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EXCHANGE

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What's News

World-Wide

The U.S. and Canada missed a deadline imposed by the Trump administration to revamp Nafta, but agreed to extend talks rather than rip up the treaty. **A1**

◆ A consultant linked to Manafort pleaded guilty to lobbying for Ukrainian politicians without registering as a foreign agent. **A4**

◆ U.S. military and intelligence officials are said to be at odds over the direction of the war in Afghanistan. **A6**

◆ Trump said he would spend the weekend studying the freeze on federal pay increases that he announced on Thursday. **A3**

◆ Campaign strategists are gearing up to flood Facebook with inflammatory and polarizing ads heading into the midterm elections. **A4**

◆ The U.S. is completing plans to double funding for big infrastructure projects around the world, seeking to counter China. **A5**

◆ The leader of Russian-backed Ukrainian separatists was killed in an explosion. **A7**

Business & Finance

◆ Coca-Cola said it would buy British coffee-shop chain Costa for \$5.1 billion, diversifying further from its soft-drink roots. **A1**

◆ Wells Fargo is investigating complaints of gender bias in its wealth-management division. **A1**

◆ Google is trying to weed out scam artists aiming to defraud customers seeking technical support online. **B1**

◆ Ford ditched plans to import its Focus compact vehicle from China to the U.S. **B3**

◆ Cboe is seeking to add a "speed bump" to one of its markets to curb high-frequency trading strategies. **B11**

◆ U.S. stocks closed out August with monthly gains despite jitters over trade. **B11**

◆ Walmart is telling online shoppers some goods are "out of stock" after changing its systems to avoid orders deemed too costly to ship. **B3**

◆ A hedge fund has proposed new independent directors at Toshiba. **B10**

Inside**INTERVIEW A11**

George Gilder,
Sage Against
The Machine

Notice to Readers

WSJ.com and WSJ mobile apps will publish throughout the weekend. The Wall Street Journal print edition won't appear Monday, Labor Day, but a daily edition will be available in WSJ iPad and Android apps.

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Serena Routs Venus in Latest Williams vs. Williams Battle

SUBDUED CELEBRATION: Venus Williams embraces her sister Serena, who cruised to a 6-1, 6-2 victory on Friday in their third-round match at the U.S. Open tennis tournament. It was the siblings' 30th meeting of their professional careers.

Coke Adds Coffee to Its Drinks Mix

Coca-Cola Co. made the largest brand acquisition in its history, saying Friday that it would pay \$5.1 billion for British coffee-shop chain Costa as the soda giant moves further from its soft-drink roots and joins a growing group of consumer-goods companies that are betting big on coffee.

The deal gives Coke a large brick-and-mortar retail presence and puts it in direct competition with Starbucks Corp., which has more than 27,000 cafes around the globe. Costa

By Jennifer Maloney
in New York and
Ian Walker in London

serves its red-and-white cups of coffee through its roughly 3,800 cafes, including about 2,500 in the U.K. and a growing presence in China. Founded in London in 1971, Costa also sells coffee in grocery stores and gas stations.

Some analysts questioned the rationale for paying what they said was such a steep

price for Costa given that it is so heavily concentrated in the U.K. and little-known in many other big markets. They also questioned why Coke would enter the crowded world of physical retail, where it has no experience.

In an interview, Coca-Cola CEO James Quincey said the transaction was a bet on the fast-growing and still fragmented global coffee business. "This is a coffee strategy, not a retail strategy," said Mr. Quincey, a Briton who took

over as Coke's CEO in May 2017.

Mr. Quincey said Coke has no current plans to open Costa coffee shops in the U.S., but the company will bring Costa coffee vending machines and beans to U.S. gas stations, college campuses and quick-service restaurants.

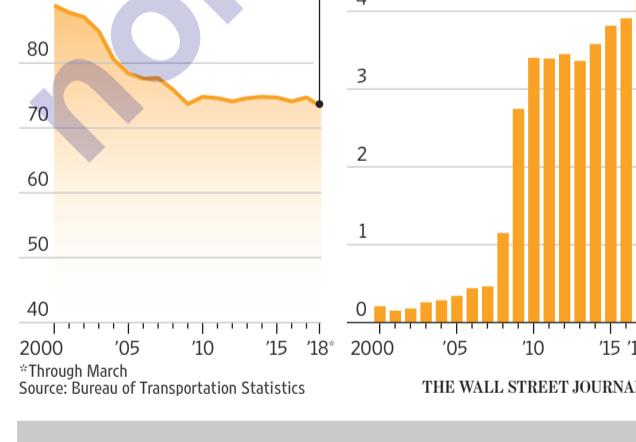
The CEO acknowledged that expanding into retail would pose a challenge for the beverage manufacturer, which currently relies on distributors,

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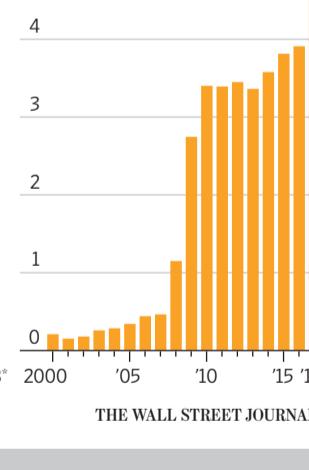
Airline Fees Gain Altitude

Charges for luggage, ticket changes and other services are on the rise as airlines try to offset higher fuel costs and generate revenue without pushing up base fares. **B1**

Revenue from passenger fares as a share of total operating revenue for U.S. airlines



Annual revenue from baggage fees for U.S. airlines

**Kavanaugh's Record Shows Push Against Regulatory State**

Trump Supreme Court nominee's writings reveal what senators will likely find in questioning him next week: 'originalism and textualism'

By JESS BRAVIN AND BRENT KENDALL

WASHINGTON—The Senate next week will begin questioning President Trump's Supreme Court nominee, Brett Kavanaugh, on his legal philosophy. A look at his writings reveals what senators will likely find: a consistent push to restrain the regulatory state.

