she jostles for space with lots of other children. As Adele's imagination shifts into action, however, her surroundings morph, Mama floats away and the girl embarks on an outlandish journey. Three companions go with her: a bucket-shaped sand creature named Sandy, a fluffy yellow bird in a demon mask, and Stuffy, her stuffed doll (see left). Soon the friends find themselves sliding down the tongue of a Sand Dragon, in whose innards they encounter dangling cages that imprison animated furballs.

Soon the group is handing out books and pots as protective cover for people whose heads are built into a road, fend off a screaming king, and, well, it gets yet more fantastical before Adele returns to Mama and the reliable architecture of bourgeois society. Fine details and startling images—a hot-dog tree, a pie on long speckled legs—make Adele's imaginative odyssey as memorable as it is bizarre.

BOOKS

'A work of art worthy of the name is one that gives us back the freshness of childhood emotions.' —André Breton



Discomania

Ultimate Glory

By David Gessner
Riverhead, 338 pages, \$16

BY GREGORY CROUCH

NO INANIMATE OBJECTS fly as beautifully as Frisbees. To human eyes, magic holds them aloft. Scientifically, those simple plastic discs combine the best properties of airplane wings and gyroscopes. Arcing in majestic parabolas, they practically beg to be caught.

For those captivated by Ultimate Frisbee—a game that blends football, soccer and basketball—throwing and catching Frisbees is the stuff of obsession. David Gessner spent 20 years of his youth in the game's thrall, and he revisits them in "Ultimate Glory: Frisbee, Obsession, and My Wild Youth," a joyous memoir that explains how "a 175-gram plastic disc" tempered his character and fate. Along the way we get marijuana, psychotropic mushrooms, sex, angst, friendships, cultural commentary, testicular cancer and lots of beer. The word Frisbee "is a hard one to take seriously," Mr. Gessner admits. But his book is substantial, bearing comparison to William Finnegan's Pulitzer Prize-winning surfing memoir, "Barbarian Days" (2015).

Astonishingly, as Mr. Gessner tells us, "the individual most responsible for the invention of Ultimate Frisbee" is Joel Silver, who later went on to a high-profile career as a Hollywood producer. By the end of the 1960s, numerous Frisbee games had sprung up on college campuses. As a high-school student, Mr. Silver was introduced to a football-inspired version. He and a few friends codified the rules, organized the first formal contest and burdened the game with the "pretentious" adjective "ultimate."

Mr. Gessner came to the game a decade later, as a freshman at Harvard, by which time many colleges had teams and off-campus clubs with whimsical names like the Rude Boys, the Hot Socks, the Heifers and the Flying Circus. Unsure of what to do after graduation, Mr. Gessner lingered in Boston, joined the Hostages and partied hard. By any objective standard, his life was a "shambles." He had no career; he worked a poorly paid menial

job. "And yet I felt great," he writes. During the long, lonely years of literary apprenticeship, Ultimate Frisbee provided him what writing didn't.

Mr. Gessner revels in the sport's traditions, like "The Milling Period" or "The Mill," the carnival that erupts after the end of an Ultimate game when players swirl beer and rehash the contest's highs and lows. He also describes the sport's seminal figures, exploring their strange devotion to such an obscure, unremunerated endeavor. "Proud and willful" New York player Kenny Dobyns, for instance, is a pugnacious "projectile of desire and effort." In one game, Mr. Dobyns ruptured a kidney diving

A moving memoir celebrates the human 'ability to get obsessed'—in this case, with Frisbee.

to make a defensive stop and "kept playing, despite coughing up blood, until someone convinced him to go to the hospital." The next year, playing in the national-championship tournament, he exploded his knee cartilage, but the day after blowing it out, he pulled on a bulky brace and led his team in the finals (they lost by two points).

Looking back, Mr. Gessner decides that the significance of his Ultimate years doesn't reside in "the object of the thing" so much as in "the passion" he felt for it. The author postulates that "one measure of a person, or at least of their animal vitality, their human flame, is their ability to get obsessed." Now over 50 and aching from arthritis and old injuries, Mr. Gessner wonders if he spent that vitality wisely. He recently told his wife, "If I were young again, I wouldn't play that stupid sport." She countered: "If you were young again, I'd give you a beer, toss you a Frisbee, and you'd chase after it like a border collie."

Mr. Crouch is the author of the forthcoming "The Bonanza King: John Mackay and the Battle Over the Greatest Fortune in the American West."

FIVE BEST: A PERSONAL CHOICE

Gail Godwin

on young minds

What Maisie Knew

By Henry James (1897)

1 JAMES WAS an acute listener and went to lots of London dinner parties. At one of these, he heard an unusual story about a court dividing a child's custody equally, for lengthy periods of time, between the divorced parents. The following year, James promised a 10,000-word story to a magazine about a little girl "kept flying" like a "little feathered shuttlecock" between two vindictive and unprincipled parents. Three years later, it had become a 90,000-word novel. "What Maisie Knew" follows the growing consciousness of this "interesting small mortal" from her sixth to ninth year. Both parents remarry, and the stepparents soon begin their own affair; all four guardians find ways to use the child as a pretext for fresh misbehavior. The miracle of the novel is that, by staying within the field of Maisie's perception, James shows us how the intelligent, curious little girl not only survives the infected air around her but develops a moral consciousness. Her key sustainers are her mother's loving but ineffective husband, Sir Claude, and her frumpy, passionately principled old governess, Mrs. Wix. "Something in her voice . . ." James writes of Mrs. Wix, "touched the little girl in a spot that had never even been reached."

The House in Paris

By Elizabeth Bowen (1935)

2 BOWEN HAD uncanny access into the thoughts and motives of children. When



CHILD WHISPERER Elizabeth Bowen.

ever I want to remind myself what a child really is, I go back to this novel about an 11-year-old girl between trains and a 9-year-old boy waiting to meet his birth mother for the first time. There is a sick old Frenchwoman (with secrets) dying upstairs in the gloomy house in Paris, and the two children, Henrietta and Leopold, are left by themselves to get through the hours the best they can. "There is no end to the violations committed by children on children quietly talking alone," the author interjects after Leopold has unwittingly scored a blow on the socially unflappable Henrietta, who is trying to figure out: "If I am Henrietta, then what is Henrietta?" The novel has three sections, "Present," "Past," and "Present," and the middle section uncovers the mystery that is driving Leopold crazy: "How did I come to be?"

Old School

By Tobias Wolff (2003)

3 'IF THE SCHOOL had a snobbery it would confess to, this was its pride in being a literary place." Thus the nameless narrator sets us up for the story of his rise and fall in his final year at a New England prep school. Mr. Wolff offers us an adept sampling of each boy's writing. "Why did so many of us want to be writers?" he asks. Because writers possessed "a power not conferred by privilege—the power to create images of the system they stood apart from, and thereby to judge it." To fit in with his more advantaged classmates, the narrator has presented a false persona. It's 1960, the school's first visiting writer is Robert Frost, and another boy writes the poem that wins an audience with the famous poet. Ayn Rand is scheduled next. Our hero is enamored of "The Fountainhead" but repelled by the author in the flesh. It is his violent determination to be the boy who wins a private audience with Hemingway, whatever the cost, that undoes everything he has achieved.

Cold Comfort Farm

By Stella Gibbons (1932)

4 'COLD COMFORT FARM' was published to instant success when Gibbons was 30. Flora Poste's parents die, leaving her with her "expensive, athletic and prolonged" education and a hundred pounds a year. She chooses the most dismal set of relatives to live with until she marries. She is



DAVID HERMON
MS. GODWIN is the author, most recently, of the novel 'Grief Cottage.'

charmed by their letter on a dirty piece of paper, which ends with: "Child, child, if you come to this doomed house, what is to save you? Perhaps you may be able to help us when our hour comes." Flora, who longs for a challenge, speeds off to their dilapidated farm in Sussex. Every one of the Starkadders are beyond the pale, and Gibbons employs her full use of literary gifts to imagine them. Aunt Ada Doom, who "saw something nasty in the woodshed" when she was little, has used this phrase to claim madness and keep her clan from deserting her. Flora goes to work and transforms them all: the son who thinks he's nothing, the other son who misuses his sex appeal, the unkempt wild child who wants to marry the lord of the manor, and even Aunt Doom herself.

The Notebooks of Malte Laurids Brigge

By Rainer Maria Rilke (1910)

5 'A YOUNG imagination organizing its controlling themes" is the note penciled inside my 1968 copy of "Malte." Beginning what he called his "monologue with my own reflection," Rilke created Malte, a young Danish nobleman living in squalor in Paris and determined to "learn to see" in a different way. In 71 diary entries, Malte muses on death, madness, family history, the supernatural, God and personalities from the past who intrigue him. When first published, the book was considered a radical experiment in the novel form, and it has influenced writers ever since. In 2008, I bought a second copy, because my youthful underlinings were cluttering the text. Malte's language does teach a different way of seeing: "The trees stood as though they could not find their way in the mist"; "the woman . . . pulled away too quickly out of herself, too violently, so that her face remained in her two hands."

GETTY IMAGES

Best-Selling Books | Week Ended May 28

With data from NPD BookScan

Hardcover Nonfiction

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK	TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Astrophysics for People in a Hurry Neil deGrasse Tyson/W.W. Norton & Company	1	2	The Vanishing American Adult Benjamin E. Sasse/St. Martin's Press	6	5
Make Your Bed William H. McRaven/Grand Central Publishing	2	4	The Subtle Art of Not Giving a F*ck Mark Manson/HarperOne	7	8
Option B Sheryl Sandberg/Knopf Publishing Group	3	3	Hillbilly Elegy J.D. Vance/Harper	8	9
Fat for Fuel Dr. Joseph Mercola/Hay House	4	1	The Wimpy Kid Movie Diary Jeff Kinney/Harry N. Abrams	9	10
Strengths Finder 2.0 Tom Rath/Gallup Press	5	6	Killers of the Flower Moon David Grann/Doubleday Books	10	-

Nonfiction E-Books

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Call the Midwife Jennifer Worth/Penguin Publishing Group	1	-
Astrophysics for People in a Hurry Neil deGrasse Tyson/W.W. Norton & Company, Inc.	2	2
The Universe Has Your Back Gabrielle Bernstein/Hay House	3	1
Hillbilly Elegy J.D. Vance/HarperCollins Publishers	4	8
Slouching Towards Bethlehem Joan Didion/Open Road Media	5	-
The Southern Cast Iron Cookbook Elena Rosemond-Hoerr/Elena Rosemond-Hoerr	6	New
SuperFreakonomics Steven D. Levitt & Stephen J. Dubner/William Morrow	7	-
The Subtle Art of Not Giving A F*ck Mark Manson/HarperCollins Publishers	8	-
Killers of the Flower Moon David Grann/Knopf Doubleday Publishing Group	9	9
The Psychology Book Nigel Benson/DK Publishing	10	-

Hardcover Fiction

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Oh, the Places You'll Go! Dr. Seuss/Random House Children's Books	1	1
Lord of Shadows Cassandra Clare/Margaret K. McElroy Books	2	New
Into the Water Paula Hawkins/Riverhead Books	3	2
Dragon Teeth Michael Crichton/Harper	4	New
No Middle Name Lee Child/Delacorte Press	5	3

Fiction E-Books

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
The Letter Kathryn Hughes/Headline Book Publishing, LTD	1	9
Lord of Shadows Cassandra Clare/Margaret K. McElroy Books	2	New
The Fix David Baldacci/Grand Central Publishing	3	6
16th Seduction J.Patterson and M. Paetro/Little, Brown and Company	4	5
Into the Water Paula Hawkins/Penguin Publishing Group	5	8
Dragon Teeth Michael Crichton/HarperCollins Publishers	6	New
Just One Touch Maya Banks/HarperCollins Publishers	7	New
Getaway Fern Michaels/Kensington	8	New
Allie and Bea Catherine Ryan Hyde/Lake Union Publishing	9	New
Crazy House J.Patterson & G. Charbonnet/Little, Brown and Company	10	New

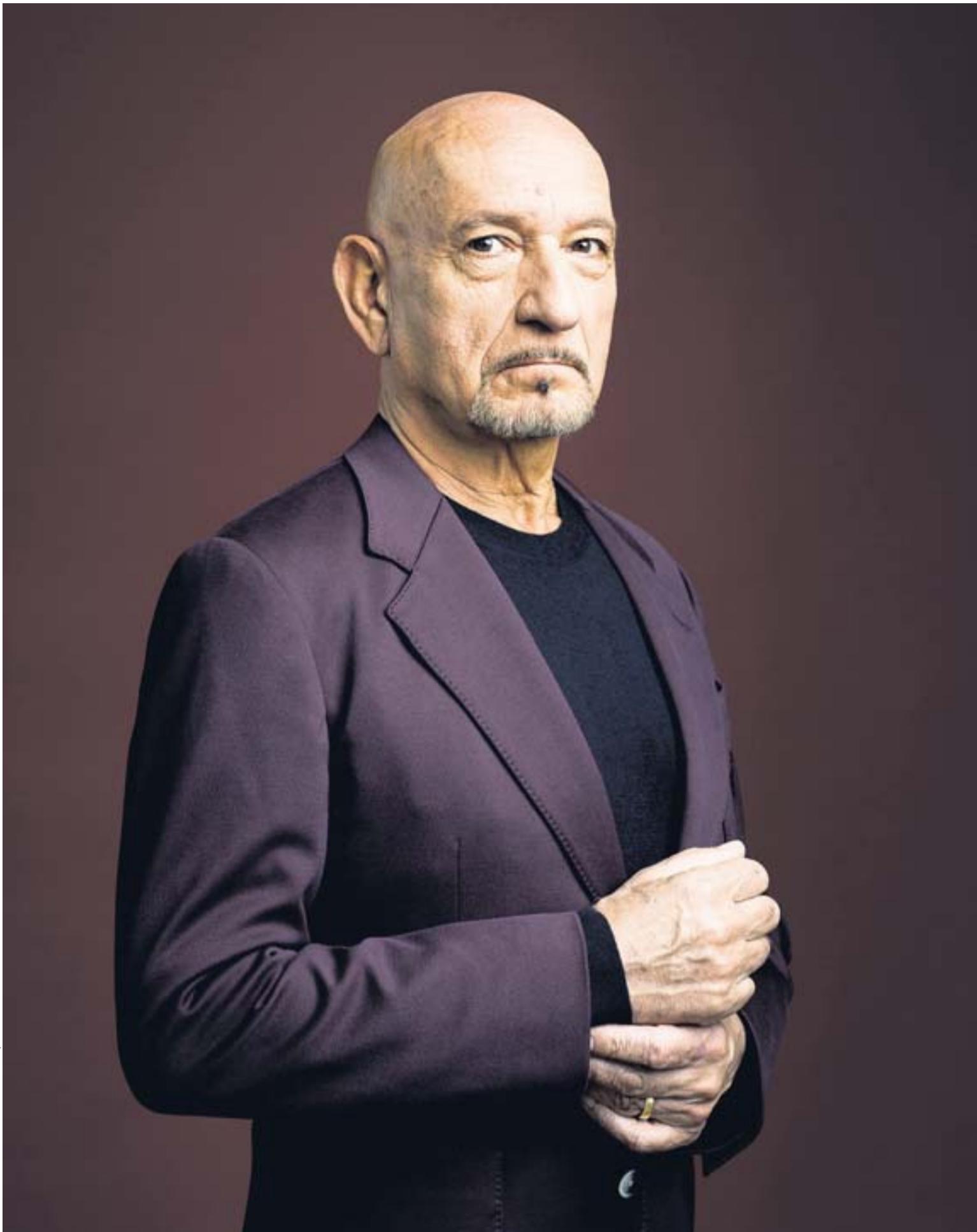
Methodology

NPD BookScan gathers point-of-sale book data from more than 16,000 locations across the U.S., representing about 85% of the nation's book sales. Print-book data providers include all major booksellers (now inclusive of Wal-Mart) and Web retailers, and food stores. E-book data providers include all major e-book retailers. Free e-books and those sold for less than 99 cents are excluded. The fiction and nonfiction lists in all formats include adult, young adult, and juvenile titles; the business list includes only adult titles. The combined lists track sales by title across all print and e-book formats; audio books are excluded. Refer questions to Peter.Saenger@wsj.com.

Hardcover Business

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Strengths Finder 2.0 Tom Rath/Gallup Press	1	1
Total Money Makeover Dave Ramsey/Thomas Nelson	2	3
Extreme Ownership Jocko Willink & Leif Babin/St. Martin's Press	3	6
The Graduate Survival Guide Anthony Onale /Ramsey Press	4	4
Emotional Intelligence 2.0 Travis Bradberry & Jean Greaves/TalentSmart	5	8
Women Who Work Ivanka Trump/Portfolio	6	7
The Five Dysfunctions of a Team Patrick M. Lencioni/Jossey-Bass	7	5
Lean In Sheryl Sandberg/Knopf Publishing Group	8	-
Radical Candor Kim Scott/St. Martin's Press	9	-
The Ideal Team Player Patrick M. Lencioni/Jossey-B		

REVIEW



He looks for a bit of the Bard in every role.

looked his accomplishments.

He found solace on stage, where he felt he could be seen and heard. He worked with an amateur theater group in his teens, he says, and "it gave me voice, it gave me space." He adopted the name Ben Kingsley—derived in part from the nickname of his grandfather, a trader known as King Clove.

After college, he joined the Royal Shakespeare Company in 1967. Mr. Kingsley says that his 15 years with the troupe still influence his acting today. "My archetypes are therefore those that come from Shakespeare," he says. "If I can find when I read a script [that] I recognize one of Shakespeare's heroic villains or great lovers, I can then immediately let that channel through me and inform the work." Sometimes he has trouble finding Shakespeare in a script. "If I'm able to, I pass," he says. "If I'm not able to, my accountant says, 'No, you can't pass on this one, you've got to do it.' But he'll still try to find even a faint echo of the Bard.