That was clear in a Senate questionnaire item asking him to list his most significant opinions as a federal judge. Judge Kavanaugh, who sits on the U.S. Court of Appeals for the District of Columbia Circuit, chose a 2008 dissent in which he suggested the high court erred in its unanimous 1935 decision upholding the constitutionality of independent agencies such as the Federal Trade Commission.

The 1935 decision, *Humphrey's Executor v. U.S.*, let Congress set fixed terms for FTC commissioners during which they could be fired only for cause, such as corruption or incompetence. Judge Kavanaugh in his 18,000-word dissent said that under the constitutional principle of "separation of powers," independent agencies encroached on the president's right to dismiss executive-branch employees for any reason.

The 2008 case "tells us a lot about Judge Kavanaugh's methodological preferences," says Leonard Leo, the president's outside adviser on Supreme Court nominations and a leader of the Federalist Society, a conservative lawyers network Judge Kavanaugh joined in law school.

Please turn to page A10

**The Students Are Coming!
Boston's Back-to-School Invasion**

* * *

City of 700,000 scrambles to cram in 150,000 college students; 'it's mayhem'

By JENNIFER LEVITZ
AND DOUGLAS BELKIN



Watch your step

an end-of-summer rite. Many students exhibit straight-A behavior during what can be a stressful time. But while Boston enjoys huge economic and intellectual benefits from its hyper concentration of students, it doesn't come without headaches.

"The next coming couple of weeks are going to be terrible," says Boston restaurateur Jorge Mendoza, owner of Vinoteca di Monica in the North End, Bos-

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Discontent Grows for Women at Wells Fargo

BY EMILY GLAZER

About a dozen female executives in Wells Fargo & Co.'s wealth-management division gathered in Scottsdale, Ariz., in June after an internal conference. They'd had enough.

Women should be at home taking care of their children, some of the executives said they had been told over the years by Jay Welker, president of Wells Fargo's private bank and head of the wealth-management division since 2003. Qualified women recently had been turned down for several top roles that went to male applicants. When the women raised concerns, they felt ignored.

Their frustration culminated

in "the meeting of 12," according to a half-dozen women who are Wells Fargo executives and who attended the meeting or had direct knowledge of it.

The meeting represented

most of the 12 regional managing directors in wealth management, out of 45, who are women. Above them, all seven senior managing directors overseeing regions are men. There are other senior wealth-management roles held by women, but they hold positions that, because they don't run a line of business or oversee profits and losses, lack the same prestige and responsibility that comes with making money for the bank.

The June meeting wasn't the

Please turn to page A2

REVIEW

KEN STARR LOOKS BACK ON THE CLINTON IMPEACHMENT

U.S. NEWS

THE NUMBERS | By Jo Craven McGinty

Millennials Have Turned Tattoos Into Ink Inc.



Tattoos are leaving an indelible mark on society, and it is shaped like a dollar sign.

Last year, the industry generated an estimated \$1.6 billion in revenue, according to market-research firm IBISWorld.

And—sorry, parents—there is no sign of it letting up. Over the next decade, the industry is expected to continue to grow at an annualized rate of 7.7%.

You might call it the stamp of success. The expansion is attributed not only to the increasing popularity of tattoos, but also to the fact that younger people, who are driving the trend, prefer expensive custom work over cheaper predesigned images, and those who get inked once tend to go back for more.

Not only has the customer base expanded, but per-customer profits also have increased, with millennials leading the pack.

An estimated 47% of that group, which ranges in age from 18 to 35, have at least one tattoo; 37% have at least

two; and 15% have five or more, according to a 2015 Harris Poll. In comparison, 36% of Generation X and 13% of baby boomers are inked.

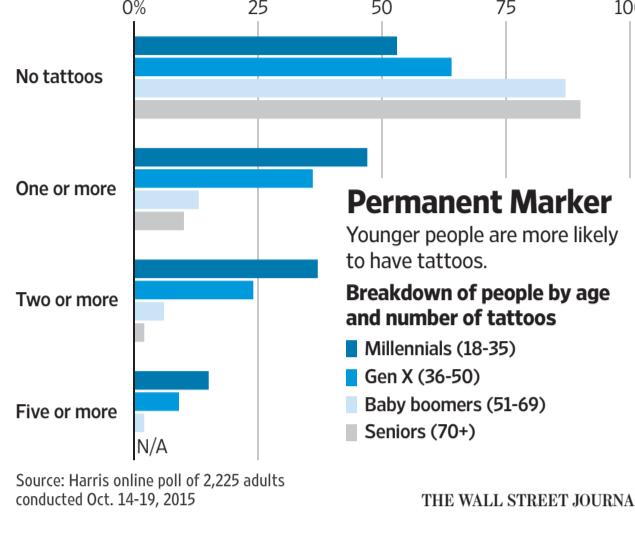
The proliferation of the supposedly permanent markings has led to a second boom: tattoo removal.

The American Academy for Dermatologic Surgery reports that 687,450 tattoos have been removed since 2010. That is a tiny fraction of all tats, but the process is involved and expensive.

The state-of-the-art method uses lasers to break up ink with rapid pulses of light that reach temperatures as high as 1,652 degrees Fahrenheit.

The Kirby-Desai Scale helps people estimate how many treatments might be necessary based on tattoo location, number of colors, skin type and other information. "Most clear in three to 12 sessions," said Cameron Rokhsar, a dermatologist and laser surgeon in New York.

The price per square inch per laser treatment ranges from \$49 to \$300, according to the American Academy of



Source: Harris online poll of 2,225 adults conducted Oct. 14-19, 2015

Pediatrics, which reviewed tattoos and other body modifications in 2015 because so many adolescents have them.

At \$49 per square inch, removing a 3-by-5-inch tattoo that requires eight laser treatments would cost \$5,880. At \$300 per square inch, it would cost \$36,000.

The Food and Drug Administration reports that tattoo artists use more than 50 different shades of ink, and none are approved for injection into the skin.

Permanent Marker

Younger people are more likely to have tattoos.

Breakdown of people by age and number of tattoos

- Millennials (18-35)
- Gen X (36-50)
- Baby boomers (51-69)
- Seniors (70+)

THE WALL STREET JOURNAL.

Because the inks are intended for professional use, they are exempt from the mandatory ingredient labels required of cosmetics sold directly to consumers, and the Centers for Disease Control and Prevention cautions they may be made from products such as calligraphy ink, drawing ink or printer ink that were never intended for tattoos.

While the pigments are subject to premarket approval under the federal

Food, Drug and Cosmetic Act, the FDA has never exercised this authority.

The rate of complications appears to be low, although no government agency systematically tracks that.

The FDA urges consumers and health-care providers to report adverse reactions through its MedWatch system, and the agency does investigate problems.

Its recent actions include recalls of inks contaminated with bacteria that could cause infection. Outbreaks are reported infrequently, but in 2011 and 2012, ink was linked to 22 skin infections in New York, Washington, Iowa and Colorado.

The absence of federal oversight has left states and localities to grapple with regulations on their own. At least eight states specify that tattoo ink must be sterile, nontoxic or unadulterated, according to the Network for Public Health Law, an initiative of the Robert Wood Johnson Foundation.

And most have rules regarding tattooing minors, according to the National Con-

ference of State Legislatures, including 31 that allow minors to be tattooed with consent of a parent or legal guardian; 10 that ban tattooing minors altogether; four allow a medical exemption; and one, Iowa, that bars minors from being tattooed unless they are married.

Although infections are less likely in licensed parlors, fewer than half of the states require certification or licensing of tattooists or their establishments.

States or localities that wish to institute regulations may refer to the body art model code of the National Environmental Health Association.

The code, devised with input from the industry, is intended to provide a common set of standards to safeguard public health, something tattooists generally support.

"As long as it's safe, sane and enforceable," said Mike Martin, president of the Alliance of Professional Tattooists.

After all, if the industry were to flout basic standards intended to protect public health, it could create a permanent stain.



'The anthem protests are having an effect on the viewership,' according to a Republican pollster.

Poll Shows NFL Interest Wanes

BY ANDREW BEATON

With less than a week until the NFL season kicks off, a new Wall Street Journal/NBC News poll shows interest in the league remains far lower than it once was, and fans are deeply divided over player protests during the national anthem.

The numbers paint a problematic picture. Fewer people, in particular Republicans, are following the NFL closely than they did four years ago. And many of those fans are the ones who also judge the player protests—which began in 2016 to call attention to social injustices and racial inequality—to be inappropriate.

Overall, 52% of people said they follow the NFL closely. That is an increase from 49% in January, but the figure remains below 58% in 2014. The recent rebound falls within the poll's margin of error.

The poll is "still reflecting a lower audience base than we measured in 2014," said Micah Roberts, a Republican pollster who helped conduct the poll along with Democratic pollster Fred Yang. "It's not going in the right direction."

Men age 50 and above follow the game closer than any other group measured, but they also have decidedly negative views about the protests. At the same time, those who have stopped following the league are those who overwhelmingly see the player protests as not appropriate. And those who follow the league have a more favorable view of the player protests than the general population.

Interest in the NFL has waned most among Republicans. According to the poll, 39% of base Republicans said they follow professional football not at all closely. That is compared

with just 16% of base Republicans who said that in 2014, making it the largest falloff for any group.

But, regardless of political party, interest in the NFL among white respondents has dropped about the same amount since 2014.

At the same time, the fans who are increasingly tuning out the NFL are also those at odds with the player protests. While 43% of respondents said they view the protests as appropriate—compared with 54% who said they are not—only 10% of Republicans and 38% of white people said they think the demonstrations are appropriate.

The poll didn't ask if people's habits changed based on the protests, but Mr. Roberts said that, judging by the subgroups that showed the biggest changes, "the anthem protests are having an effect on the viewership."

sources executives at the bank at first said at least one female executive not affiliated with the gathering would have to moderate. The two sides reached a compromise by agreeing that a female executive would call at the beginning of the meeting to explain diversity and inclusion tools and training already happening inside Wells Fargo.

Once the official conference ended, the women met nearly all day and the next morning, and discussed plans for identifying, training and mentoring other women to prepare them for senior roles. They said they wanted to be sure that, when jobs open up, men won't be the only options. They delivered those recommendations to Mr. Welker and Mr. Traudt about a month ago. Mr. Traudt followed up with some of the women about two weeks ago, acknowledging their feedback and detailing next steps, a person familiar with the matter said.

Now, the bank is pushing to hold five women-focused wealth-management internal events before year-end in New York, Arizona, Colorado, California and Florida. That is up from two women-focused wealth-management events last year and one the year before.

Gender Dispute at Wells

Continued from Page One

only sign of discontent among women there. Wells Fargo is investigating complaints of gender bias in its wealth-management division; for months, stretching back to before the meeting, the bank has interviewed dozens of women as part of the investigation, according to the executives.