Playing Hamlet in his 30s led to one of the most memorable moments of his career. The day after a performance, he was out walking, and a young woman headed straight for him. She told him, "I saw 'Hamlet' last night. How did you know about me?" She had strongly identified with the way he portrayed the character's torment. "You take that with you for the rest of your career," he says. "That story for me is very much why I do what I do."

In 2001, Queen Elizabeth bestowed a knighthood on him. "When you look at the broader picture of my life, it was an extraordinary embrace from a silence and an isolation that I had experienced earlier," he says. While he didn't talk publicly about his upbringing for many years, he hopes that speaking out about it now "will somehow touch or heal or move" others who have had the same experience, he says.

These days, when he's not traveling for films, Mr. Kingsley likes to spend his time at home in Oxfordshire with his fourth wife,

Daniela Lavender, with whom he has a production company. There,

most of his days involve studying lines if he's getting ready for a

role, gardening, swimming and

cooking.

"I do not have a microwave," he says, nor does he eat packaged or processed foods. He grows vegetables from his garden that he freezes for the winter. Some of his favorite dishes are slow-roasted guinea fowl and rack of lamb.

His upbringing has also affected how he has raised his own four children. Two of his grown sons are actors, and he encourages them whenever he can.

Once, when one of his sons was young and had just finished a stage performance, Mr. Kingsley hugged him so tightly that, he says, "I think I broke three of his ribs." He likes telling his children, "Do you have any idea how wonderful you are?"

WEEKEND CONFIDENTIAL: ALEXANDRA WOLFE

Ben Kingsley

The actor on Hamlet, home-cooked meals and his role in a new satire

FIVE YEARS AGO, former Afghan President Hamid Karzai told CNN anchor Wolf Blitzer that he would be honored to have actor Ben Kingsley play him in a film someday. Mr. Kingsley, who resembles Mr. Karzai, does just that in the new movie "War Machine," but he wryly notes, "Be careful what you wish for." The absurdist satire of the war in Afghanistan, which premiered on Netflix last week, doesn't exactly make the former president out to be a hero.

The role is just one of the political and historical figures Mr. Kingsley, 73, has portrayed over

the years, including the title character in "Gandhi" (1982), for which he won an Academy Award for best actor, and a Jewish accountant working for Oskar Schindler in "Schindler's List" (1993).

"I have been involved in telling the story of some of our most enlightened moments," he says, as well as stories of "the absolute absence of any humanity whatsoever, in the same century, at the same time." He has also starred in more conventional films, such as "Sexy Beast" (2000) and "House of Sand and Fog" (2003).

His new film, starring Brad Pitt,

is loosely adapted from "The Operators," a nonfiction book by the late reporter Michael Hastings that tells the story of former Gen. Stanley McChrystal and America's involvement in Afghanistan. (The book is based on an article that Mr. Hastings wrote for Rolling Stone, in which Gen. McChrystal and his staff disparaged President Barack Obama and his national-security team, ultimately leading to the general's firing.) Many scenes border on farce. When the movie's main character, the fictional Gen. Glenn McMahon, first meets Mr. Karzai, the Afghan president is on

his knees trying to plug in his television.

To get into character, Mr. Kingsley watched videos of Mr. Karzai and read about him. Still, playing the character through the prism of satire, Mr. Kingsley says, was "very tough."

Born as Krishna Bhanji, Mr. Kingsley grew up in Manchester, England. His mother was an actress and model, and his father, who was of Indian descent, was a doctor. When he was young, he says, he felt that his parents, who are now deceased, ignored him, dismissed his feelings and over-

MOVING TARGETS: JOE QUEENAN

With a Little Help From My Hordes of Imitators

UNIMPEACHABLE SOURCES tell me that this month's 50th anniversary of the release of "Sgt. Pepper's Lonely Hearts Club Band" has spawned 11,208 brand-new Beatles tribute bands with names like Lazy Madonna, Eight Danes a Week and Dire Prudence. They join the 29,911 tribute bands that are already out on the road honoring the Fab Four.

"There just isn't enough vintage Edwardian regalia to go around," says Courtney Unamuno, manager of the thrift shop Cheap, Ugly Trash on St. Mark's Place in Manhattan, on my 14th attempt to get her to come to the phone. "We ran out of fuzzy epaulets back in February."

Tribute bands ranging from Lead Zeppelin to Björn 2 Run now account for 3.5% of America's GDP, employing 2.5 million musicians and twice that number of stage hands, sound engineers and roadies. Working in a top-flight tribute band is so profitable that

musicians graduating from prestigious music schools routinely join bands with names like Cold-plague, Flock of Seconals and Gladys Night and the Pups.

Now, however, the industry faces a problem, according to Bristol de la Fosse, editor of Working Necrophile, the bible of the tribute-band industry. Too many bands are impersonating the same groups. Oasis has inspired Erases, Oases 11 and Death by Gallagher, and there are at least three bands named Au Bon Jovi. Tribute bands are fast running out of bands to pay tribute to.

"We tried being a Fine Young Cannibals cover band called The Precocious Carnivores, but it went nowhere," says Coyote Salieri, lead guitarist in the abortive group. "From there, it was on to Pearl Jelly and The Slashing Bumpkins. Now I play weekdays in a Doors tribute band called Morrison's

An abundance of tribute bands, from Lazy Madonna to Dire Prudence.



Gym and weekends in a Def Leppard band called Dum Puma. This is no way to make a living."

Some musicians have reached their limits. "I'd rather be dead than play in a Jimmy Buffett tribute band," says Stone Hewitt-Hutchinson, who pounds the 88s for the U2 tribute band UBOATZ. "Actually, you have to already be dead to play in a Jimmy Buffett tribute band."

Yet other performers find plenty of work on the margins. "You have to be willing to suck it up and play in a Katrina and the Waves tribute band," says Arabella Stonehaven, lead singer in the Katrina clone Walken on Sunshine. "The great thing about being in a Katrina and the Waves tribute band is that they only had one huge hit here in America. You go on at 8; you're done by 8:10. I don't even have to hire a babysitter for the twins."

Many musicians are looking

hard for solutions to the saturation problem. One occurred to Truck Hohenzollern, formerly lead guitarist in the 1960s cover band Protocol Harem.

"Cherub Garcia was far and away the best Grateful Dead tribute band in San Luis Obispo. But after the bass player went missing during a seven-hour version of 'Truckin'," they broke up. So I started a band called Cherry Garcia y Vega. We don't pay tribute to the Dead; we pay tribute to a band that used to pay tribute to the Dead. Trippy, huh?"

None of this surprises industry insiders. "If there's money to be made, Americans will figure out a way to make it," says Skipper Van Helsen, author of "Millions for Tribute Bands, Not One Cent for Defense." He adds, "If a tribute band can only cash in by paying tribute to other tribute bands, they'll do it. It's not like anybody in the audience is going to notice."

REVIEW

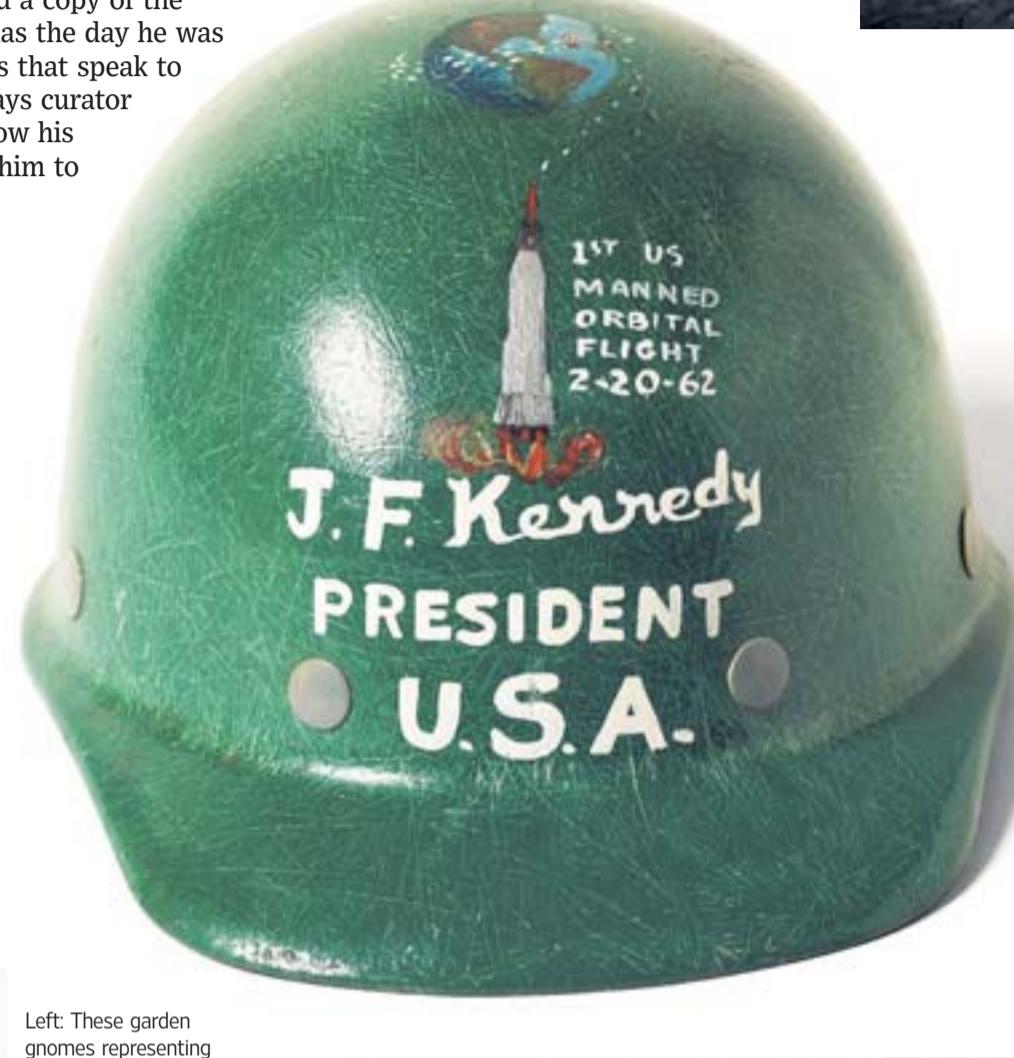
EXHIBIT

JFK AT 100

May 29 marked the 100th birthday of John F. Kennedy. To commemorate the centennial, his Presidential Library and Museum in Boston is showcasing 100 artifacts, documents and photographs in a new exhibit, "JFK 100: Milestones & Mementos." The show, which closes in May 2018, includes items from throughout his life, from his childhood health records and a high-school scrapbook to his Cabinet Room chair and a copy of the remarks he was supposed to give in Dallas the day he was assassinated in 1963. "There are artifacts that speak to the majesty and dignity of the office," says curator Stacey Bredhoff, "but the things that show his more personal side are what help bring him to life for people." —Alexandra Wolfe



Right: Astronaut John Glenn presented this hard hat commemorating the first U.S. orbital manned spaceflight to President Kennedy in 1962, during a tour of Cape Canaveral (pictured above).



Above left: Kennedy kept this stamp with the presidential seal, for correspondence with Congress, in the Oval Office. Above: Kennedy clapped as his children, Caroline and John Jr., danced in the Oval Office in 1962.



Below: Kennedy's Navy ID card. Bottom: Kennedy in the cockpit of PT-109 in 1943. During World War II, a Japanese destroyer struck the boat, and Lt. Kennedy led the surviving members of the crew to safety. Bottom left: This tattered flag once flew on PT-109. Another flag replaced it a month before the boat was sunk.



JOHN F. KENNEDY PRESIDENTIAL LIBRARY AND MUSEUM (ALL); PHOTOS BY: ROBERT KNUDSEN (TOP LEFT); CECIL STOUGHTON (TOP RIGHT)

PLAYLIST: BARRY WATSON

Found in 'Lose Yourself'

Eminem's rap hit from '8 Mile' helps to pull an actor through a health crisis

Actor Barry Watson, 43, has appeared in TV's "7th Heaven," "What About Brian" and "Samantha Who?" He currently stars in UPtv's dramatic comedy "Date My Dad." He spoke with Marc Myers.

In early April 2002, I was having breakfast with my mother in Topanga, Calif., when I absentmindedly touched the left side of my neck. My hand rested on a golf-ball size lump. The next day, my doctor took a biopsy and told me it was Hodgkin's lymphoma. Eminem's "**LOSE YOURSELF**" helped me get through what came next.

Hearing the doctor's news came as a shock. I was 28 and had thought I was invincible. The drive back to Topanga that day was lonely. I called my manager, and she settled me down. I was already assuming the worst.

I was completely uneducated about cancer, the treatment or my odds. Switching my head from dread to beating the disease took time. I started my six months of chemotherapy at L.A.'s Cedars-Sinai at the end of April 2002.

In late October, toward the end of my treatment, I was driving home

when I heard "Lose Yourself" on the radio for the first time. It was from Eminem's film, "8 Mile."

The song opens as a melancholy ballad, with a piano playing backed by strings. Then an electric guitar starts a heavy-metal lick, and Eminem raps: "Look, if you had one shot / Or one opportunity / To seize everything you ever wanted / In one moment / Would you capture it / or just let it slip?"

The lyric reminded me of my pre-cancer past, but the rest of the song was about the singer's struggle to survive. I could relate. My cancer had been stopped by the treatment, but I had to go back to Cedars for check-ups every six months for eight years.

Traveling back and forth, "Lose Yourself" prodded me up and pushed me forward: "You only get one shot, do not miss your chance to blow / This opportunity comes once in a lifetime you better / You can do anything you set your mind to, man."

Today, I'm healthy and cancer-free. Not long ago, one of my sons discovered "Lose Yourself" and asked if I knew it. I winked and said, "Yeah, I know the song." One day, I'll tell him what it meant to me.

Relating to a struggle to survive.

UNIVERSAL/VERETT COLLECTION



NASHAWN BREEDLOVE, left, and Eminem in the film '8 Mile.'

HISTORICALLY SPEAKING: AMANDA FOREMAN

Hey, That's My Color!

IN 2009, a graduate student working in a chemistry lab at Oregon State University accidentally created a new, brilliantly blue pigment while experimenting with manganese oxide and other materials. Dubbed "YInMn blue" after its chemical makeup, the pigment quickly spurred a research paper and a patent application. And soon the gorgeous new color will be available to all of us: Crayola recently announced that it would introduce a blue crayon "inspired" by YInMn and kicked off a contest to name it.

Modern commerce tends to share colors far and wide, but it has not always been this way. Rare colors such as blue were once so expensive that they could be enjoyed only by the very rich and powerful.

Our Paleolithic paint box seems to have contained only five colors. They came from nature's bounty: charcoal or burned bones made black pigment, clay ochre made red, yellow and brown, and limestone or crushed shells produced white. Anyone could make them.

The trouble began around 4000 B.C. with the discovery of lapis lazuli, a semiprecious blue stone, in northern Afghanistan. The Mesopotamians and Egyptians went wild for the color—especially since it was so difficult to obtain. Cleopatra, it's said, used it for eye shadow.

Around 1500 B.C., the Phoenicians of Tyre, in what is now Lebanon, discovered how to make purple dye from the Mediterranean Murex, a sea snail. The snails were caught and boiled for days by the thousands, producing an awful smell. The resulting purple soon supplanted blue as the most desired (and expensive) of all colors.

Among the Greeks and Romans, purple became the ultimate symbol of power and dignity. Laws reserved a complete robe of the finest kind of purple, *blatta*, as an imperial privilege. Breaking the rule was high treason, and from the fourth century A.D., emperors held the making of that purple as a mo-

nopoly. They set an example that later egomaniacs were only too happy to follow. As late as the 16th century, an aristocrat at the court of King Henry VIII could be charged with high treason for wearing the king's purple.

The powers that be in the West haven't been the only ones to try to own colors or restrict them to a tiny minority. Around A.D. 603, a Japanese prince developed the "12 Level Cap and Rank System," which determined rank by merit, with purple the highest and black the lowest. In China, yellow, a color associated with the sun and the symbolic color of Huangdi, a mythological emperor of ancient times, became the emblem of the imperial throne during the Tang Dynasty (A.D. 618-907).

By the Qing Dynasty (1644-1912), court regulations included the exact shade of yellow that each member of the royal family could use, from bright yellow for the emperor and empress to golden yellow for certain princes.

The ability of elites, in any society, to keep a color to themselves was largely upended by the Industrial Revolution. The rise of mass production broke the link between social rank and scarcity.

Since the 20th century, corporations rather than monarchies have tried to keep a particular color for themselves. Shoemaker Christian Louboutin has tried to register and/or keep exclusive rights to its famed red soles in many countries—with varying success. This year, Switzerland dealt the company a setback.

Still, it seems that the desire to be the only one to possess a color never dies. In 2016, Surrey Nano-Systems, a British company, confirmed that it had given the British artist Anish Kapoor an exclusive license to use its proprietary Vantablack S-VIS, an extremely intense black, in artworks. The move has some artists fuming—but the Romans would have understood.



THOMAS FUCHS

PLAY

NEWS QUIZ: Daniel Akst

From this week's
Wall Street Journal

1. Who was America's highest-paid CEO last year?

- A. Virginia Rometty of IBM
- B. Thomas Rutledge of Charter Communications
- C. Warren Buffett of Berkshire Hathaway
- D. Robert Iger of Walt Disney

2. There was news about the Harry Potter series. What was it?



- A. It turned 20 years old in the U.K.
- B. Author J.K. Rowling plans to kill him off in the next volume.
- C. Lord Voldemort was named to negotiate Brexit.
- D. A spinoff will focus on Hedwig the owl.

3. NASA said it will launch an unprecedented mission to fly into the sun's atmosphere. Which astrophysicist is the Parker Solar Probe named for?