Some of the executives said part of the investigation focuses on at least one formal human-resources complaint against Mr. Welker over gender bias. Some of the executives said Mr. Welker often called women "girls" or told them to put their "big girl panties on."

The investigation in the wealth-management division and the complaint against Mr. Welker haven't previously been reported. Mr. Welker didn't respond to requests to comment.

Wells Fargo is "committed to promoting diversity and inclusion in all aspects of our business," said bank spokeswoman Kathleen Leary. She declined to comment on Mr. Welker's behavior.

"We value all of our Wells Fargo team members, and we take seriously any allegation raised by a team member, or against a team member," she said. "We ensure that concerns raised are thoroughly and objectively investigated, while taking measures to protect confidentiality. Once an investigation is complete we are committed to taking any appropriate action."

The "meeting of 12" and the internal investigation show how the #MeToo movement, which has shaken up Hollywood, politics and business, is spilling into a broader discussion.

sion about whether women are being fairly promoted into senior roles where they can influence an organization's culture.

The conversation is particularly acute in industries that, like wealth management, have long been dominated by men. Though the female Wells Fargo executives haven't alleged sexual harassment, some said the broader movement against harassment has influenced them to speak up.

The moves to address bias come as Wells Fargo has fallen from a position as an industry star and is struggling to right its business models and mores. Since a sales-practices scandal erupted two years ago, the bank's reputation has been repeatedly punctured by investigations across its major business units.

Wells Fargo's wealth and investment management unit, which includes the wealth-management division, was already in tumult before the gender bias investigation.

Whistleblowers have alleged that financial advisers there pushed clients into products or investing platforms intended to generate more revenue for the bank and bigger bonuses for the bank and bigger bonuses for employees rather than the best returns for customers, and the Justice Department, the Securities and Exchange Commission and the Labor Department are investigating.

The bank is also restructuring parts of the unit, and those plans are expected to result in job losses, people familiar with the plans said.

Wells Fargo has around 14,200 total advisers, though the majority are in its retail brokerage business. The bank doesn't break out financial metrics for its wealth-management division, but the wealth and investment management unit brings in around 8% of overall bank profits, or \$445 million in the second quarter of 2018.

About three years ago, five regional managing directors in wealth management were women; the number rose to 12

out of 45 current regional managing directors under Tim Traudt, who is head of regional wealth management, according to a person familiar with the matter.

A few years ago the bank combined the roles of regional director and regional managing director, which accounts for much of the increase in the number of female regional managing directors, the person said.

In an interaction this spring that some saw as emblematic of gender bias at the bank, a senior managing director, Greg Carr, introduced three veterans on stage at an event and shook the hands of the two men but not the woman, according to executives who attended. Mr. Carr, also a veteran, later told people he had run out of time, according to executives.

Complaints reached Mr. Carr's boss, Mr. Traudt, who reprimanded him, according to the people. Weeks later, Mr. Carr appeared again with the veterans and shook the hands of all three. Joni Marquez, the woman who was introduced at both events, said she didn't recall whether or not Mr. Carr shook her hand and doesn't remember feeling offended.

Spelled her first name as Deirdre and incorrectly said American Jewish Congress.

Deidre Berger is director of the American Jewish Committee's Ramer Institute for German-Jewish Relations in Berlin. A World News article Friday about anti-immigration protests in Germany mis-

Ms. Leary declined to comment on behalf of Messrs. Carr and Traudt, who also didn't respond to requests to comment.

An email chain among some of the female wealth-management executives kicked off earlier in the spring, eventually leading to the June "meeting of 12." A prime topic was the lack of women in senior roles. In a

historically male-dominated industry, Wells Fargo still has fewer top positions occupied by women compared with wealth-management peers.

Before the Scottsdale conference, the female executives told management they planned to hold a meeting about how to break the glass ceiling, and asked for support. Human-re-

sources executives at the bank at first said at least one female executive not affiliated with the gathering would have to moderate. The two sides reached a

compromise by agreeing that a female executive would call at the beginning of the meeting to explain diversity and inclusion tools and training already happening inside Wells Fargo.

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CORRECTIONS & AMPLIFICATIONS

The League is an Italian anti-immigration party. A World News article Friday about a European naval operation that targets smuggling gangs incorrectly described the League as the anti-immigration government.

A photo caption that accompanied a World News article Thursday about Russian pensions contained an inaccurate translation of a phrase on a protester's poster. The poster said: "We want to live long enough to retire! It's time to change the authority!" The caption was incorrectly translated as "Want to retire, it's time to change the authority!"

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

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REPRINTS & LICENSING</div

U.S. NEWS

Speakers Honor McCain in the Rotunda

Ceremony at Capitol features senator's political colleagues, a long line of visitors

BY KRISTINA PETERSON

WASHINGTON—Former colleagues honored Sen. John McCain as he lay in state at the U.S. Capitol on Friday, while members of the public lined up for a chance to pay their respects to the lawmaker.

Mr. McCain, a former Republican presidential nominee and war hero who died at age 81 on Aug. 25, became the 27th named individual to lie in state in the Capitol's Rotunda room on the day before a memorial service at Washington National Cathedral.

Congress has also honored with a similar tribute unnamed soldiers from several wars and several private citizens, including civil-rights icon Rosa Parks and Rev. Billy Graham. The last lawmaker to have lain in state was Sen. Daniel Inouye (D., Hawaii) in 2012.

"Half a world away, wearing our nation's uniform, John McCain stood up for every value that this Capitol Building represents. Then, he brought that same patriotism inside its walls," Senate Majority Leader Mitch McConnell (R., Ky.) said at Friday's service, attended by dozens of lawmakers from both political parties. "So it is only right that today, near the end of his long journey, John lies here."

Military officials carried Mr. McCain's casket through pouring rain into the Capitol on Friday morning, where it was scheduled to remain overnight. After Friday's ceremony, Mr. McCain's wife, Cindy, visited his desk in the Senate chamber, which had been draped with a black cloth all week, topped by a vase of white roses.

For hours afterward, visitors lined up in the intense heat to wait for their chance



The flag-draped casket of Sen. John McCain, the 2008 Republican presidential nominee and war hero, lay in state at the U.S. Capitol in Washington on Friday.

to witness Mr. McCain's final hours in the Capitol.

Mr. McCain's death touched off a wellspring of tributes this week from lawmakers of both parties, who mourned the loss of a senator known for working across the aisle.

Former Vice President Joe Biden spoke at his memorial service in Arizona on Thursday, and former President Barack Obama, who defeated Mr. McCain in the 2008 presidential

race, is expected to deliver remarks at the National Cathedral service on Saturday, as is former President George W. Bush.

Mr. McCain's death also sparked his final tangle with President Trump, who had criticized Mr. McCain for being captured as a prisoner of war in Vietnam and raged against the senator after he voted against the GOP effort to repeal and replace the Affordable Care Act. Mr. Trump

had resisted praising Mr. McCain for two days, before putting out a statement Monday.

In another controversy, the White House lowered the flag to half-staff on Aug. 25 but then returned it to full-staff on Monday, drawing criticism from lawmakers and veterans groups who said it should remained at half-staff longer.

The White House then reversed course and lowered the flag again, with Mr. Trump is-

suing a proclamation saying the flag would remain lowered until Sept. 2.

Vice President Mike Pence said Friday that Mr. Trump had asked him to speak at the ceremony honoring Mr. McCain.

"In my years in Congress and as vice president, we didn't always agree," Mr. Pence said. "But his support for limited government, for tax reform and support for our armed forces surely left our nation more

prosperous and more secure, and he will be missed."

Arizona's Gov. Doug Ducey, a Republican, will choose a successor for Mr. McCain, who was elected to his sixth term in 2016. His successor would serve for roughly the next two years, with voters choosing a new senator in the 2020 elections.

A spokesman for Mr. Ducey has said any appointment won't be announced until after Mr. McCain has been laid to rest.

Trump To 'Study' Federal Pay Freeze

BY VIVIAN SALAMA

CHARLOTTE, N.C.—President Trump said on Friday that he would spend the Labor Day holiday weekend "studying" the freeze on pay increases for civilian federal workers in 2019 that he had instituted a day earlier.

"People don't want to give them any increase" in salary, he added, without elaborating, at an event here.

On Thursday, Mr. Trump said he would invoke his emergency authority to freeze pay for more than two million civilian federal workers next year, citing the need to restrain the growth of federal spending.

"We must maintain efforts to put our nation on a fiscally sustainable course, and Federal agency budgets cannot sustain such increases," he wrote in a letter to Congress.

Democrats and federal workers' unions decried the Republican president's move, coming at a time of vigorous economic growth and after Congress passed a sweeping tax cut that congressional scorekeepers estimate will increase the budget deficit by \$1 trillion over a decade.

Congress also reached a budget agreement this year to boost federal spending by nearly \$300 billion in 2018 and 2019.

Under current law, federal civilian employees had been set to receive a 2.1% across-the-board pay increase beginning on Jan. 1, 2019, before Mr. Trump said he was eliminating those raises.

Mr. Trump also said on Thursday that he would scrap additional raises, which vary by location, aimed at bringing federal pay in line with private-sector salaries.

The president on Friday didn't elaborate on whether he might reverse the order and offer pay increases to federal employees. "I said I'm going to study that over the weekend," Mr. Trump said. "I'm going to take a long, hard look over the weekend."

Atlanta Struggles With Growing Pains

BY CAMERON MCWHIRTER

ATLANTA—Mayor Keisha Lance Bottoms recently delivered an odd message for a leader of a city whose name has become synonymous with growth.

"I told them, 'If you live on the Westside of Atlanta, do not sell your property right now,'" she said in an interview.

Ms. Bottoms's advice was aimed at working-class homeowners in a predominantly African-American area that she said is gentrifying so quickly people are getting short-changed for their property.

Atlanta, the economic capital of the Deep South, has promoted growth for decades and now

area are designated for area improvements.

Many cities across the U.S. have developed or are considering similar path projects. New York's 1.45-mile High Line has drawn new housing, businesses and tourists, as have bike and walking paths in New Orleans, Chicago and Philadelphia. Many of these cities are also wrestling with how to manage growth while maintaining affordable housing for service workers and others.

Atlanta announced Aug. 6 it had purchased another 1.8 miles of former railroad corridor on the Westside for \$6.3 million, and now owns 80% of the land needed for the BeltLine project, which it aims to complete by 2030.

Atlanta BeltLine Inc. has been criticized for its lack of attention to affordable housing. Chief Executive Paul Morris was ousted in 2017 following such criticism. The next CEO, Brian McGowan, refocused efforts on affordable housing, but he left in mid-August.

Interim CEO Clyde Higgs said the BeltLine is "absolutely behind" on affordable housing. Mr. Higgs said he is in talks with nonprofits, corporations and others about fixing the problem.

Before he left his post, Mr. McGowan said the area around the BeltLine should have about

Atlanta's economy is booming and the city is facing a worker shortage.

Atlanta finds itself trying to figure out how to manage neighborhoods quickly morphing from poor and working-class to redeveloped and wealthier.