- A. Eugene Parker
- B. Peter Parker
- C. Charlie Parker
- D. Sarah Jessica Parker

4. What country has the world's largest current account surplus?

- A. China
- B. Japan
- C. Germany
- D. Monaco

5. President Donald Trump said the U.S. would exit the Paris climate accord. It's designed to

To see answers, please turn to page C4.

keep average global temperatures from rising more than how many degrees Fahrenheit?

- A. 1.6
- B. 2.6
- C. 3.6
- D. 5.6

6. Myomo Inc. is taking a shortcut to go public. What business is it in?

- A. Japanese fast food
- B. Surgical equipment for myomectomies
- C. Medical robotics
- D. Investment banking

7. Former Democratic Rep. Brad Ashford and his wife, Ann Ferlic Ashford, are trying to figure out which of them will run for Congress. Where's their district?

- A. Kennesaw, Ga.
- B. Omaha, Neb.
- C. Wichita, Kan.
- D. Waukesha, Wis.

8. Comedian Kathy Griffin, who appeared in a photo holding a fake bloody head of Donald Trump, was fired from which TV show?

- A. The sitcom "Judith and Holofernes"
- B. "Morning Joe"
- C. The next Academy Awards
- D. CNN's New Year's Eve program

9. On average, burgers at restaurants sell at nearly what percentage of the cost of ingredients?

- A. 100%
- B. 200%
- C. 300%
- D. 400%



VARSITY MATH

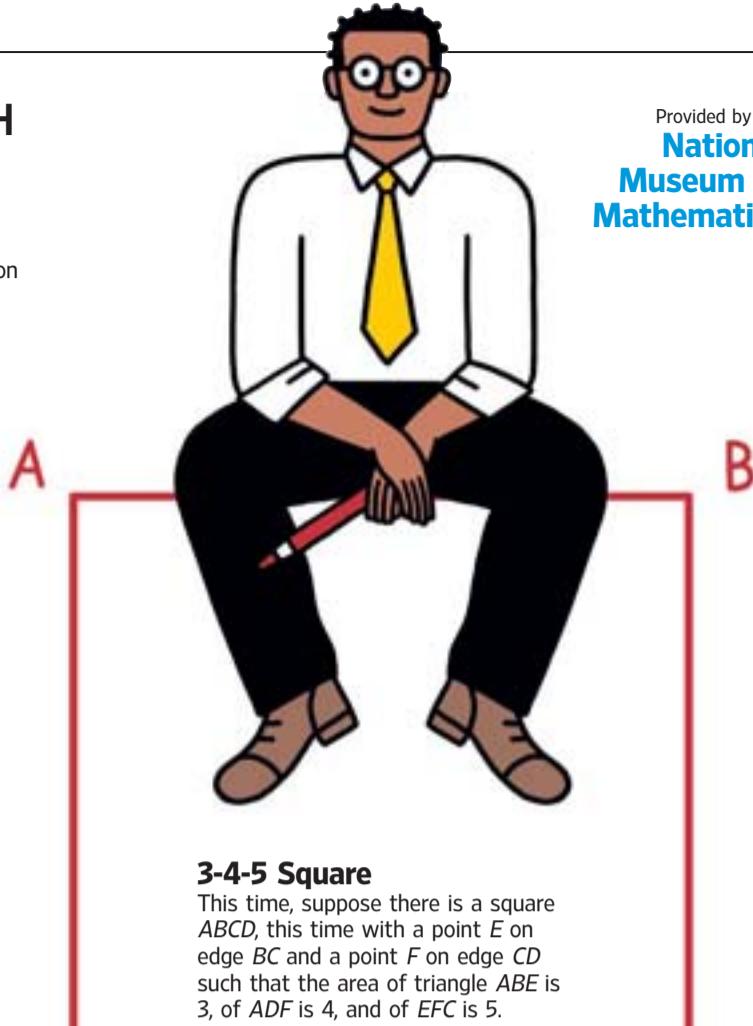
With the semester

just about to end, Coach Newton is a week away from his retirement. He finishes up with a pair of geometry problems, his favorite kind.

Thirds Squared

Start with any square $ABCD$. Connect vertex A by a new line segment to a point one-third of the way from B to C , vertex B to a point one-third of the way from C to D , vertex C to a point one-third of the way from D to A , and vertex D to a point one-third of the way from A to B . These four added segments create four points of intersection in the interior of $ABCD$. The four intersection points are the vertices of a smaller square.

What is the ratio of the area of the smaller square to the area of $ABCD$?



3-4-5 Square

This time, suppose there is a square $ABCD$, this time with a point E on edge BC and a point F on edge CD such that the area of triangle ABE is 3, of ADF is 4, and of EFC is 5.

What's the area of the square?

For previous weeks' puzzles, and to discuss strategies with other solvers, go to WSJ.com/puzzle.

ILLUSTRATION BY LUCI GUTIÉRREZ

+ Learn more about the National Museum of Mathematics (MoMath) at momath.org

SOLUTIONS TO LAST WEEK'S PUZZLES

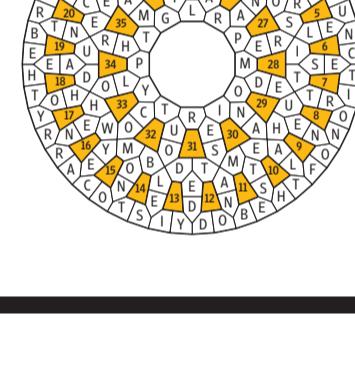
Varsity Math

As asked in last week's **World Turns**, the Earth rotates on average $366 \frac{1}{4}$ times per year, and you must move at least three glasses to complete the challenge posed in **Water Slide**. Also, a correction: Last week, the answer to **Belt, Suspenders and Braces**, was $6\pi^2$ square meters, not 6 square meters.

Threepets



Seven Sages



THE JOURNAL WEEKEND PUZZLES Edited by Mike Shenk



Braking Points | by Elizabeth C. Gorski

- Across**
- 1 License plates
 - 5 Temporary fix
 - 9 Place to retire? "Gadzooks!"
 - 13 Hippy performances
 - 20 visit to (call on)
 - 21 Acknowledge
 - 22 "You bet!"
 - 23 Middle daughter on "Downton Abbey"
 - 24 Much of the Smithsonian's collection
 - 26 New Zealand native
 - 27 Smart alecks
 - 29 Doctrines
 - 31 Brandy label abbr.
 - 32 Autonomous software program
 - 33 Chocolate desserts
 - 35 Hauls
 - 37 Sch. for youngsters
 - 39 Castle and others
 - 42 Brushy wasteland
 - 43 Halt hastily
 - 46 "Dead Souls" author
 - 48 It may be wedge-shaped
 - 51 Runners on runs
 - 52 "Well done!"
 - 54 Secluded valleys
 - 57 Strong hold
 - 58 Vases with bases
 - 59 Red Cross supply
 - 61 Malibu rental
 - 63 Buddhist buildings
 - 66 "Casablanca" role
 - 68 Profligate
 - 69 Sun.talk
 - 70 Business partner, at times
 - 71 Shape of 96-Across suggested by this puzzle's special squares
 - 73 Small pouch
 - 75 Playbill snippet
 - 78 Cameo shape
 - 80 Beheld
 - 81 Add for free
 - 85 Foreign
 - 88 Points
 - 90 Texter's "carpe diem"
 - 91 Nirvana for shopaholics
 - 92 Book, to Balzac
 - 93 Nearly all
 - 95 Lavinia's brother in "Mourning Becomes Electra"
 - 96 This puzzle's theme
 - 98 Woody's worry
 - 101 Brief campaign appearance
- Down**
- 1 Network that aired "Dawson's Creek"
 - 2 Speaker's output
 - 3 Brilliant, in a way
 - 4 Fill completely
 - 5 "The Real Thing" playwright
 - 6 Race car, in Monopoly
 - 7 Sailor's agreement
 - 8 Standard
 - 9 Dawdlers may be warned to pick it up
 - 10 Physiologist Pavlov
 - 11 Firms up
 - 12 Runner's ticker
 - 13 "Tasty!"
 - 14 "Can't stay!"
 - 15 Element that glows in the dark
 - 16 Continental cash
 - 17 Harbor arrival
 - 19 Made red, in a way
 - 20 Novice
 - 21 Small denomination
 - 22 Mayo men
 - 23 Sleep lab study
 - 24 Jones who caught the final out of the Miracle Mets Series win
 - 25 "___ big deal!"
 - 26 Chili powder ingredient
 - 27 Entertaining types
 - 28 That lady
 - 29 Agree with, tacitly
 - 30 Calls on
 - 31 Convenient, as some shops
 - 32 Crafts marketplace
 - 33 "Only"
 - 34 Plugs
 - 35 Stew staple
 - 36 Young fellow
 - 37 Stock holders?
 - 38 Mata ___
 - 39 PC picture
 - 40 Golden roll with a hole
 - 41 Anka's "___ Beso"
 - 42 Fleetwood Mac single of 1977
 - 43 Head exam readout, briefly
 - 44 Cajun stew staple
 - 45 Long to see

47 Get smart

49 Acknowledge the judge's entrance

50 Wine-preserving doodad

53 Ivanka's younger brother

55 PX customer

56 "You're in the library!"

60 Hyde, to Jekyll

62 Consider

64 Bad outlook

65 Forging aid

67 Utter

71 Eight-time All-Star Tony

72 "Hamilton" actor Leslie

74 Western howler

75 1956 Marilyn Monroe movie

76 "The sickness gets ___ the liquor dies out": Kipling

77 On the same page

79 Mahershala of "Moonlight"

81 Mrs. Addams, to Mr. Addams

82 Global superlative

83 Court legend Nastase

84 2014 Liam Neeson thriller

86 Mykonos surrounder

87 Tuscan river

89 Yellow quality

94 Traffic delay

97 Cathedral Gorge State Pk. setting

99 DMV worker in "Zootopia"

100 Hebrew alphabet ender

102 Storyboard component

104 Apollo vehicle

105 Derek Jeter, notably

107 Sluggish

109 Horn honker of film

110 Carries out

112 Fleetwood Mac single of 1977

114 Casino array

115 Itty-bitty

116 Primatologist Fossey

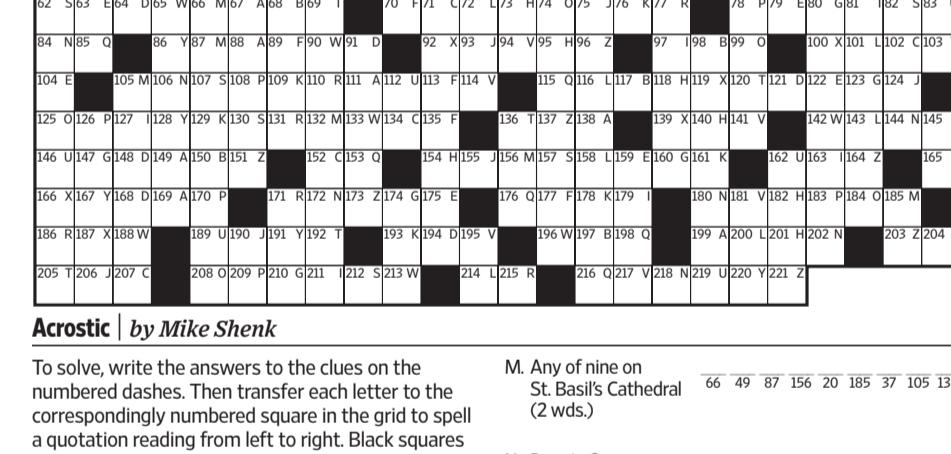
118 Mata ___

119 PC picture

121 Soothing juice

123 Mr. Peanut accessory

125 Anka's "___ Beso"



Acrostic | by Mike Shenk

To solve, write the answers to the clues on the numbered dashes. Then transfer each letter to the correspondingly numbered square in the grid to spell a quotation reading from left to right. Black squares separate words in the quotation. Work back and forth between the word list and the grid to complete the puzzle. When you're finished, the initial letters of the answers in the word list will spell the author's name and the source of the quotation.

- A. Word in most of the titles of Sherlock Holmes stories
- B. King with the nickname Coeur de Lion (2 wds.)
- C. Animal protected on bottom by a plastron and on top by a carapace
- D. It's 20/20, so they say
- E. Without precedent (2 wds.)
- F. 1998 Jackie Chan/Chris Tucker movie followed by two sequels (2 wds.)
- G. Pungent compound that's the active ingredient in pepper spray
- H. Dividing line between slave and free states, along with the Mason-Dixon Line (2 wds.)
- I. Nip followed by a tuck?
- J. Aircraft systems including navigation, communications and data recording
- K. Greatest extent possible (2 wds.)
- L. Case worker?

M. Any of nine on St. Basil's Cathedral (2 wds.)

N. Dennis Conner, notably

O. Eavesdrop (2 wds.)

P. It's controlled by the shutter speed and aperture setting

Q. J.K. Rowling's Dobby or Kreacher, e.g. (Hyph.)

R. Larva of the geometer moth

S. Minute trace

T. Scotland Yard inspector of fiction

U. Rake over the coals

V. Driving force in the suburbs? (2 wds.)

W. Revolt against social convention

X. Factor that may determine the quality of streaming video

Y. Airline alliance whose members include American, Qantas and Finnair

Z. Quality of Chicago and chatterboxes

► **Get the solutions** to this week's Journal Weekend Puzzles in next Saturday's Wall Street Journal. Solve crosswords and acrostics online, get pointers on solving cryptic puzzles and discuss all of the puzzles online at WSJ.com/Puzzles.

REVIEW

ICONS

A Portrait Speaks Volumes

The visual arts shaped Henry James—and even captured him

BY BRENDA CRONIN

JOHN SINGER SARGENT had sworn off society portraits when hundreds of Henry James admirers asked the artist to paint the great novelist for his 70th birthday in 1913. Sargent, in his late 50s himself, had tired of having his paintings rejected by the wealthy and had turned to watercolors and charcoal, but James was a friend whom he had drawn before. In the end, Sargent couldn't refuse the new commission.

James, whose many novels include "Washington Square" and "The Bostonians," adored the result. The picture, which went to the National Portrait Gallery in London after James's death in 1916, is the centerpiece of "Henry James and American Painting," an exhibition opening June 9 at the Morgan Library and Museum in New York.

The show includes other portraits of James, rare memorabilia from his literary life and works by the American painter James McNeill Whistler. The exhibition also provides details on how James wove the visual arts into his writing.

Henry James spent most of his early life in America, but by his 20s, he had settled in Europe. There he became friends with expatriate Americans such as Sargent and Whistler. In 1862, while James was studying law, the American painter John La Farge depicted James, then in his late teens, as a young man on the brink of his aesthetic education in Europe. The oil-on-canvas portrait, with its pensive subject in profile wearing a sober dark jacket and white collar, will be on view at the Morgan. La Farge became a mentor,

introducing the young writer to contemporary ideas of literature and art, according to co-curator Colm Tóibín.

Mr. Tóibín, an Irish writer who has studied and taught James for decades, is the author of "The Master." In that 2004 novel, based on true events, a humiliated James perseveres after a play he wrote flops in London and goes on to write some of his most celebrated novels.

The new exhibition begins well before that period of the author's life. As James honed his craft, he and the painters he knew were soaking up European culture in Venice, Florence, Paris, London and elsewhere. He "was building up a rich store of experiences which he would use later in his criticism, in his fiction," said Declan Kiely, the head of the Department of Literary and Historical Manuscripts at the Morgan, who co-curated the exhibition. James's fiction is dotted with artists and collectors.

To illustrate the way James saw his characters "with the eye of an artist," Mr. Kiely quoted from James's 1881 novel "The Portrait of a Lady"—"Isabel saw all this as distinctly as if it had been a picture on the wall."

Painting's influence on James's work is evident in "the way he builds character or he builds a scene, stroke by stroke," Mr. Tóibín said.



JOHN SINGER SARGENT delighted Henry James with this 1913 portrait painted for the author's 70th birthday.

"The visual arts really did nourish him in all sorts of ways."

The Morgan exhibit includes stately portraits of Francis Boott, a prosperous American composer, and his daughter, Elizabeth, by Frank Duveneck, an American painter who was Elizabeth's art teacher and then her hus-

band. The Bootts were basking in the European art scene when they befriended James and informed some of his fiction, such as the young woman and widowed, art-collecting

father of "The Golden Bowl" (1904).

The 1913 Sargent portrait of James capped the author's long relationship with the visual arts. "James and Sargent are almost mirror images of each other," Mr. Tóibín said. They were "bachelors, living a sort of ambiguous life between the studio or study and the salon, so they could move easily socially." Both men also were relentless workers, mining their social lives for material.

The two got together for more than a half dozen sittings. James rhapsodized about the work as "Sargent at his very best and poor H.J. not at his worst; in short a living breathing likeness and a masterpiece

of painting." James thought the portrait "made him into a figure of great dignity without making him look too old," Mr. Tóibín said. "It made that great head of his look like something filled with seriousness...without making him look too pompous."

Still, James had his errors of judgment. He dismissed the artists in an 1876 impressionist exhibition, including Edgar Degas and Claude Monet, writing that none of them showed "signs of possessing first-rate talent." James thought impressionism would never really "catch on," Mr. Tóibín said, a view that "is seriously embarrassing now."

NATIONAL PORTRAIT GALLERY, LONDON

MASTERPIECE: TRANSITIONAL CATHEDRAL (2013), ALSO KNOW AS THE CARDBOARD CATHEDRAL, BY SHIGERU BAN

AN ARCHITECTURAL RESURRECTION STORY

BY TOM L. FREUDENHEIM

IN CHRISTCHURCH, New Zealand, one of the world's most unprepossessing contemporary churches manages to be among the most spectacular and celebrated. Colloquially called the "Cardboard Cathedral"—officially, Transitional Cathedral—the potentially temporary structure was designed by Shigeru Ban (b. 1957), the 2014 Pritzker Prize-winning Japanese architect. Mr. Ban—who combined his native training with graduate work at New York's Cooper Union, where he was strongly influenced by his professor John Hejduk's revisionist views of modernism—has been celebrated for his use of unusual materials in creating buildings that can be rapidly constructed following disasters. He has also designed more conventional projects: the Japanese Pavilion for Expo 2000 in Hannover, Germany, and a couple of museums (Centre Pompidou-Metz in France and the Aspen Art Museum in the U.S.).

The Christchurch project, which Mr. Ban worked on pro bono, came about after the 2011 earthquake severely damaged Anglican Christchurch Cathedral (1864-1904), rendering it unusable for liturgical purposes—a partial ruin, subject to disagreements about whether to restore and rebuild or start from scratch. The new structure is a few blocks away, on the site of another church destroyed by the earthquake. A court decision—insurance money couldn't pay the costs of a temporary building—made private fundraising necessary (about \$5 million, including overruns). Dedicated in August 2013, its modest exterior hides a majestic interior. Is it a large A-frame house, oddly misplaced in mid-city? But the church also appears descended from the hall churches of the late Middle Ages, whose radical design shift created wide-open spaces, less encumbered by the massive basilica columns that impeded sight lines, with interiors more useful as preaching churches, a development especially important with the growth of Protestantism in the 16th century.



MARTY MELVILLE/AFP/GETTY IMAGES

IN THE WAKE of an earthquake, a house of worship rises, cardboard tubes and all.

Architecture's tenet "truth to material" spans fields as disparate as the Arts and Crafts movement and brutalism, but Mr. Ban's church suggests new by-ways of this principle. Celebrated for his use of paper-related material and ready-made components that comport with current interest in recycling, there's great appeal in how the architect asserts the building's simplicity. Sitting on a concrete slab, the vault/roof rises 69 feet above the altar. Its relatively low walls are made from eight shipping containers, supporting 96 angled cardboard tubes (protected by waterproof polyurethane and flame-retardant coatings), suggesting a hybrid of traditional columns and vault ribs. Because the tubes are so obviously cardboard, they

present an illusion of weightlessness, despite the tubes being invisibly well braced inside by timber. There's a subtle gradual variation and curvature in the tube supports as they rise above the walls. This adds a delicate nuance to the elegant interior. Here one recalls the sense of wonder at how tall gothic cathedrals manage to stay up. To emphasize the "cardboard" concept, the large cross above the altar is (ironically?) also made of cardboard, rather than wood. The polycarbonate roof—sheets of corrugated plastic—gives the building both its dull exterior and its sumptuous interior. Indeed, Mr. Ban forces us to consider anew the great architectural historian Nikolaus Pevsner's dictum that "A bicycle shed is a building; Lin-

coln Cathedral is a piece of architecture." This may well be both!

The well-deserved interest in recycled materials and assertive simplicity suggest that earth-friendly modernism, along with a quick solution to the challenge of replacing a needed house of worship, justifies the international attention Mr. Ban's church has received. Yet this recognition almost obscures an eloquent memorial by Peter Majendie—185 white chairs sitting in a field across from the church—that reminds us of the 2011 earthquake deaths that accompanied the city's structural losses. (Another earthquake last year weakened buildings further and rattled residents.)

A complex array of personal and communal feelings converge in this eloquently simple church. Bathed in a glory of daylight, it's an uplifting and spiritual space. (I can't evaluate how it looks at night, but presume that a wholly different, reverential, interior emerges.) The church furniture—pews, altar, lectern—continues the tubular theme so subtly that one barely notices anything as a self-conscious design element. A single side chapel, made from shipping containers, also harmonizes with the interior composition. A welcoming stained-glass window in what might be considered the entrance narthex consists of triangular panels reusing images from the rose window of the damaged cathedral. The windows suggest a transition from the old church to the new, and perhaps temporary, one. No decisions have yet been made as to its ultimate fate. Meanwhile, visiting this church is above all an inspirational experience, reminding us of the multiple roles that sensitive and inspired architecture can serve. One enters overwhelmed by wonder—wanting to sit and pray and, perhaps, mourn—and leaves with a sense of hope and optimism for this seriously damaged city.

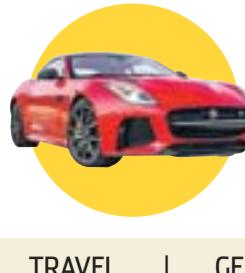
Mr. Freudenheim, a former art-museum director, served as the assistant secretary for museums at the Smithsonian.

Zac Posen
on consuming
fashion and
devouring
cookbooks



D3

OFF DUTY



Dan Neil drives
the ludicrously
fast Jaguar
F-Type SVR
Coupe

D12

EATING | DRINKING | STYLE | FASHION | DESIGN | DECORATING | ADVENTURE | TRAVEL | GEAR | GADGETS

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* * * *

THE WALL STREET JOURNAL.

Saturday/Sunday, June 3 - 4, 2017 | D1

My Summer Vacation Is Better Than Your Summer Vacation

For a getaway with bragging rights, try a beach holiday on France's Ile de Ré—a laid-back retreat favored by in-the-know Parisians. Plus: other enviable, unexpected destinations

BY KATE MAXWELL

AT 2 P.M. on a sunny Monday last summer, Plage du Lizay was deserted. We'd been warned that Ile de Ré, a three-hour train ride from Paris, would be *emballée* (chockablock) in high season. But for most of the afternoon we had this wide, sandy stretch on the Atlantic Ocean—among the island's finest and a dead ringer for a Hamptons beach—to ourselves.

Then, at around 5 p.m., a modest, almost entirely French crowd arrived on bicycles, the preferred mode of transport on Ile de Ré. Bikini-clad, impressively fit octogenarians strode up and down the shore. Whole families in immaculate linen outfits unfurled matching hamam towels on the sand. When they—and we—left a few hours

later, traffic on the bike lanes was wheel-to-wheel through pine forests and vineyards back to Saint-Clément-des-Baleines, where we were staying.

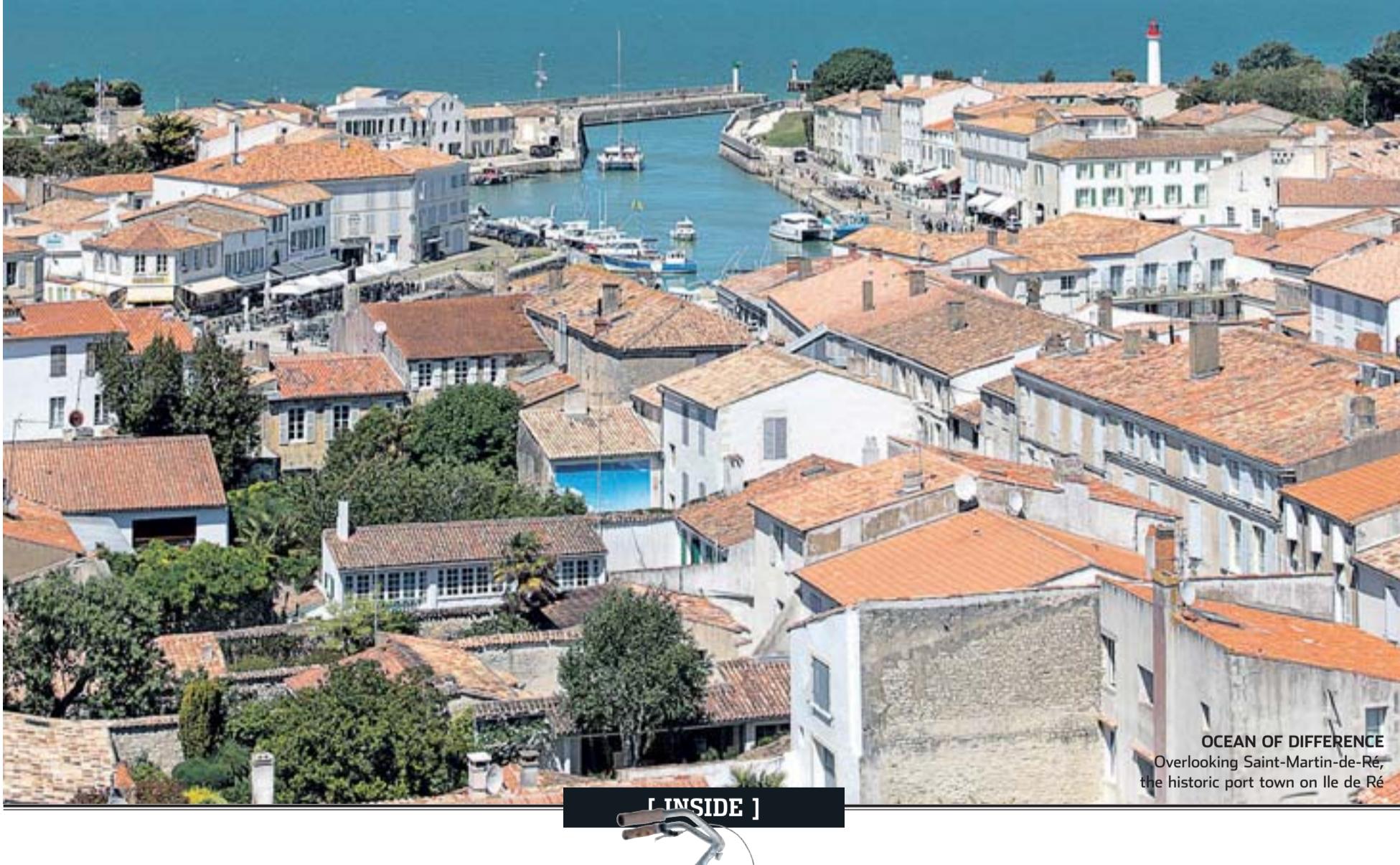
Forget the Côte d'Azur, infested with helipads and infinity pools. The chic Parisian's current retreat of choice is low-key, high-style Ile de Ré. And word is beginning to wash over the channel: It's fast becoming the summer-holiday destination to name-drop at London dinner parties.

My husband and I had been looking for somewhere to hunker down in the sun for a few weeks with our newborn baby, toddler and 11-year-old, somewhere that was an easy drive from our home in London. Having spent the past few summer vacations in Italy, Corsica and Greece, bumping beach towels and fighting for restaurant tables with fellow tourists, we were on the hunt for a new destination.

Ile de Ré fit the bill, not least because it has oyster beds for miles and I'd been craving the slimy morsels after nine months of pregnancy privation. When our most instinctively stylish friends, who generally spend summer vacations drifting about the Mediterranean on yachts, told us they were heading to the island for a long weekend, we gambled and followed suit.

A skinny 18-mile-long island halfway down France's west coast, Ile de Ré was originally four islands, until silt and man-made salt flats united them. It has been quarreled over numerous times since. Settled by the Romans, it was home to Cistercian monks in the Middle Ages—the skeleton of their Abbaye des Châteliers still survives. The island was passed back and forth between the French and the English from the 12th to the 14th

Please turn to page D8



[INSIDE]

OCEAN OF DIFFERENCE

Overlooking Saint-Martin-de-Ré, the historic port town on Ile de Ré

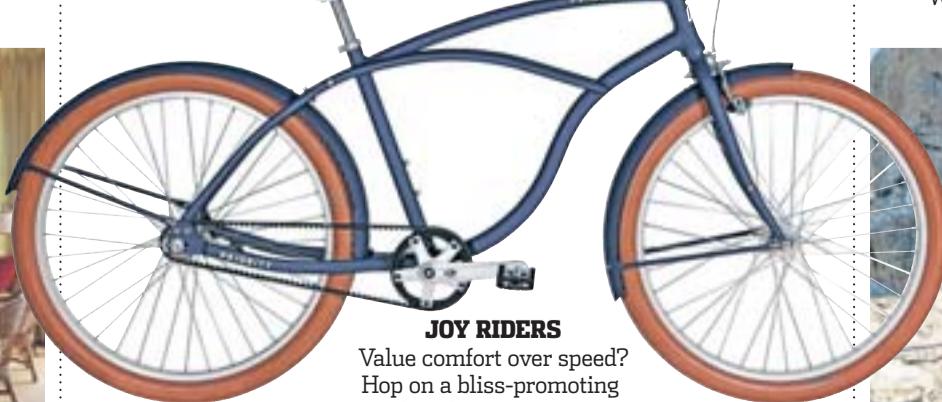
GABRIEL GUIBERT FOR THE WALL STREET JOURNAL

HOLD THE SEA SHELLS

Interior designers on 13 ways summer-house décor can go wrong D10



Even amateurs can climb Wyoming's Grand Teton D9



JOY RIDERS?
Value comfort over speed?
Hop on a bliss-promoting beach cruiser D11

IT WILL ROCK YOU

Even amateurs can climb Wyoming's Grand Teton D9



ELUDED BY PERFECTION

Mastering the art of preparing tortilla españolas (or at least coming close) D6



STYLE & FASHION

FÊTE ACCOMPLI A GOOD-LOOKS GUIDE TO RECENT EVENTS

THAT'S DEBATABLE

WEARING SANDALS IN THE CITY: TOO MUCH OF AN ICK FACTOR?



DOWNTOWN DIVA Mary J. Blige performed hits like 'Real Love.'

YES David Hurst considers sandals a no-go in his home of New York City, though less for aesthetic reasons than sanitary ones. Even if you're wearing them for just a couple of hours, said the 54-year-old administrator in the department of psychiatry at Columbia University Medical Center, "your feet just get filthy because the streets and sidewalks are filthy."

Particularly if he's socializing, he'd rather friends not see the muck and mire of Manhattan caked on his feet. It's much better, he said, to shield them in tennis shoes or loafers and leave the sandals for poolside.

Some might counter that women wear decidedly flimsy sandals in cities like New York, Paris and Beijing, where sidewalks are less than savory in mid-July. But there are mitigating factors. While a guy's slapdash daily shower routine is no match for the buildup of grime, many women keep weekly or biweekly pedicure appointments in which their feet

NO A sandal is not a sandal is not a sandal. You shouldn't use the same criteria when choosing open-air shoes for strolling down Madison Avenue as you would when picking a pair in which to lazily scuffle from your hotel room to a pool cabana.

Kevin O'Neill, founder of footwear brand Malibu Sandals, staunchly defends the right to wear sandals in urban settings. He finds them transporting: "You instantly feel less buttoned-up." With elevated rubber soles and wide nylon straps, Mr. O'Neill's open-toed designs are better positioned than flip-flops for navigating a grimy summer street.

Cameron Smith, the vice president of ByGeorge, a boutique in Austin, Tex., also approves of city-faring sandals. He steers clients toward more urbane, all-leather styles in neutral colors. The sandals' style should sync with the rest of your wardrobe, said Mr. Smith, who suggested a

When in New York

Leaving its home base in Rome, Valentino hosts a glamorous night downtown

"I FEEL THE energy of this city. I love its rhythm. It's so free," said Valentino creative director Pierpaolo Piccioli last Tuesday night. He was surveying the crowd at the Top of the Standard at New York's Standard Hotel, where the brand was toasting its 2018 resort show, staged earlier that day.

That collection, reflecting a new

athletic sensibility—a departure from the label's romanticism—captured a similar energy. Still, the many Valentino fans in attendance had selected dreamier dresses from seasons past: Harley Viera-Newton, the event's DJ, went for a patchwork of pink lace; Lauren Remington Platt, founder of beauty services app Vénsette, picked

fresh florals; and Danish model Helena Christensen chose floaty lavender silk with cape-like sleeves.

Ms. Christensen was recovering from a minor fashion disaster incurred at the morning's runway show. She'd believed the dress she'd worn was only subtly sheer. "I realized later, looking at the pictures, it's completely see-through," she said, between bites of a hamburger.

Luckily, famous models take such situations in stride. "It was hilarious," she said, but added that she had carefully tested the opacity of the party frock she later changed into.

At 10 p.m., Mary J. Blige emerged to perform a few of her chart-toppers, including "No More Drama" and "Real Love." If you happened to be flicking through Instagram then, you might have caught a song or two on the live videos that partygoers posted to their feeds. These days the party is never as far away as you think.

—Taylor Harris

BILLY FARRELL/AGENCY (2); GETTY IMAGES (GYLENHAAL, FARRELL, SMITH)

are scrubbed intensely and returned to pristine condition. Besides, it's more socially acceptable for women to bare their feet.

Other men say wearing sandals in the city makes them feel self-conscious.

Though he lives in Los Angeles, 28-year-old writer Kevin Burrows says his sandals have triggered mockery from co-workers and don't seem professional: "You feel like you're on vacation in open-toed shoes." He saves them for weekends away.

criss-cross-strapped nubuck option from Dries Van Noten and a matte black pair from Birkenstock as sophisticated sandals appropriate for cosmopolitan surroundings.

As for the ick, before you subject a subway car full of people to a clear shot of your feet, give them a good once-over and attend to any glaring issues. "There are some gnarly feet out there," said Malibu's Mr. O'Neill. "If you're going open-toed in the city, get a pedicure."

—Jacob Gallagher

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STYLE & FASHION

20 ODD QUESTIONS

Zac Posen

The multitasking maker of glam gowns on the quieter pleasures of cooking and gardening

THE CONCEPT OF DOWNTIME barely exists for Zac Posen. Between designing four annual ready-to-wear collections and a bridal line under his own name, serving as creative director of womenswear at Brooks Brothers and undertaking his sixth season as a judge on "Project Runway," the New York native finds that life unfolds at a frenetic pace. Mr. Posen, 36, is also the subject of "House of Z," a new documentary that honestly, and at times uncomfortably, chronicles the rise, fall and rebirth of his 16-year-old brand. Three years in the making, the film recently premiered at the Tribeca Film Festival and includes footage of the designer in his wunderkind-teen years, filmed by his father.