"The good news is that we have all this development," said Ms. Bottoms, who took office in January. "The flip side of that is people are getting pushed out."

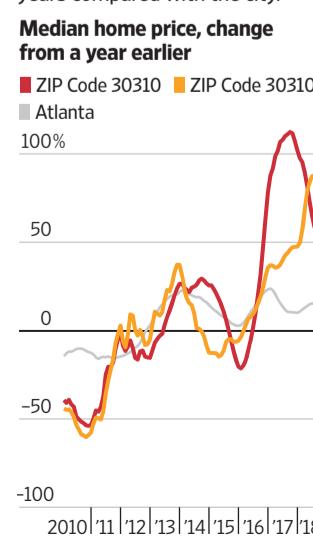
Atlanta is economically booming and facing a worker shortage. Ensuring that older people stay in their homes and that schoolteachers, police officers and firefighters can afford to live in the city is "an ongoing challenge," the mayor said.

The gentrification debate in Atlanta has been focused to a large extent on the BeltLine, Atlanta's trail project that follows rail corridors in a 22-mile loop around the city. In 2012, the first portion of the Eastside Trail opened, spawning new condos and apartment buildings, restaurants and stores. Last fall after three years of construction, a section of the trail opened on the Westside.

The BeltLine is funded by government agencies, non-profit donors and a tax-allocation district, in which a portion of taxes collected in the

Home prices in two ZIP Codes on Atlanta's west side near the BeltLine have soared in recent years compared with the city.

Median home price, change from a year earlier



The gentrification debate in Atlanta has focused largely on the 22-mile BeltLine project.

10,000 units of affordable housing by 2030. The area currently has about 2,600 such units. Affordable housing in the city is defined as rental units for people earning no more than 80% of the area's median income, or no more than \$1,047 a month for a single person.

In the two ZIP Codes that cover most of the Westside's West End area, median prices for single-family homes and condos rose 54% and 110%, respectively, from the first quarter of 2014 to the first quarter of 2018, according to property-data provider Attom Data Solutions. Median home prices rose about 49% in metro Atlanta as a whole during the period.

The BeltLine set a goal of creating 30,000 permanent jobs in the area around the BeltLine by 2030. So far, the organization estimates it has created 11,200.

Ms. Bottoms made preserving affordable housing a central platform of her campaign. She said she hoped to secure \$1 billion in public and private funding to help preserve and build affordable housing. Since January, city agencies and related nonprofits have provided about \$50 million in incentives and programs, she said.

Amichi Bertrand, a 32-year-old African-American, said the neighborhood he knew is disappearing and he doesn't trust the talk about creating sustained affordable housing.

"Whatever the vision is for the neighborhood, it ain't mine," he said.

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U.S. NEWS

Campaign Ads to Flood Facebook

By GEORGIA WELLS
AND DEEPA SEETHARAMAN

Campaign strategists are gearing up to flood Facebook with inflammatory and polarizing ads heading into the midterm elections, saying its advertising platform rewards extreme messaging more than other venues.

Their view highlights the social network's often-controversial role as a political tool. It comes at a time when Facebook says it wants to be viewed as a promoter of healthy debate, but critics say its platform contributes to divisive civic discourse.

For its part, Facebook Inc. says extreme tactics often backfire, partly because they can be hidden by those who find them disagreeable.

Although Facebook didn't start the trend toward more inflammatory political ads, many candidates and consultants working on midterm campaigns said its cost structure and ability to target narrow slices of voters make it a uniquely effective tool for mo-

tivating people to act in support of a cause or a candidate.

"You're not trying to persuade anybody on Facebook," said Jeff Roe, whose political-consulting firm Axiom Strategies is one of the biggest buyers of political advertising, largely on behalf of Republican candidates. "You're trying to reach a different part of people's brains."

The technical issue, according to candidates, consultants and some former Facebook employees, is that when the platform's ad auction system shows users ads that are likely to resonate with them, it can wind up rewarding attention-grabbing political messages with lower prices. Facebook predicts how users will respond to an ad and gives each one a "relevance score." A higher relevance score—which can be based on video views, sales or other forms of engagement—can "lower the cost of reaching people," according to Facebook.

Another less predictable factor is that ads shared by users can spread more widely across

the network free of charge, and that drives down the effective cost because the advertiser isn't paying for engagement.

The company encourages campaigns to tinker with words and images to help ads go viral, according to people who have bought political ads for Facebook. Company officials and strategists said it is surprisingly difficult to predict

Strategists say extreme messages fare best; platform says they backfire.

which ads will do so.

Still, campaign consultants for both the Republican and Democratic parties said they are urging candidates to spend more of their ad budgets on Facebook this election cycle.

Campaigns spent about \$1.4 billion on online political ads in 2016, a large portion of which went to Facebook, ac-

cording to Borrell Associates, a research firm that tracks political ad spending.

Ahead of the 2016 election, former Democratic strategist Melissa Ryan tested a range of online campaign ads including "pretty and ugly, nice and incendiary," she said.

"Ugly and incendiary won every time," including on Facebook, said Ms. Ryan, now an editor of the newsletter Ctrl Alt Right Delete, which analyzes the alt-right movement.

Facebook and some campaign strategists dispute this finding, saying the ad-auction system doesn't reward extreme messages in isolation of other factors. Other variables such as the targeting criteria, the goal of the ad and the campaign budget play sizable roles in determining an ad's performance. Negative ads can also boomerang, especially if they are shown to people who disagree with the message.