Though his designs are closely associated with go-for-it glamour, Mr. Posen has, in recent years, gravitated toward humble, domestic activities during his rare time off. As his 1.4 million Instagram followers know, Mr. Posen is enamored of food, which rounds out the other "Fs" in his feed: fashion and flowers, the latter from the garden he tends at his parents' home in Bucks County, Penn. Mr. Posen attributes his foodie bent to a childhood obsession with cookbooks, which he loved because he was "terribly dyslexic" and the visuals nurtured him. An early favorite: the original 1982 edition of Martha Stewart's "Entertaining," which introduced him to Ms. Stewart's *Gesamtkunstwerk* aesthetic. "The idea of creating an environment and atmosphere was really powerful for me," said Mr. Posen. His own cookbook, plainly titled "Cooking With Zac," will be released this fall. "I like the generosity of cooking," he said. "It's a different creative form."

I start the day by: walking my three dogs, getting coffee, turning on the news, getting the newspapers and checking Instagram. I do breakfast at the office.

My daily uniform is: usually a Brooks Brothers suit and a cable knit sweater. I always wear at least one Brooks Brothers piece. I have all of my clothing made custom, from shirts to ties to shoes.

My first fashion memory is: going to the Costume Institute at the Metropolitan Museum of Art. I can't remember what show it was, but I remember seeing incredible dresses, probably French, early to mid-18th-century, very decadent.

A woman should dress for evening: however she wants. I don't believe in rules for dressing.

My introduction to shopping for fashion was: at [discount department store] Century 21 with my mother. I got some of my greatest and most cherished fashion pieces there: lots of Jean-Paul Gaultier, Fuzzi, great Vivienne Westwood, and pieces from the earliest collections of Alexander McQueen. I wore them then. Now they're part of my collection.

My workout routine is: gardening. Serious gardening is so physical. You're digging. You're using your back, shoulders, legs and abs. I also swim when I'm at my par-



ents' place in Bucks County. I don't go to the gym.

The skin care product I can't live without is: Meder's Hydra-Fill Mask, which I found at Knockout Beauty, a [New York] store owned by my friend Cayli Cavaco Reck. I recommend getting lost in that store.

The most formative cookbook for me is: "La Varenne Pratique" in English. It's a cooking-school book that's highly visual. Apart from Martha Stewart's "Entertaining," it's the book that blew my mind. When I was young, "The Silver Palate Cookbook" was also always around. The recipes are classics—the lentil salad, the chicken with prunes and olives.

My food indulgences are: tomato juice and salty licorice. On airplanes, I have to control myself to not guzzle Mr. & Mrs. T Bloody Mary Mix. I like the salt and spice.



The things I always have in my fridge are: sweet potatoes, onions and leeks. And I always have fresh eggs because my incredible florist, Zeze, brings me eggs from his farm.

My favorite New York restaurant is: Eric Ripert's Le Bernardin, which is just extraordinary. It's hard to single one out. I don't want to offend anyone.

A perfect night out for me would be: going to the theater, then a quick dinner at the Grill [the former Grill Room at the Four Seasons Restaurant]. I've been going to the theater my whole life, and I've never seen the buzz like it is now. I've seen "Present Laughter" and "Dear Evan Hansen," which were terrific. I still need to see "Hello, Dolly!" with Bette Midler and "War Paint."

The most stylish fictional character is: Joan Crawford's in "Humoresque." That scene when she's on the beach...she's so elegant. I grew up watching the classics.

I take care of myself by: getting massages with Lorenco, who is a New York legend. I've actually learned from massages how the muscular system works, which I use in draping. Then I get facials from Cecilia Wong at her spa.

I spend a lot of time online: buying heirloom plants. This Mother's Day, I purchased a very rare, 35-year-old peony tree. It's yellow, one of the earliest Chinese varieties.

The last good book I read was: Joan Juliet Buck's "The Price of Illu-

sion." She's had an incredible life that merges Hollywood, Europe, fashion and being an It girl. It's a reflection on what matters most in life.

The last thing I bought was: a black silk shirt from Comme des Garçons to wear to the Met Gala. I went with Katie Holmes, and we were guests of Aerin Lauder. We had a really fun table.

If money were no object I would promptly buy: a Goya painting, or I'd love to own something by Francis Bacon. But owning art is different than admiring it. Owning it takes it into a decorative context, which is not, at the end of the day, really how I look at art.

—Edited from an interview by Nancy MacDonell

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STYLE & FASHION

Languor For Less

Lounge about in breezy summer dresses whose prices won't stress you

BY CHRISTINE WHITNEY

SUMMER is coming, and women are shedding their layers—the “Game of Thrones” furs, myriad sweaters and stiff jeans—in favor of one thing: dresses.

That said, it's rarely wise to spend a lot on sweet warm-weather nothings. Sustained heat and humidity leave you sweating, and the subsequent need for frequent laundering can be hard on clothes. Even dedicated investment shoppers acknowledge that their quality-over-quantity strategy isn't going to work come June.

“For the price of one designer dress you can get a whole summer wardrobe,” said Lily Semel, a writer in Los Angeles who in recent years has curtailed her practice of splurging on one or two seasonal runway pieces, instead buying several inexpensive dresses.

‘For the price of one [\$1,500] designer dress, you can get a whole summer wardrobe.’

The French label Rouje, designed by Gallic It girl Jeanne Damas, particularly charms Ms. Semel. The brand's elegantly coquettish dresses are all under \$200. “They're in between smart and sexy,” she said. “And they're appropriate for all occasions whether you're going to the beach or a work dinner.”

Rouje exemplifies the new crop of labels that excel at offering appealing frock options under \$300. Another favorite of thrifty women is Döen, a Los Angeles direct-to-consumer brand that makes Isabel Marant-caliber dresses and sells them for between \$150 and \$250. (An Isabel Marant could easily set you back \$700 at least.)

Co-founder and CEO Margaret Kleveland has noticed that customers “tend to be buying in bulk.”

Döen's easy, vintage-inspired pieces align with what's trending this season. Think: Floral prints, lacy crochets and knee-length or longer flowy styles that could easily have beguiled Jane Birkin circa 1969.

If your wardrobe calls out insistently for yet more inexpensive dresses, consider 8-year-old label Reformation (especially if you like brands that try to produce their wares in environmentally friendly ways); its designs generally ring up for around \$200. Though Reformation's silhouettes tend to suit slinkier frames best, its chocolate-box assortment of dresses offers a nice variety, from demure midi-length floral wrap dresses to cheeky mini styles in polka-dot and gingham prints.

Happily, the sensibility that pervades this season's nicely priced summer frocks—not-too-retro, just-bohemian-enough—is also quite versatile. Creative director Maggie Morris, who develops digital strategies for companies like Samsung and BMW and splits her time between New York and Los Angeles, wears her H&M and Madewell dresses with high-heel sandals, sneakers or over a bathing suit with flip-flops. “They're something you can throw on that's always comfortable and cute,” said Ms. Morris. She layers with jean jackets or light sweaters for cooler nights.

A final caveat: It's not always easy to find a summer dress that transcends its low price. The best advice is to seek out ones (like those shown here) that mirror high-end pieces: with longer hems that don't skew so young; in cotton instead of chintzy synthetics. It's a search that pays off. “These are the things I get the most compliments on,” said writer Ms. Semel. “It's nice that they're a couple hundred dollars, not a couple thousand.”



Even designer brands offer a few compassionately priced styles. From left: Diane Von Furstenberg Dress, \$248, Saks Fifth Avenue, 212-753-4000; Edie Dress, \$295, loveshackfancy.com; Safari Dress, \$218, thereformation.com

Lesser known, small labels pay attention to design while finding ways to keep prices reasonable. Clockwise from top: Babaton Dress, \$135, aritzia.com; Sorell Dress, \$198, shopdoen.com; Laura Dress, \$185, rouje.com

FRESH PICKS

WALK THIS WAY
‘Travels with Chufy’
by Sofía Sanchez de Betak, \$50,
assouline.com;
Chufy Necklace,
\$1,325, Bergdorf Goodman,
212-753-7300



OH, THE CHIC PLACES YOU'LL GO

A globe-trotting style setter has created a travel guide that counsels where to stay—and what to wear

ON HER HONEYMOON two years ago, Sofía Sanchez de Betak found herself at a highly recommended, expensive boutique hotel in Brazil—and was utterly miserable. “It was in a very beautiful place,” she explained, “but it lacked a soul.”

So Ms. Sanchez de Betak, 30, a Buenos Aires-born and New York-based art director who's traveled extensively, decided to create a guide focused not just on butler services and 1,000-thread-count sheets but experiences and people. She wanted to help others find “what I look at as luxury,” she said. “There's nothing better than when a lodge owner sits with you at the table.”

Out this week, her book, called “Travels with Chufy,” features 20 such soulful adventures. (Chufy, a childhood nickname, is her Instagram handle.) She describes Meme Larivière, the owner of

Estancia Arroyo Verde, a fishing lodge in verdant Neuquén, Argentina, as a “grandmother figure.” If your bucket-list escape is “just you and the beautiful ocean,” she recommends Mike's Camp on Kenya's Kiwayu Island. Owner Mike Kennedy, she said, “is a crazy lovely man who spoils you with incredible fresh fish.”

In photo after photo, the book also showcases Ms. Sanchez de Betak's enviable knack for dressing appropriately yet stylishly wherever she lands. Her travels are the catalyst for a new clothing and accessories line, also called Chufy, which launched at Bergdorf Goodman this week. Each Chufy collection will take its cues from a different part of the world. The first references her native Argentina, and she's currently at work on Japan for fall and Kenya for next spring. —Nick Remsen

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Sustaining a Way of Life in Sonoma County

Then Mark Sanchietti was in kindergarten, he used to pretend he was sick so he would be sent home to the family farm in Sonoma County. Sanchietti preferred to be in the vineyards, planted by his great-grandfather 98 years ago, rather than the classroom. His idea of "playing hooky" was to be with the men in the fields, helping them unload trucks — as much as any five-year-old could help.

Today, Sanchietti operates Sanchietti Farming Inc., a vineyard management company, with his wife, Jenny, his high-school sweetheart, who also comes from a farming family.

Sanchietti has always focused on sustainability to preserve the land that he and his family have cherished for nearly a century. He

tracks his sustainability goals on his mobile phone, such as water conservation practices and soil health. He uses a heat map to monitor how different areas of his vineyard can be tended in the most environmentally conscious ways. But while Sanchietti's techniques may be modern, his mindset is deeply rooted in tradition.

"My great-grandfather built a farmhouse with old wood he salvaged," Sanchietti says. "He lived sustainably, not because it was trendy, but because it was something he had to do. If he hadn't, this farm

wouldn't be here for me today or for my children tomorrow."

CULTIVATING THE SEEDS OF SUSTAINABILITY

Many of Sonoma County's farms and vineyards are smaller operations like Sanchietti's. More than 40 percent of vineyards are fewer than 20 acres. For these families and the people who work for them, farming is a passion and purpose passed down from generation to generation — a rich heritage that connects them to the land and to each other.

"This tradition comes with a responsibility to make the land better for those who will inherit it," says Karissa Kruse, president of Sonoma County Winegrowers (SCW). "It's our job as farmers to be caretakers of the land in Sonoma County and preserve our agricultural legacy and way of life."

It is this commitment that served as the catalyst behind SCW's move to become America's first 100 percent-certified sustainable wine region. The announcement of this bold plan made headlines for its innovation and dedication to sustainability and the preserva-

tion of agriculture — a first-of-its-kind model in the global winemaking industry.

Sonoma County's sustainability programs keep all stakeholders focused on business, farming and social best practices that will be carried through to future generations. They help farmers create long-term plans to measure improvements in areas such as water conservation and energy efficiency, to protect important ecosystems and habitat, and to conserve vital resources.

Sonoma County's sustainability commitment measures not only how grape growers treat their land, but also how they treat their employees and support their local communities. To help tackle the larger social issues that vineyard employees and their families face, the Sonoma County Winegrowers relaunched its Sonoma County Grape Growers Foundation in 2016.

"Our goal is to make Sonoma County a global leader in social responsibility," Kruse says. "This all starts with understanding the challenges our vineyard employees face and then developing innovative ways to improve their lives and make sure we're making the biggest impact possible." Currently, the Foundation is focused on affordable housing, childcare, education, health care and workforce development.

A DIFFERENCE YOU CAN TASTE

Sonoma County grape growers are already well on their way to becoming 100 percent sustainable by 2019, with 85 percent of the vineyard acres sustainably self-assessed and more than 60 percent of the vineyards certified sustainable by a third party auditor.

For grape growers like Dan Rotlisberger, senior viticulturalist at Redwood Empire Vineyard Management and board member of SCW, being certified sustainable comes with a strong sense of pride. "When I walk through the vines, it's a good feeling knowing how those grapes are being farmed. It's a better way — and it translates into a better bottle of wine."

Experts say sustainably grown grapes actually improve the quality of wine because sustainable vineyard practices and technolo-

gies allow growers to monitor their vineyards, vine by vine, to ensure proper irrigation levels. This is the key to improved wine quality, since overwatering grapes can dilute the most appealing flavors that each varietal is known for and accentuate other flavors that are less desirable.

Sonoma County's winegrape growers have been at the forefront of precision irrigation practices that measure temperature changes, soil moisture and vine stress. Another aspect of their sustainability efforts is matching the right rootstocks and varietal clones to the soil and terroir of each vineyard site.

"By growing the best possible grapes for each vineyard, you're taking advantage of the unique geography and climate that help define the distinctiveness of a wine," Rotlisberger explains. "There's a lot of science and research that goes into choosing what to plant and where. That's all part of being sustainable, and it turns out it enhances the quality of the wine. It's a win-win for everyone — especially the consumer."

NURTURING THE FUTURE

Sustainable practices are near and dear to Rotlisberger, who says he's "in it for the long haul — whatever it takes." His family farm is more than his livelihood; it's a legacy that has been passed down for five generations, going back to when his ancestors came to Sonoma County from Switzerland a century ago to grow apples, plums and pears. Today, Rotlisberger raises some of the world's finest winegrapes on his 30-acre farm.

Sanchietti's fields have also raised diversified crops at one time or another. In addition to grapes, Sanchietti farms acres of olives and apples. He's pleased that his children enjoy the apple harvest because it serves as a connection to their great-grandfather, who preserved the farm by temporarily switching from winegrapes to apples during Prohibition. It's a colorful history that Sanchietti wants to see carried forward to future generations.

"In a way, I have three children — my two sons, Mason and Merritt, and the land," he says. "They all need to be nurtured and brought up responsibly. And if I do my job right, I believe they'll all be thriving for many, many more years to come."

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www.sonomagrapecamp.com



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EATING & DRINKING



GOOD EGG The tortilla española at Té Company in Manhattan is as luscious as a wedge of brie.

LINDA XIAO FOR THE WALL STREET JOURNAL (2); ISTOCK (GARLIC)

The Ultimate Tortilla (Does Not Exist)

It takes under an hour and only four ingredients to make this dish—and a lifetime to make it your own

BY CHARLOTTE DRUCKMAN

IT IS EITHER a most opportune or bewildering time to learn how to make tortilla española. In the last year, at least four new cookbooks on Spanish cuisine have arrived, each with a recipe for the traditional tapa and no two of them the same.

The potato-dense Spanish "omelet" is a compact, satisfying one-pan production. An affable breakfast, lunch, dinner or drinking buddy, it's ready in less than an hour and can be made in advance.

Some may throw chorizo in there, or, in the Basque region, cod, but the classic has only four components, eggs, potatoes, onions and oil; five, if you count salt. Still, finding decent examples in the U.S. isn't so easy. They're often desiccated or floppy, and lacking in flavor.



CRACKING THE CODE Chef Frederico Ribeiro behind the counter at Té Company in Manhattan.

"Most people do not manage heat properly," said New York City chef Alex Raji of El Quinto Piño, where you can enjoy one of the few respectable, appropriately slightly gooey tortilla wedges in town. "You must toggle between high and low and you must know when to stop stirring and start shaping the sides." That's only the half of it.

"People are shy about using enough oil, and most hesitate when flipping," she continued. "Both cause problems."

Ms. Raji included her tortilla recipe in "The Basque Book," which she co-authored with her husband, Eder Montero, and the food writer Rebecca Flint Marx. It calls for four flips. She believes this "improves the shape of the edges and keeps the tortilla from over-browning." The only modification the chef makes when adapting her instructions for home cooks is to recommend they use a blend of olive and canola oils, as opposed to olive alone. Canola is less expensive, for one thing. And, as Ms. Raji notes, if you're not working with a delicate one, "100% olive can create bitter flavors."

In Asheville N.C., chef Katie Button serves tortilla española at her tapas bar Cúrate. The recipe, included in her new cookbook of the same name, has less potato than Ms. Raji's, cooks a bit longer and only flips once, causing it to pick up more color in the pan. Ms. Button, too, calls for a 50/50 blend of oils, to replicate the flavor of a mild Spanish olive oil. She maintains her most valuable lessons were learned at the side of her Spanish mother-in-law. After years of repetition, "I finally feel like I can make a tortilla as good as

hers," Ms. Button said.

In his Spain-focused culinary travel book, "Grape, Olive, Pig," Matt Goulding describes what sounds like my dream tortilla, served at Taberna Pedraza in Madrid. Cooked by co-owner Josefina Pedraza over a low flame, "it arrives to the table soft and pale, jiggling like a waterbed; slice into it and it exhales across the plate."

I had all but given up on finding anything like this in New York City. Then Frederico Ribeiro, a Portuguese chef who trained in Spain, put a slice of his Spanish tortilla down in front of me at Té Company, the tea salon he opened at the end of 2015 with partner Elena Liao. It was custardy, almost like a brie, with the pastel-yellow hue of a newly hatched chick. I asked him how he was able to keep it in that barely solid state and move it in and out of the pan. He mentioned something about a wet plate and I realized I was going to need a demo. Mr. Ribeiro agreed.

Prepared in a small, deliberately crowded pan, his tortilla has an ingredient list that extends to garlic, which he cooks with the onions before adding fingerling potatoes. The onions and garlic become sweet, the tubers, creamy. He beats them together, feverishly, with three eggs, then cooks this mixture for two minutes on each side. The finished product shows not even the barest hint of brown. "It should feel like a baby's bottom," Mr. Ribeiro said, patting his tortilla with a grin.

I took notes, wrote up a recipe and practiced—and practiced some more. It will never be perfect. I'm not sure there is such a thing as the perfect tortilla española. But I know I'm on my way to close.

Frederico Ribeiro's Tortilla Española

TOTAL TIME: 55 minutes SERVES: 6

1 medium yellow onion, finely chopped

Neutral oil, such as grapeseed or canola

2 cloves garlic, finely chopped (optional)

3 cups peeled and thinly sliced coins of fingerling potatoes

Kosher salt

3 large eggs

creamier, wetter texture, but avoid mashing them. Season with salt.

6. Just before cooking tortilla, rinse a large, flat plate under running warm water. Remove plate from faucet and shake it off, so plate is still slightly wet. Use your hands to spread drops of water over plate's surface so it's just slick. Place plate beside stove so it's easy to grab when you're ready to flip tortilla.

7. Return clean pan to stove over high heat. Add 2 teaspoons reserved oil and tilt pan to coat. Once oil is just hot, add egg batter, gently swirling pan to prevent sticking as sides begin to set. Once batter starts moving as a unit when swirled, after no more than 2 minutes, you'll know it's ready to flip.

8. To flip, cover pan with inverted plate. Flip plate and pan together to turn half-cooked tortilla onto plate.

9. Let tortilla sit on plate for about 30 seconds while you return pan to stove over high heat and add enough oil just to lightly coat pan. Once oil is hot, take pan off heat and place on counter next to plate with tortilla. Lift plate and use a wooden or rubber spatula to carefully and gently slide tortilla back into pan, cooked side up. Use spatula to shape tortilla, gently pushing any uncooked batter underneath.

10. Set pan over medium heat and cook tortilla just until it moves as a unit when swirled in pan, 1-2 minutes. Remove from stove, wait 1 minute, then flip finished tortilla onto a plate. Serve warm, at room temperature or cold, sliced into wedges.

SOUR POWER

Tangy tamarind paste punches up all kinds of dishes, drinks and dressings

THINK OF tamarind as the love-child of lemon and caramel. The tart and sticky pulp comes from the pod of a tropical shade tree. Pressed into blocks of paste, it must be reconstituted with hot water and pressed through a sieve to remove any seeds and gnarly fibers. The alter-native, a syrupy concentrate available in jars, also tends, confusingly, to be called paste.

Tamarind pairs beautifully with orange, garlic and ginger to make a fast and zingy marinade for chicken and pork. Its tartness renders drinks ex-

tra-refreshing. Tamarind agua fresca quenches thirst across Mexico. Here in the U.S., chef Andy Ricker mixes tamarind with bourbon, lime juice and simple syrup for a bracing whiskey sour.

I love the acidity and richness tamarind brings to a dish. The excellent recent cookbook "Burma Superstar" employs this ingredient extensively—in bright curries, in a puckery sour-leaf soup, in a good-on-everything tamarind-ginger dressing. "Tamarind adds a deeper, rounded kind of acidity," said the book's co-author Kate Leahy.

"It lasts forever in the refrigerator, so it's good to have on hand for those days when there aren't any lemons or limes in the house."

—Jane Black

Where to Buy: Both tamarind paste and concentrate are available at Indian, Latin American and Southeast Asian markets. For paste, opt for one labeled seedless, like Cock brand (\$8 for 16 ounces), though a few seeds may be hiding inside even these. Laxmi (\$6 for a 14-ounce jar, plus shipping) is a high-quality concentrate.

Bang out a batch of granola:

Heat 2 teaspoons tamarind concentrate with 1/2 cup light brown sugar and 1/4 cup coconut oil until sugar dissolves. Combine with 2 cups oats, 1/4 cup each shredded coconut, cashews and dried apricots and a generous pinch of garam masala.

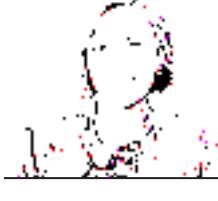
Assemble an agua fresca: Mix 1/4 cup each tamarind concentrate and brown sugar. Add 5 cups water and stir until sugar dissolves. Drink over ice.

Gin up a ginger dressing: Soak 2 1/2 ounces tamarind paste in 3/4 cup hot water and strain. Add 1 teaspoon each sugar, grated garlic and ginger, and salt.



EATING & DRINKING

MESSAGE IN A BOTTLE NOVELIST ALISSA NUTTING ON THE BOTANIST ISLAY DRY GIN



The Anxiety of Being Under the Influence

"IT'S GIN!" I announce this to my husband in an anxious whisper, like I'm talking about an ex who just texted out of the blue.

We've been waiting until the end of the workweek to open the package from my editor at The Wall Street Journal, expectantly hypothesizing about what's inside. I've agreed to give my impressions of a bottle of alcohol but don't know what it will be. Pitting the box, asking it questions, putting an ear to its cardboard and listening: There's been a time-lapse pregnancy vibe to the whole thing, and for me, seeing the bottle of gin—The Botanist Islay Dry Gin, says the label—is like hearing an ultrasound nurse say, "Surprise! It's twins!"

I feel suddenly and deeply unprepared.

My go-to pet name for gin is "liquid shame." If tequila's my id, gin is my superego. Most liquors motivate me to go do bad things. Gin motivates me to feel bad about things I've already done. *Why did you tattoo the word "ukulele" on your neck?* gin will ask me. *Why did you put a \$5 burrito in a \$200 purse?*

But my husband has zero misgivings. "I'll get the minivan!" he says.

It's the second marriage for both of us; we're a blended family with three children, and sometimes, when those children are asleep, we park our minivan in the backyard and go drink inside of it. It has XM radio and very comfortable seats.

"If I ask you to put on Patsy Cline later," I tell him, "please don't." In fact, I decide that Patsy Cline is going to be my safe word for the evening's activities. "If I say 'Patsy' at all, it's time for me to switch to water."

From the looks of the bottle, I can tell the Botanist is a different species than the gins that make me cry (first hint: the bottle is not a jug or an airplane mini). It's gorgeous and I immediately add it to my mental list of "Earnest Apology Gifts." The next time you act like an ass, if your I'm sorry is accompanied by this gin, the offended party will know you mean it.

But despite its elegance, I'm primed for pain. The gin's name could not have a gentler or more whimsical inspiration: Of the 31 botanicals in this artisanal blend from the Scottish Isle of Islay, 22 of them are local and hand-foraged by botanists. Given my history with gin, though, my imagination is working "Law & Order"-overtime. To me, "The Botanist" sounds like the nickname of a serial killer who presses and keeps a lock of each victim's hair, herbarium-voucher-style.

When I open the bottle and sniff,



F. MARTIN RAMIN/THE WALL STREET JOURNAL (BOTTLE); ILLUSTRATION BY ANGELA SOUTHERN

I get hopeful—its aroma isn't the menthol slap across the knuckles with a ruler I always get from the usual gin suspects. Maybe this encounter won't end in aerobic, full-body sobs and attempts at catharsis via karaoke? It sounds strange to describe an alcohol as smelling alive, but this gin does. My nose is telling me the bottle is a vase full of flowers.

Still, when one possible cause of apprehension gets alleviated, I like to ensure its quick replacement. I begin to worry that since this gin isn't going to burn me with harshness, it might kill me with kindness. Fancy is often synonymous with sad for me, since I'm not great at being sophisticated. Would this gin be too precious? Would it taste like perfume? Isn't 31 botanicals an awful lot? Especially when you live

in the Midwest, as I do?

Prior to entering the van, I grab my phone and stalk this gin on the Internet the way I do anything I find suspicious. I want to find a tacky entry point to this refined, vapor-bouquet gin, something that makes it feel approachable in terms of drinking while wearing pajamas inside a van. Just as its botanists forage for Gorse and Heather flowers, I go scrounging for sleaze.

"Dirty Dotty and Ugly Betty!" I finally exclaim.

My husband brightens. "Friends of yours? Are they coming over?"

Do they need a lift?" (The minivan does seat seven.) Perhaps the bottle doesn't intimidate him because he's watched and loved every season of "Mad Men." He spruces up well. (Note to interested parties: Combine this gin with a pair of cuff-

links for an instant Don Draper role-play session.)

I'm a little harder to polish. I need a bridge to link my fast-food sensibilities to the fine-dining liquor before me, and I find it in the gin's origin story.

"Ugly Betty" is the name of the copper still this gin is slow distilled in, and the nickname for the waters used in the gin's production is "Dirty Dotty's spring." Ugly/Dirty is totally my squad, so now I'm ready to start drinking. And, potentially, drowning in a vat of overwhelming, unresolved feelings.

Luckily, because of the kids, the van is stocked with prophylactic Kleenex. If a case of the rapid-onset gin weepies hits me, I'm covered.

We shut the van's interior lights off, and my husband begins musing about how gin means it's summer-

time. As writer-professors, our lives revolve around the academic calendar, and the uptick of gin drinking at parties is a seasonal moving of the tassel. I take a sip of the gin, mixed with a little tonic, and, as if on cue, taste a reenactment of this transition in its flavor. In my mouth, subtle wintry mint warms up into bright lemon.

Maybe this association is part of why I normally catalog gin into a space of melancholy: Its annual appearance coinciding with end-of-the-year fêtes, graduation, students and visiting faculty moving on and away.

But as I drink this gin, sadness never arrives. Instead, I find myself having an onslaught of positive thoughts, perhaps one for each of the 31 botanicals. "Isn't it great how gin doesn't stain?" I add. I want to try re-watching Old Yeller while drinking this gin, because I bet if you watch that movie while sipping the Botanist, the dog gets to live.

Thirty-one is not too many, at all. Not in this blend; its notes take on a Wall of Sound intricacy to create a singular distinct flavor. It's so delicious that after my first, I remedy my error of adding tonic.

This is great gin for busy people! And clumsy or lazy people, who, like me, tend to take shortcuts in drink-making by eye-balling measurements and freestyle recipes. There's already so much going on, in just the right amount, there's no need to mix it.

I especially recommend it for parents with young children who are willing to go to delusional lengths for a moment of escape at the end of a long day, such as pretending you're at a bar when you can see the illuminated lights of your vehicle's dashboard console. If you're so tired that you don't want to move, it's lovely to sit back and benefit from the grand efforts of another person. "How nice of those botanists to do all that foraging!" I put forward.

I'm overcome with thanks. This drink makes everything seem a little better than it even should. When we finally go back inside the house, all our furniture appears to have been dusted; everything seems to shine with a lemon-Pledge gleam. The Botanist lets you see the world (and your house, and your van) through cleaning, crisping goggles. For the first time, I got buzzed on gin and didn't cry. I didn't even come close. But if I had, it would've been with gratitude for this drink, my new summer happy place.

Ms. Nutting's latest novel, "Made for Love," will be published by Ecco on July 4.

SLOW FOOD FAST SATISFYING AND SEASONAL FOOD IN ABOUT 30 MINUTES



The Chef
Günter Seeger

His Restaurant Günter Seeger in New York City

What He's
Known For
Precisely executed,
elegant cooking
that favors excellent
ingredients and at-
tention to detail
over flourishes.

Seaweed-Wrapped Scallops With Avocado Purée

EVEN A CHEF as famously exacting as Günter Seeger will admit that at home, compromises can—occasionally—be made. For this recipe, he brushes scallops in a sesame-seed vinaigrette and steams them, then dots them with a lemony avocado purée and wraps them in fermented cherry leaves. You can seek out that last ingredient at Japanese markets. Otherwise, Mr. Seeger concedes, the sheets of toasted nori (seaweed) available at most supermarkets will do nicely.

Truly fresh scallops can be served

barely cooked, still raw and creamy in the center. "Farmers markets are the best source," Mr. Seeger said. Grocery-store scallops, whose journey from the boat is typically longer, should steam a minute more and fully warm through. The avocados, meanwhile, should give a little when gently pressed—but only a little. Overripe ones oxidize and brown when puréed.

Being picky about ingredients pays off here, Mr. Seeger insisted. "I have high standards," he said, "and I get everyone around me to have them too." —Kitty Greenwald

TOTAL TIME: 20 minutes SERVES: 4

16 large, fresh scallops	¾ tablespoon soy sauce
Kosher salt	½ tablespoon sesame seeds
½ tablespoons rice vinegar	½-inch piece ginger, peeled and minced
6 tablespoons grapeseed oil	2 avocados, halved and pitted
½ tablespoon sesame oil	
½ tablespoon honey	

1. Add 2 inches water to a large pot. Set a steamer in pot, high enough so it does not touch water. Bring to a simmer over high heat. Season scallops on both sides with salt.
2. Make marinade: In a small bowl, whisk together rice vinegar, 3 tablespoons grapeseed oil, sesame oil, honey, soy sauce, sesame seeds and ginger.
3. Make avocado purée: In a food processor or blender, purée avocado with half the lemon juice and 2 tablespoons grapeseed oil until smooth. Season with salt and lemon to taste.
4. In a bowl, toss together radishes, 1 pinch salt, 1 dash lemon juice and remaining grapeseed oil. Adjust seasonings to taste.

Juice of ½ lemons	1 bunch radishes, quartered
4 (8-by-8-inch) sheets nori, divided into 16 (4-inch) squares	

5. Lightly brush scallops with marinade and place in steamer basket. (Work in batches to avoid crowding.) Cover and steam gently over simmering water to desired doneness. For just-caught scallops served raw at their centers, steam about 1 minute. Otherwise, steam until scallops are just firm to the touch and centers are medium-rare and warmed through, about 2 minutes. Remove scallops and brush once more with marinade.
6. Place a generous dab of avocado purée on each square, top with 1 scallop, sprinkle with salt and fold nori over scallop. Repeat with remaining scallops. Serve radishes alongside, dotted with any remaining avocado purée.



TURN ON THE BITE A simple side of radishes tossed with lemon and salt provides a crunchy counterpoint to the luscious steamed scallops.

ADVENTURE & TRAVEL

A FINER TIME WAS HAD BY ALL

Continued from page D1

centuries, seized briefly by the Huguenots in 1625, invaded by les Anglais once again in 1627 (who can blame them?), and has been French ever since.

In 1988, Ré was connected to La Rochelle on the mainland via a 1.8-mile bridge, and a direct train service from Paris to La Rochelle accelerated the commute in 2012. It's not just the beaches that recall New York's own weekend playground: With its copious vineyards, surf breaks and fashionable denizens, Ile de Ré feels a little like a mashup of Long Island's North and South Forks. For the most part, though, it's couldn't-be-anywhere-else-but-France.

We found a villa with room for friends in Saint-Clement-des-Baleines, a sleepy town of white-washed houses with arsenic-green shutters that's far enough from the bridge to elude most non-French tourists, and settled into an easy routine of cycling, eating and beach-going.

Our days began with a walk to the town square's boulangerie, whose superlative *pains au chocolat* and *tartes aux fruits* earned it lines out the door. Next came a trawl of the market stalls, which included a grocery, whose proprietor rewarded my toddler daughter's attempts at pilfering his white peaches with the occasional freebie. A butcher's stall yielded "grand-mère's" offal-laden pâté and spicy merguez sausages for the grill. Then we'd go on a cycling mission, strategic exercise when you're downing two *pains au chocolat* a day and are being outshone by octogenarians. Cycland, the local cycle-hire store, even equipped us with a mini chariot to tow our baby along, although perhaps we should just have slung him in a bike basket, as one woman I passed had done.

Cycle lanes crisscross the whole island, bisecting marshes, vineyards and muddy salt flats. Towards the fortified port town of Saint-Martin-de-Ré, the path traces the coast, punctuated by oyster *cabanes* (simple restaurants where oysters are farmed on the premises). The 11-mile ride to Saint-Martin and back was the longest of our vacation, and, after a couple of tantrums and a dramatic skid and fall, future visits were conducted on four wheels.

Its proximity to the bridge and stock of elegant hotels make Saint-Martin-de-Ré popular with French holidaymakers; the restaurants that skirted the port were full of caftan-clad Parisians toting Chloé hand-



LAZY LIZAY A bike path along Plage du Lizay. Bicycle lanes, winding through pine forests and vineyards, crisscross the island.



bags and Londoners bemoaning Brexit and its effect on the Pound-Euro rate of exchange.

We crossed the town's wide moat and formidable stone walls, built in the shape of a star by Louis XIV's foremost military engineer, Vauban, to defend it from the Protestants and the English, and parked our bikes in the handsome main square. We wandered down streets with shutters painted 50 shades of gray, rangy hollyhock plants waving in front of them, to the port. You'll find no Côte d'Azur-size, gin-palace yachts in the harbor at Saint-Martin; instead, relatively modest wooden sailing boats quivered on the water opposite legendary La Martinière ice cream, which serves 50 traditional and avant-garde flavors. We skipped oysters and caviar for best-in-class scoops of salted caramel—made with local *fleur de sel*—fig and blackcurrant.

A less arduous pedal from our house was Ars, whose name pro-

voked titters from our group whenever it was mentioned, "arse" being British for "ass." Another study in stone-and-shutters, Ars is one of France's designated *Plus Belles Villages* ("Most Beautiful Villages"), and has a daily market of local produce, plus an array of French greatest hits: chintzy tablecloths, striped espadrilles and an encyclopedic spread of kitchen utensils (carrot spiralizer, anyone?). But the number one attraction is Monsieur Donin's retro merry-go-round.