"Facebook ads, political or otherwise, do not get more visibility just because they are negative," said Graham Mudd, product marketing director at

Facebook. "When distributed widely, negative ads usually result in more people choosing to hide or report them, which actually reduces their reach in our ad system."

The 2016 election cemented Facebook advertising as a successful strategy for campaigns, after the Trump campaign far outspent Hillary Clinton on social media and used it as a tool to energize voters.

Facebook historically hasn't made much money on political ads. In 2016, politics didn't even break into the top-10 categories of Facebook advertising, company executives have said.

Yet political advertising comes with outsize risk for the company, if it is seen to be choosing sides or hurting civic discourse.

Facebook this year changed its platform to make it easier for users to see all the campaigns being run by political advertisers, as well as who paid for them, in a bid to boost transparency. That information is available through a searchable archive that has been online since May.

Ukraine Lobbying Case Nets Guilty Plea

By ARUNA VISWANATHA

WASHINGTON—A Washington consultant linked to Paul Manafort pleaded guilty to working as a lobbyist for Ukrainian politicians without registering as a foreign agent, in another case stemming from special counsel Robert Mueller's investigation into Russian interference in the 2016 election.

W. Samuel Patten admitted in federal court in the District of Columbia on Friday that he set up meetings with members of Congress and drafted talking points and opinion articles to influence U.S. policy on behalf of the Opposition Bloc, a Ukrainian political faction, without disclosing the activity under the Foreign Agents Registration Act.

Mr. Patten's firm received more than \$1 million between spring 2015 through 2017 for its work on behalf of the Ukrainian party, the charging documents said.

Mr. Patten also used a U.S. citizen to serve as a "straw purchaser" so that a "prominent Ukraine oligarch" could attend the inauguration of President Trump in January 2017, the documents said.

The inaugural committee couldn't accept funds from foreign nationals, so Mr. Patten had someone else pay \$50,000 for four tickets, and Mr. Patten repaid that person, according to the documents.

The Ukrainian oligarch paid Mr. Patten for the ticket through an account in Cyprus, the documents said. It didn't name the actual purchaser or the Ukrainian person who attended.

A lawyer for Mr. Patten declined to comment. Mr. Patten faces a maximum of five years in prison.

The case comes days after Mr. Manafort, President Trump's former campaign chairman, was convicted in Virginia of not reporting more than \$16 million in income he earned while working as a political consultant in Ukraine, including for Opposition Bloc-aligned politicians, between 2010 and 2014.

Both Mr. Manafort and Mr. Patten have publicly acknowledged working with Konstantin Kilimnik, a Moscow resident who worked for Mr. Manafort's lobbying firm in Ukraine and was indicted by Mr. Mueller's office for allegedly helping Mr. Manafort try to influence the testimony of potential witnesses against Mr. Manafort. Mr. Kilimnik is presumed to be overseas and hasn't entered a plea.

In court filings in another case, Mr. Mueller's prosecutors described a person fitting Mr. Kilimnik's profile as being a former officer with the GRU, Russia's military intelligence agency. Mr. Kilimnik has said he worked for several years as a language instructor at the Military Institute of Foreign Languages and has denied any ties to Russian intelligence.

will reach \$34 billion by 2022.

Coke said it expects the deal to add slightly to its earnings the following year.

The company said it wasn't changing its long-term financial targets.

When Mr. Quincey took over Coke from longtime leader Muhtar Kent, he pledged to speed the development of products beyond its namesake cola brand. The company's revenue has declined for several years, as it shed bottling operations and battled slowing soda volumes.

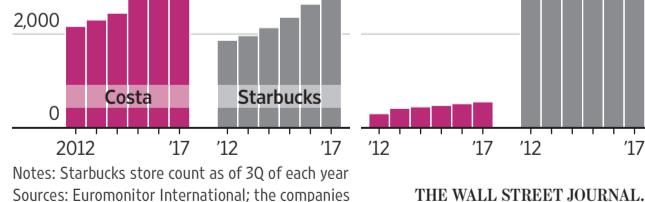
Coke's biggest brand acquisition until now was its \$4.1 billion purchase in 2007 of Glaceau, the company behind the vitaminwater and smart-water brands. The company has struck smaller deals since Mr. Quincey took over, including buying Mexican seltzer maker Topo Chico and taking a stake in BodyArmor, a Gatorade rival.

Coca-Cola shares fell 38 cents Friday to \$44.57. The stock has slipped 2% over the past year, missing out on a broad stock-market rally that has lifted the S&P 500 Index more than 17% to record highs.

—Robert Wall contributed to this article.

Costa rivals Starbucks in Europe, the Middle East and Africa, but is much smaller in Asia and has no stores in North or South America.

Store count by region



Notes: Starbucks store count as of 3Q of each year
Sources: Euromonitor International; the companies

8,000 stores

6,000

4,000

2,000

0

2012 12 17 2012 12 17 2012 12 17

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split with its coffee business. Coke approached the company about a potential acquisition in June, executives said.

Whitbread Chief Executive Alison Brittain said that Coke wasn't the only interested party, but suggested that the U.S. drinks giant's global reach allowed it to offer the most attractive deal. The agreement, expected to be completed in the first half of 2019, was signed just eight minutes before it was announced early Friday.

Costa generated revenue of £1.3 billion (\$1.69 billion) in the year ended March 1 and earnings before interest, taxes, depreciation and amortization of £238 million. About 72% of its revenue came from its U.K. stores, according to a Coke presentation. By comparison, Starbucks had \$22.4 billion in revenue in its last fiscal year and Coca-Cola had \$35.4 billion.

Costa same-store sales have been flat, though overall sales have continued to grow as the company added outlets, in-

cluding overseas, and expanded its express-coffee-machine network. Some of the sales through those machines have cannibalized business from existing outlets, Ms. Brittain said on a conference call.