Monsieur Donin, who wears red, heart-shape spectacles, has been running the carousel and entertaining visitors with his witty *chansons* since 1983. I felt multiple French parents' eyes boring into my person when I extracted my daughter from her miniature Cadillac at ride's end, so deafening were her shrieks of protest. Their own offspring stepped daintily from their rides.

You might have expected us—with our children in tow, plus our

THAT'S MOOR LIKE IT From top: The port of Saint-Martin-de-Ré sees few yachts but plenty of French holidaymakers in season; the market at La Flotte, on the island's east coast.

friends' prodigious broods—to stay home for meals and mercifully spare fellow diners. But nothing was going to come between me and those bivalves. At Le Chat Botté in Saint-Clement, clear, briny local oysters featured on the highly accomplished lunch menu, a great value, along with exquisite desserts including an ode to the peach, with meringue, sorbet and purées, that resembled a spotty Yayoi Kusama painting.

At most cabanes, shellfish was the only thing on the menu. With its hot-pink-and-green chairs and bar overlooking the sea, Ré Ostréa offered three dozen bivalves—small, medium or large, your choice—with a complimentary bottle of crisp white wine. At another, Cabane du Feneau, our shellfish platter was in fact a large basket of crab, oysters, langoustines, clams and sea snails, and we were presented with our crevettes live and kicking before they were taken to the pot. "What are they?" asked one of the children. "Haute cuisine," replied our waiter.

We devoured many memorable meals; still, it's Ile de Ré's beaches in the late afternoon light that I'll come back for. Beaches like La Patache—with fine-white sand and a strong current that allowed you to drift at great speed from one end to the other—which we discovered on the last day of our vacation. We'd cycled there with a picnic from the market, accompanied by the usual jolly, jostling anthropological study: gaggles of pedaling teenagers singing Taylor Swift in heavily accented English; middle-aged men in Lycra overtaking languorous, linen-clad ladies. As we'd spread out our blankets and uncorked the first bottle of rosé, I'd thought how fortunate the French were to have this island threaded to the mainland, and how lucky we'd been to share it with them.

► For where to stay and eat in Ile de Ré, see wsj.com/travel. —K.M.

I Hate to Brag, But...
3 other low-key, high-style holiday spots



NORTH FORK, N.Y.

Despite its proximity to Manhattan, array of farm-to-table restaurants and over 40 wineries, Long Island's lush North Fork has maintained a low profile. Predominantly pebbly beaches and fierce zoning regulations, which outlaw Hamptons-style mega-mansions, have helped. Check into the Sound View (pictured), a '50s motel on the outskirts of Greenport that opens this month after a major makeover (from \$250 a night, soundviewgreenport.com). —K.M.



SULLIVAN'S ISLAND, S.C.

Many of the once-rickety 19th-century seaside houses that sit up on stilts have been renovated and equipped with AC and posh kitchens. But plenty still have the Lowcountry charm of screened porches, ceiling fans and rambling floor plans. Try for a place (from \$4,000 a week, beachsidevacations.com) on Marshall Blvd. or Middle St., where, out past the dunes, grandmothers teach offspring to crab and collect sand dollars, before everyone goes to the Obstinate Daughter for local oysters (theobstinatedaughter.com). —Christian L. Wright



FORMENTERA, SPAIN

Most visitors to this island just off Ibiza swing by only for lunch and to swim in its Kool-Aid-colored waters—which means it's delightfully peaceful come nightfall. Concierge service Deliciously Sorted Ibiza rents some of the island's most luxurious villas (pictured) (from about \$11,000 a week, deliciouslysortedibiza.com). For a more affordable family-friendly option, try Paraiso de los Pinos, a clutch of apartments dotted around a pool, next to the excellent Marlaca restaurant (from about \$890 for two nights, paraisodelospinos.com). —K.M.



NOT THE HAMPTONS The medieval Abbaye des Châteliers on Ile de Ré.

SPOILER ALERTS // 3 CLASSIC SUMMER SPOTS THAT AREN'T QUITE AS ENVIRABLE AS YOU IMAGINE

Montauk, Long Island

Perception The "un-Hamptons," preserve of scruffy surfing types. You and your family will spend bucolic days building sand castles and playing paddleball on Ditch Plains beach; eating lobster rolls with BYO rosé as the sun slides into Fort Pond; and sleeping it off at a cheap-but-charming motel.

Reality That humble motel has been reimagined as a boutique hotel with an artist-in-residence, artisan coffee shop and mid-dling rooms starting at \$600 a night; the lobster restaurant now charges \$105 for a bottle of rosé; and good luck swinging your paddle without hitting an Instagrammer or banker-surfer on Ditch Plains.

Silver Lining Skip summer weekends and go during the week. Montauk more closely resembles its previous self after the last train leaves the station on Sunday nights, and hotel prices dip. Better yet: Wait until October.

Positano, Amalfi Coast

Perception Dolce vita dreams come true amid the candy-colored buildings scattered along a Mediterranean cliffside. Languid days spent sipping prosecco on the beach are punctuated with drives along the storied Amalfi Coast and capped by dinners at hushed seaside eateries.

Reality John Steinbeck wrote that "Positano bites deep." In high season, it just bites. Tourists trip over ceramics piled up outside countless souvenir shops; restaurant workers wave menus and shout promises of free limoncello to passersby; plastic washes up with the surf; and tour buses careen around hairpin turns, threatening to squash your rental car.

Silver Lining The town regains its charms in the off-season, once the holidaying hordes have decamped. But even in summer, Furore, a nearby speck of a village high in the mountains, is a serene perch surrounded by olive and lemon groves. —K.M.

The Côte d'Azur

Perception Europe's most glittering coastline, retreat and inspiration for Picasso, Matisse, Fitzgerald and Chanel, where you and your Breton-stripe-clad children will waft from Cap to Cap, absorbing culture and fine food.

Reality Fitzgerald, who wrote an article entitled "How to Live on Practically Nothing a Year" after moving to the French Riviera with Zelda and their toddler in 1924, would be hard-pressed to stay at any of the grande dame hotels he frequented for under a \$1,000 a night now. His "fairy blue" Mediterranean Sea now gleams with superyachts; the roads with bumper-to-bumper Ferraris.

Silver Lining Drive 70 miles west of St Tropez and you'll hit Cassis, a cute and colorful seaside town surrounded by limestone rocks ideal for sunbathing (prepare for some nudity) and leaping off of. It's also the place to try bouillabaisse—traditional Provençal fish stew. —K.M.



ADVENTURE & TRAVEL

High Society

Even amateurs can join the ranks of those who've scaled the Grand in Wyoming's Teton Range, a mountaineering rite of passage

BY BRIGID MANDER

TWO IMPOSING mountains flanked either side of our small group, commanding our attention. Craning our necks this way and that like tennis spectators, eyeing two dramas in the distance, we stood at 11,600 feet outside the small hut where we'd be bunking for the night. On the rock wall to our right, two local legends, visible as a tiny red dot and a black dot, were inching up the sheer north face of the Middle Teton, pioneering a new climbing route. On the peak to the left, the Grand Teton, two stranded climbers, appearing as even tinier yellow dots, perched high on their climbing route, shrieking over the wind for help.

Despite the popularity of summer mountaineering in Wyoming's Grand Teton National Park, this level of human drama is far from routine. Even at our birds-eye viewpoint on the Lower Saddle, a barren, windswept alpine shoulder linking the two peaks, such sights are rare. The expert climbers on the Middle eventually rappelled and went home, and the panicked pair on the Grand found safety when the park service's Jenny Lake Climbing Rangers thundered up in a yellow helicopter to help them. Via a haul rope, the chopper dropped a rescue ranger, who secured the duo to himself. We watched the three dangle 250 feet below the aircraft, as the pilot whisked them through thin air to the valley floor, thousands of feet below.

Abruptly, silence returned, and the alpenglow turned a rich pink. Our guide, Dan Corn, unfazed, corralled our group's attention. The four of us had things to discuss: our own planned ascent of the Grand would begin with a 3 a.m. wake-up at this saddle.

The highest peak in the Teton range, the 13,775-foot Grand holds an iconic place in American mountaineering history. The first known ascent, the Owen-Spalding route, was completed in 1898. Since then, the Grand and its neighboring peaks have been an incubator for some of the country's most accomplished mountaineers. Challenging routes exist all over the Teton range, but even so, the Grand isn't out of reach for a moti-



THE AIR UP THERE
Ascending the 13,775-foot peak of the Grand in Grand Teton National Park.

FROM TOP: DAVID STUBBS; ALAMY; MAP: JASON LEE

vated, reasonably fit and strong person with a guide. All the ascent routes—the summit being 7,000 feet above the valley—require you to climb sections of steep vertical rock but on the easier routes you'll spend minimal time on a rope.

That morning, last August, I had met up with Dan and the rest of our climbing party, Nadia and Serge, a father-daughter team from Los Angeles, at the Exum Guides and Climbing School office, to begin our 5,000 foot, 7-mile ascent to the hut on the Lower

some preliminary expert training under our belts, the three of us and Dan headed up with the minimum of gear, plus food for the next 24 hours, in our packs.

At the lower elevations, summer hikers crowded the trail, which winds through pine and aspen forests. After we'd spent a couple of hours climbing on steep dusty ground, the hordes thinned.

We traversed a boulder field, and then followed a clear, cold stream burbling from the snowfields above, its banks rimmed with pink wildflowers. Just above stood rock spires and walls that made up the upper reaches of the Grand.

We climbed higher in the hot sun, relieved to feel chilly breezes as we gained altitude, arriving at the tiny hut by late afternoon, in time to witness the aforementioned extremes of success and failure. Just before 8 p.m., with the light fading, we headed inside the hut, with our sleeping bags and pads to try to get some sleep—not easy at that altitude.

In the morning, feeling jittery, I choked down bites of cheddar cheese and salami, then headed out behind Dan, Nadia and Serge into the pitch black, just past 4 a.m. The world was limited to where our headlamps shone, light glinting off cold white granite and gneiss. Clambering over massive boulders, Dan nonchalantly warned us of treacherous spots here and there. I had queried another guide, a Swede named Daniel Sundqvist, a few days earlier during Exum's rappel training on how to avoid paralyzing fear of falling when climbing alongside thousand-foot cliffs. "Our reality is right in front of us, here," he'd said. "Over there, the cliff is reality too...but it is not our reality." At the time, I wasn't sure what he meant, but it made sense now: I kept my reality small, with the light shining on Dan's footsteps, and the sparkly, solid rock in front of us, ignoring the cliff face 6 inches to my left.

'See that little white cloud? That's Old Faithful erupting.'

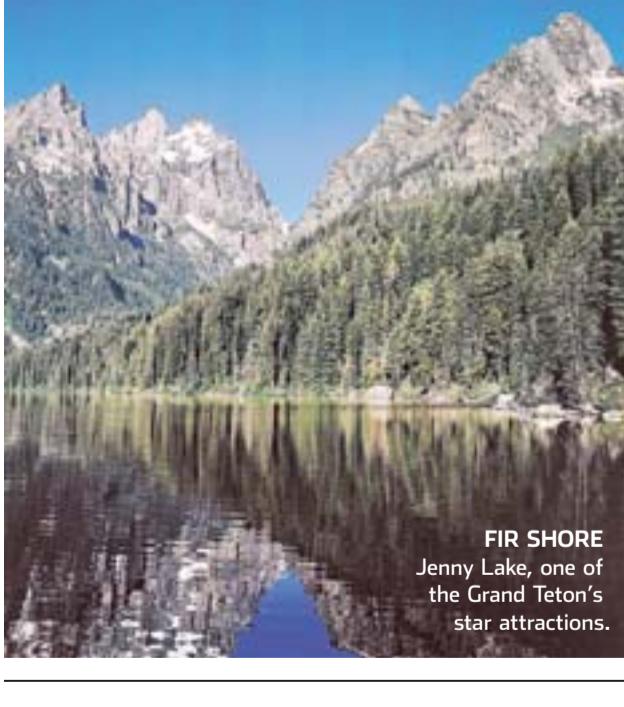
Saddle, about two-thirds of the way to the Grand's summit. Like Nadia and Serge, I was an enthusiastic novice, having done just a few short climbs with seasoned friends. But Exum requires all but the most experienced mountaineers to attend a two-day training course to learn the basics of rope use, belay and rappel techniques. So with

We followed Dan's route and belayed each other up icy granite chimneys and over vertical rock walls. "See that little white cloud, out there?" asked Dan at some point after sunrise. "That's Old Faithful erupting." Sure enough, a white plume far to the north sputtered up. Minutes later, we popped into sudden sunshine. There was no more up. The sun spilled across the narrow

summit. Far below were alpine lakes and peaks. We took it all in, giddy, and deeply satisfied with ourselves, for about 15 minutes, until Dan reminded us we were not done. "Congratulations!" he said, with what passes for mountain-guide humor. "You've made it halfway."

Later in the day, as we stumbled back through a hot, dusty trailhead, the adventure

seemed unceremoniously over. I navigated my way through throngs of tourists ringing the shore of Jenny Lake by the trailhead. I stripped down to my shorts and sports bra and jumped in the chilly water. There may have been stares, but my thoughts were elsewhere. Despite the 7,000 foot descent, I hadn't actually come off the summit yet.



FIR SHORE
Jenny Lake, one of the Grand Teton's star attractions.

THE LOWDOWN // CLIMBING WYOMING'S GRAND TETON

Getting There Several U.S. airlines service Jackson Hole airport, located in Grand Teton National Park.

Staying There The Alpine House Lodge in Jackson, Wyo., is run by a husband-and-wife team of former Olympians/mountain guides. Climbing memorabilia and mountaineering books line the walls, offering summit inspiration, as does the promise of a massage at the lodge's spa afterward (from \$250 a night, [alpinehouse.com](#)).



[house.com](#)). For a no-frills immersion in Teton climbing history, try the Climber's Ranch, in Grand Teton National Park (from \$25 a night for nonmembers, [americanpineclub.org](#)).

Climbing There Two guide services operate in Grand Teton National Park: Exum Mountain Guides ([exumguides.com](#), from \$940 for climbing school and one summit attempt) and Jackson Hole Mountain Guides ([jhmg.com](#), from \$1,500 for training and two summit attempts).



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DESIGN & DECORATING

Seasonal Accessorizing Disorder

Design pros offer remedies for common summerhouse decorating gaffes

SAILBOATS GALORE," said Vanessa Deleon. "Sailboats on front window sills like candelabras for the holidays." Such hokey touches are the sort of missteps folks make when kitting out weekend houses, said the New York interior designer. She suggests welcoming, flower-filled window boxes instead—especially if none of the home's occupants owns even a dingy. Here, summerhouse dcor goofs that make designers wince, and recommended alternatives.

Overly Urban Outfitting "Clients tend to reproduce what they have in the city," said Montreal-based designer Richard Ouellette. "They buy matching end tables from the mainstream or city-furniture stores."

The Fix "Make a run for the flea markets and antiques shops near your weekend house," he suggested. "Find colorful old boxes and stack them to make the best end table, or find old wicker chairs and have them repainted."

Excessive Bead Board "This was the Victorian era's version of Formica, a way to hide imperfections," said New York designer Kati Curtis, who notes that the material has become a country-house cliché.

The Fix "If you have it already, paint it white and try to make it disappear," she said. "If not, and you want to add texture and warmth in a modern way, use a grass-cloth wallpaper."

A Dearth of Plants No reason to abandon indoor greenery just because you might be away for weeks at a time. "Bringing nature inside is absolutely key," said London designer Kelly Hoppen.

The Fix She recommends neglect-

abiding succulents and cactuses. They also complement the textures of white linen and gray seersucker, among her summer favorites. Dallas designer Michelle Nussbaumer adds that orchids, which don't require much water, can also thrive.

Theme Dreck Filling a mountain house with pine and antlers, or a beach house with shells and purely decorative surfboards, borders on tacky. "It's redundant," said Baton Rouge designer Rachel Cannon.

The Fix "Nod to the location through texture, finishes and color," said Ms. Cannon, who recommends using Sherwin-Williams's ColorSnap app to match paint colors to nature. Ms. Curtis incorporates subtle beachy inflections like a mirror with mother-of-pearl inlay, while New York designer Ghislaine Viñas makes over-the-top dcor palatable by simplifying it. A "hideous" mermaid lamp became an agreeable wink to the seaside when the New York designer painted it white.

Staged Produce Using only green apples or lemons in a fruit bowl looks unnatural, said designer James Duncan, based in Key Biscayne, Fla.



ANCHORS AWAY In a Wistow Island, Ontario, cabin, Toronto designer Anne Hepfer forwent nautical dcor and instead left the basswood walls bare. She upholstered the seating in unpredictable chartreuse and raspberry.

The Fix "Try mixing in summer vegetables with odd shapes and strong colors," he said. "Think intriguing still life rather than a boutique hotel from the '90s."

Blue-and-White Mania "Just because you're near the water doesn't mean everything has to be the color of it," said Ms. Curtis.

The Fix "Warm colors like reds and oranges complement the outdoors," she said. "Adding contrast can actually enhance the views by day and be more interesting at night."

Errant Towels "Who wants to go searching for towels or see piles of sandy, wet ones?" said New York designer Harry Heissmann.

The Fix He recommends a hard-to-miss wicker basket of rolled-up towels by the pool or at the door, accompanied by a wicker hamper so guests can easily grab and/or drop.

Dismal Detritus "Summer homes can become catchalls for the pieces that didn't work in the primary home," said Ms. Nussbaumer. "But if something wasn't working in your main house, it probably isn't going to in your weekend retreat either."

The Fix "Purchase things appropriate for the space," she said. "You can find reasonably priced pieces from online retailers like Chairish

and One Kings Lane. And of course, there's always IKEA."

Unchecked Clutter Never a good thing, visual static is especially egregious in a handsome setting. "It takes away from the beauty of the environment that surrounds you," said Ohara Davies-Gaetano, an interior designer in Corona Del Mar, Calif.

The Fix Simplify, simplify, simplify. "Allow the design to be open and expansive so your eye can rest on the landscape that defines your locale," she said.

Chintziness "I've noticed a lot of homeowners choose low-cost, poorly made products for their summer and weekend homes," said Nashville designer Chad James. "But in a weekend house, everything from entertaining to dragged-in sand wears on walls, flooring, linens and towels."

The Fix Choose quality products so that they last more than just a season, suggested Mr. James. Added Dallas-based designer Jean Liu, "Summers and weekends are entirely too short for uncomfortable couches, lumpy beds and dorm-room dcor."

Wall-to-Wall Beds "People tend to cram as many beds as possible in

all bedrooms," said Charleston, S.C., designer Tyler Hill. Fearing guests might not be accommodated, hosts furnish their homes like hostels.

The Fix "Air mattresses, believe it or not," said Mr. Hill. "They're easy to assemble and store." Another option: "Makeshift bedrooms, such as an alcove off a main room, which a bed can transform into a little sleeping nook."

Misguided Sophistication "The idea of creating a chic, elevated, hotel-room experience in a vacation home is a wonderful goal, but it's certainly not memorable," said New York designer Tamara Eaton.

The Fix "Create eclectic rooms with lots of personality," said Ms. Eaton, "slightly unkempt and relatively simple—rooms that don't take themselves seriously."

Flimsy Materials "I find clients averse to weightier fabrics at the beach," said New York designer Charlie Ferrer. "But there is such a thing as too much Belgian linen."

The Fix Country weather can get cold and wet. "Fine wools and luxurious cashmeres make those moments cozy," said Mr. Ferrer. "And these materials stay much cooler in the heat than many expect."

—Catherine Romano

LACQUERED UP

Designers embrace the glossy ancient-Asian finish, laboriously crafted by hand (though you'd never guess it)

"IT'S QUITE SURPRISING to people that these could be handmade objects," said Philippe Nigro, one of the many designers who have recently turned to the millennia-old technique of lacquering. For his collection of darkly glittering pieces, from vessels to tables, he partnered with Japanese craftsmen skilled in *urushi*, the process of layering on tree sap, drying and polishing it after each of more than 20 coats. Mr. Nigro's ziggurat-like vases come apart to accommodate lacquering inside and out. The craft determined the shapes, he said.

Layers of lacquer add high-gloss polish to Madeline Weinrib's fabric-enveloped trays, and the labor-intensive approach also ennobles Pentreath & Hall's brightly colored mirror frames. German designer Sebastian Herkner's richly reflective room dividers resemble nearly 6-feet-tall Chicklets—proof that, even in a manufactured world, human hands can still produce a delectably flawless finish. —Tim Gavan



Screens, price upon request,
Studio Sebastian Herkner
49-69-82368081

Tray, from \$495,
madelineweinrib.com

Pentreath & Hall Mirror, \$395,
thelacquercompany.com

Akita Ndà Vases by Philippe Nigro, price upon request,
preorder through David Poletti at 39-338-3450824

GEAR & GADGETS

The Priority Coast uses a belt drive instead of a traditional chain to keep maintenance to a minimum.



Placid Peddlers

Don't let the relaxed vibe of the latest beach cruisers fool you. These bikes have a lot more to offer than extreme comfort

BY JESSE WILL

WITH AN ULTRA-RELAXED seating position, handlebars that you don't have to reach too far to grip, and big tires that can comfortably roll over a boardwalk's uneven planks (or the speed bumps of a condo parking lot), the beach cruiser has long been engineered for a very particular ride: short trips (its frame design lets you easily hop on and off) over flat land (no need for lots of gears)—which applies to seaside pathways and city streets alike.

Schwinn may have introduced the cruiser way back in the 1930s, but that doesn't mean this classic summer cycle has been too laid back to evolve in the decades since. Gone are the hefty two-wheelers that you could barely carry up to the beach-house deck. Also a thing of the past: the sluggish handling response that made you feel like you were steering a cement mixer.

These new iterations are lighter, sure, but they're also more comfortable and easier to ride. Some sport the easy-rolling 29-inch wheels that are all the rage in mountain biking now. A few are even clad with "fat-bike" tires, which are an almost comical 4 inches in width (or more), for going where few beach cruisers, despite their name, had gone before: over sand.

But you don't have to ride near the shore to take full advantage of a beach cruiser. The only requirement is the right mind-set: comfort over speed, which feels just right for summer.

FOR MINIMAL CARE **Priority Coast**

The Coast is engineered to be especially low-maintenance and weather-resistant, brushing off exposure to the beach's constant winds and corrosive sea spray. Instead of relying on a traditional steel chain, which is prone to rust, the Coast uses a Gates Belt Drive—a belt that's infused with carbon-fiber cords. Impervious to sand-clogging, the belt drive offers another key benefit: You'll never have to grease it, ever. While similar chain-free systems were first introduced on high-end commuter bikes several years ago, they're rarely seen on models as affordable as the Coast. Likewise, this bike's aluminum frame and fork resist rust—and help keep the overall weight under 27 pounds. Two one-size-fits-most frames are offered: the diamond-style frame you see here (good for riders from 5-foot-5 to 6-foot-5)—and a step-through frame with a lower down-tube, good for riders from 5-feet to 5-foot-11. The mail-order bike comes with its own tools and a kickstand. Our test unit took about a half-hour to set up, but you can delegate that

chore to a bike shop, if you want to stay true to the bike's low-maintenance roots. \$449, prioritybicycles.com

FOR SMOOTH ROLLING **Linus Rover 3**

Based in Venice, California—a beach-cruising mecca if there ever were one—bike maker Linus should know a thing or two about riding near the shore. The Rover 3 is its best offering for coastal towns, since its big 29-inch wheels and wide, puncture-resistant tires travel comfortably over curbs, train tracks and the gravel in the lot where your favorite lobster-roll truck is parked. The Rover 3's steel frame provides a smoother ride than stiffer aluminum frames (at the expense of a slight increase in weight). The medium-size bike is built to fit riders from 5-foot-8 to 6-foot-3—no other sizes are offered. This model offers three speeds, shifted with a twist of the handles, as well as caliper brakes, which are less prone to skidding than more traditional coaster brakes. Internal gearing at the rear, sealed bearings up front, an aluminum head-

set and stainless-steel hardware all help combat rust. But you'll still want to store it indoors. As seasoned beach bikers will tell you, that's the only way to win the fight against corrosion on the coast. \$629, linusbike.com

HIGH SPEED, LOW EFFORT **Electra Townie Commute Go! 8i**

So let's say your weekend place or summer rental isn't oceanfront or ocean-view but more ocean-bikeable—if you're-really-in-the-mood. How can

you pedal miles and miles to the beach, feeling the wind in your hair, without arriving drenched in sweat? Get a battery-powered boost. The Commute Go 8i takes Electra's popular Townie model—among the best-selling bikes in the U.S.—and adds an electric motor that will increase your pedaling efforts to speeds of up to 20 mph. The 250-watt battery is mounted mid-frame, and is good for anywhere from 20 to 100 miles per charge, depending on the terrain and how white-knuckle you want to ride (four modes of assist give you vary-

ing degrees of boost). The added power is seamless and silent, especially compared with e-bikes of just a few years ago, and cruising along on "Turbo" mode is addictive. The frame's crank-forward geometry enables you to put your feet flat on the ground when you stop (no more tiptoeing on your tippy toes). The Commute also comes kitted out with racks and lights at both front and rear, and integrates a lock into the frame, so no one will make off with your e-ride while you're neck-high in the surf. \$2,999, electrabike.com



Too tired to pedal hard?
Engage the supersmooth
and very quiet electric
motor on the Electra
Townie Commute Go! 8i.

Big, 29-inch wheels on the Linus Rover 3 make for easy rolling over varied terrain.



The Compact Lock

Abus Bordo Granit X-Plus 6500 Folding Lock

Hardcore U-locks are great at foiling thieves, but they're bulky. The Granit X-Plus offers comparable protection, but its 5.5mm bars fold up into a compact package that fixes to a bike tube via Velcro straps. A silicone coating prevents the lock from scratching your frame. \$180, abus.com

PEDAL PARTNERS

Three must-have accessories for your beach cruiser—or any other two wheeler



The Ventilated Helmet

Bell Annex MIPS-Equipped Helmet

Although designed for commuters, the Annex pairs robust protection with enough ventilation that you won't mind wearing it for a purely recreational ride in the heat of summer. A sliding vent opens to let in the breeze, while the integrated visor ensures you can enjoy the view despite the glaring sun. \$125, bellhelmets.com



The No-Nonsense Bell

Spurcycle Bell

This is a bell that rings with purpose—you're not going to be mistaken for the ice cream man. The tiny brass-and-steel Spurcycle, available in raw or black finishes, emits a loud, path-clearing ring with a quick flick of your thumb. Its mounting system (a simple metal strap) adapts to any handlebar. \$49, spurcycle.com

GEAR & GADGETS

RUMBLE SEAT DAN NEIL



Jaguar F-Type SVR Coupe: Speed Has Its Limits

ANOTHER 200-MPH sports car doesn't rank very high in the needs of a troubled world. And reasonable minds might ask, *To what end?* After all, there are only a handful of places in the world where any automobile, in the best of circumstances, can touch those speeds. Let me take you to one:

Nevada State Highway 447, between Nixon and Gerlach. Imagine John Ford landscapes and Bob Wills on the radio. You are looking down an asphalt road 50 feet wide and 50 miles long, as straight as the Department of Transportation could make it, descending the slope of Pyramid Lake toward the inconceivable flatness of the Black Rock Desert. Otherwise known as Burning Man Highway.

You can see for miles. No cops.

Wouldn't that be nice? Oh God, trust me, it is. And it would take such a road to verify the Jaguar F-Type SVR's claimed 200-mph top speed, the company's fastest-ever series production car. I would also require diplomatic immunity and a set of X-rayed, Bibendum-approved Michelin. Failing these circumstances, the SVR's Vmax will remain theoretical and unobservable.

Let's confront the absurdity head-on: Jaguar knows none of its customers will attempt 200 mph in this car. No racetrack is straight enough, or long enough. And on open roads such a pass would be a highly fraught exercise, which so little a thing as a ground squirrel could bring to a fireballing end. Top speed claims are purely for the convenience of materialistic men comparing their inseams. We call them connoisseurs.

Which isn't to say such claims are false, just hard to prove. And yet Jaguar is obliged to build every F-Type SVR car as if it were going to be trucked directly from the showroom to Nevada State Highway 447 and the sunburned brow of Pyramid Lake.

I marvel at the disconnect, the



JAGUAR

ACCELERATED DEVELOPMENT

With a top speed of 200 mph, the F-Type SVR Coupe is Jaguar's fastest series production car.

distance between can and will, at the effort and technology expended by auto makers to offer customers none-other-than-theoretical top speed. Jaguar is by no means alone invoking the deuce. All the exotics now go faster than 200 mph: Ferrari, Lambo, Aston Martin, McLaren. Two-hundred mph is the new black in limited-edition supercars, too, from Dodge Hellcats and Bentley sedans to now this barely holstered phallus of a car.

Does a 200-mph top speed automatically make a car better? In the day to day, often not. Loud, rough,

stiff—and that's just the SVR's 200-mph-approved Michelin, with special heat-dissipating properties. The car's chassis is yet stiffer and more vivid, with new lightweight die-cast rear knuckles, revised spring/damper rates and tuned anti-roll bars. I love taking a drive in the country and returning with blood in my pee.

Two-hundred mph certainly makes things hella expensive. Built by the company's Special Vehicle Operations (SVO) department, the SVR retails for more than double the price of the F-Type V6 Coupe (\$62,350).

Howza bit of background, guv'nor? The F-Type is a front-engine, rear- or all-wheel drive two-seat luxury sports coupe/convertible, with all-aluminum construction and a decent little boot of 14.3 cubic feet. Weekend-getaway size. The F-Type is available with either the eight-speed automatic—and a fine piece it is, too—or a six-speed manual, on some models.

Even after five years on the market, the F-Type makes a fairly pronounced mate-selection display, on par with a horny tropical bird you can hear for miles. You drive up to the horse show in one of these and you could easily find yourself in a hayloft with a stranger.

By the time the SVO folks are done with it, it practically needs a restraining order. Balled up in the SVR's wheel wells are the 20-inch forged alloys, wrapped in the be-spoke Michelin. Behind them, the optional canary-yellow brake calipers gripping carbon ceramic rotors the diameter of Imagine Dragons' taiko drums. These lighter brakes take a whopping 46 pounds out of the car's unsprung mass, which is critically important at top speed—

which, to reiterate, no one will ever see.

The SVR multiplies torque with the eight-speed automatic, paddle shifted at will, with feistier-than-usual shift calibrations. The SVR also gets the rear-biased all-wheel-drive system, with an mechatronic rear differential distributing torque fore and aft and across the rear axle, abetted by brake-based torque vectoring and some very driver-flattering dynamics software. I sampled a version of this system in the Project 7 car on a racetrack in Portugal last year, when I dubbed it Sir Drifts-a-Lot.

Under the torpedo nose, behind extra-large body openings for breathing and cooling, is the same lionheart as in the Project 7: a supercharged 5.0-liter, direct-injection V8 summoning 575 hp at 6,500 rpm and 516 lb-ft at 1,500

headers is beyond belief, a bright, battering song of violently dissembled hydrocarbons that could rouse a smile out of Sean Spicer. But they are not there merely to tantalize your reptilian regions. The titanium exhaust cuts 35 pounds off vehicle weight. At the rear of the car, the exhaust tracts feed into two silencers instead of one big one, as they do in the F-Type R.

Now you might assume the SVR's plumage of rear wing with end-plates is there to add downforce (air pressure holding the car to the road) at 200 mph. Sorta. To hit top speed the car has to lower its wing to reduce form drag. In the lower position, the wing reduces lift by 20—not nothing, but still.

And here we meet the edginess of things. I've been over 200 mph in road cars a dozen or so times. It's not all that pleasant. You don't want to hang out there for long. Because road cars must have sufficient ground clearance to negotiate the real world, at high speed air piles up beneath them, lifting them. There are also lifting effects associated with automobiles' winglike section, flat on the bottom and curved on top, but the big issue is ride height.

Most exotics that attempt such speeds use adaptive ride-height systems to lower the car to the ground. The SVR has very competent adaptive damping, but, with a static ride height of 4.2 inches, sits rather high for a 200-mph car, big wing notwithstanding. I bet it's right on its tiptoes.

I would like to shake the hand of the test driver who hit that mark, because that was some derring do, dude.

Can it go 200 mph? It probably can. You first.



2017 JAGUAR F-TYPE SVR COUPE

Price, as tested \$126,945

Powertrain Supercharged direct-injection 5.0-liter DOHC V8 with variable cam phasing; eight-speed automatic transmission; rear-biased, on-demand all-wheel drive with rear torque vectoring.

Power/torque 575 hp at 6,500 rpm/516 lb-ft at 1,500 rpm

Length/weight 176.0 inches/3,759 pounds

Wheelbase 103.2

EPA fuel economy 15/23 mpg, city/highway

Luggage capacity 14.3 cubic feet

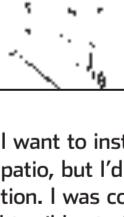
Jaguar knows none of its customers will attempt 200 mph in this car. No racetrack is straight enough, or long enough.

rpm. That's enough *raus* to send the car to 60 mph in 3.5 seconds, and it would be even quicker except for the sky-high 2.56:1 final drive ratio.

The SVR has been fitted with a fabulously exotic titanium exhaust system from the headers all the way to the twin silencers, which, when you push the active-exhaust button on the console, become the twin loudenators.

The juiciness of these Inconel

THE FIXER MICHAEL HSU



Outdoor Solar Lights That Really Shine

QI want to install outdoor lighting in our garden and patio, but I'd like to avoid an elaborate and costly installation. I was considering getting solar lights—but I've heard terrible stories about them. Do they really work?

AIt's true solar outdoor lights have a reputation for flakiness and an eerie light quality. That said, I've been experimenting with various versions for years, and am a fairly passionate supporter. The lights turn on automatically at dusk and stay lighted until their batteries die down into the night. The best ones I've tested manage to stay illuminated for hours come twilight, even on cloudy days. Plus they're bright enough to serve as accent lighting and install easily.

My only complaint: Many solar fixtures cast a cold, bluish glow. At night, you crave warm light. But without seeing a light in action, you can't assess its color temperature; I've ordered models labeled as "warm" that turned out to be cool.

One spotlight-style solar light that lives up to its warm-light promise: MicroSolar's \$27 "SP2-WARM" (not to be confused with the SP2; search Amazon for "MicroSolar warm 24 LED solar spotlight"). You can

spike its light into the ground up to 16 feet away from its (particularly sturdy) solar panel; a detachable wire connects the two. I prefer this design to lights topped by a solar panel, because you can position the solar panel in direct sun and the light fixture nearly anywhere you wish. Additional wire is available for \$6, should you need to place the light farther away.

Inno Tech's "8 Mode Decoration 200 Solar String LED Lights" (\$13 on Amazon) also impressed me. Similar to Christmas tree lights, this 72-foot-long string chains 200 tiny, warm-white LEDs.

One drawback to solar lights: Over time, the battery that stores all the solar-generated power eventually loses its mojo. The lights won't stay lighted as long, no matter how much sun they're exposed to. When this happens, simply replace the rechargeable battery, located inside the solar panel. MicroSolar sells replacement batteries for its unit. The Inno Tech string light uses a standard AA NiCd rechargeable battery, accessible by removing four screws.

Have a problem that a gadget might solve? E-mail us:

thefixer@wsj.com



KIERSTEN ESSINGER