Costa has more locations in the U.K. than Starbucks but the brand is little known in North or South America,

where Starbucks has more than 16,000 locations. Costa's biggest international market is China, where it has about 450 stores, but there too it is dwarfed by Starbucks' approximately 3,000 locations.

Costa's presence in China presents a growth opportunity for Coke, GlobalData analyst Jonathan Davison said. Hot-drinks sales volume has more than doubled in volume there over the past five years, said Mr. Davison, who estimates the Chinese retail hot-drinks market

Coca-Cola Goes Big On Coffee

Continued from Page One

grocers and restaurants to sell its drinks. Retail is "clearly not our expertise," he said, adding Coke would keep Costa's retail management team in place.

"Consumers continue to want to spend more money on beverages," Mr. Quincey said. "They just want greater diversity" including "coffee in its various formats."

Coke and its soda rivals have been searching for growth as consumers shift away from sugary soft drinks. PepsiCo Inc. in August agreed to buy seltzer-machine maker SodaStream International Ltd. for \$3.2 billion. Smaller rival Dr Pepper Snapple merged this summer with Keurig, the coffee company that popularized single-serve K-cups.

Coke already sells Dunkin' Donuts bottled coffee in the U.S. and a ready-to-drink coffee brand called Georgia that is

popular in Japan, but Mr. Quincey said the company was missing out on the much larger hot-coffee market. In a conference call Friday, he said Coke plans to expand Costa's network of cafes in developing markets including China and use Costa's self-serve vending machines, which grind beans and steam milk, to sell hot drinks around the world. It also will sell Costa-branded bottled drinks and coffee beans. Rival PepsiCo has a partnership with Starbucks to sell its ready-to-drink beverages.

Coffee has recently been a hot industry for deal making. Nestlé SA this year bought the rights to sell Starbucks in grocery and retail stores for more than \$7 billion. JAB Holding Co., a European holding company, has also moved aggressively to buy up coffee assets.

Coke is buying Costa from British leisure group Whitbread PLC, which owns the Premier Inn hotel brand in the U.K. and Germany. The company, which first flagged a possible Costa spinoff in April, said it would return most of the money to its shareholders. Its shares closed up nearly 15% on Friday.

Whitbread had been pressured by activist investors to

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—Robert Wall contributed to this article.

U.S. NEWS

To Curb China, U.S. Looks to Invest More Abroad

By JOSH ZUMBRUN
AND SIOBHAN HUGHES

The U.S. is finalizing plans to double funding for big infrastructure projects around the world, seeking to counter China's growing influence.

Congress is working to resolve the last barriers to passing a bill that would boost the U.S.'s role in international development. It would combine several little-known government agencies into a new body, with authority to do \$60 billion in development financing—more than double the cap of the current agency that performs that function. The measure, supported by the Trump administration, easily passed the House this summer; it faces its biggest test in the Senate.

The new agency would have broad authority to go toe-to-toe with China in offering countries financing options for major infrastructure and development projects.

The bill's momentum reflects growing bipartisan concern in Washington about the scale of China's ambitions to restructure global trade routes so that all roads lead to Beijing. Senators have become especially concerned with China's global investment plan known as the One Belt, One Road initiative. China, which has flexed development muscle across the globe since it announced its plan in 2013, is thought to be willing to spend and lend trillions of dollars on projects like superhighways, railroads, harbors and ports.

"People are waking up to what China is doing and see that we have to counter that," said Rep. Ted Yoho (R., Fla.), one of the House co-sponsors of the bill, which was introduced with bipartisan sponsorship in both chambers, with Sens. Bob Corker (R., Tenn.) and Chris Coons (D., Del.) in the Senate, and Mr. Yoho and Rep. Adam Smith (D., Wash.) in the House.

Passage is "achingly close," Mr. Coons said in August. "We are down to just a few holds in the Senate and I remain optimistic that, given the engagement of the White House and persistent work, we will get this done."

The legislation represents a sharp reversal for the agency that currently promotes U.S.

investment abroad, the Overseas Private Investment Corp. In President Trump's first budget in 2017, the agency was proposed for elimination, with the administration saying it provided "unnecessary federal interventions that distort the free market."

But as trade tensions rose with China, so did focus on the extent—and consequences—of China's infrastructure binge. The government of Sri Lanka couldn't make payments on a Chinese-funded super port, and ended up granting China a 99-year lease, giving Beijing a key foothold in the Indian Ocean. Pakistan, with \$62 billion in Belt and Road projects, is seeking out bailout options to manage its payments.

Officials on the White

House's National Security Council and in the Office of Management and Budget decided to throw White House support behind a new development agency, and the president's budget released in February 2018 put forth a proposal for combining and beefing up U.S. development finance.

Yet OPIC has been limited by a congressional cap on its portfolio size and a prohibition on owning equity stakes in projects—issues addressed by the new legislation. China's effort faced no such hurdles in expanding its investments at a pace some consider reckless.

"Their projects economically don't make a lot of sense," said OPIC President Ray Washburne. "It's a loan-to-own program the Chinese are doing."

America's Global Investments

Size of the Overseas Private Investment Corp.'s portfolio by region

Sub-Saharan Africa	\$5.9 billion
Latin America/Caribbean	\$5.2
Asia	\$3.5
Middle East/North Africa	\$3.5
Europe/Central Asia	\$3.4
Multiple regions	\$0.5

Source: Overseas Private Investment Corp.

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U.S. WATCH

ECONOMY

Consumer Sentiment Improved in August

Consumers are pointing to job and income security when asked why they are buying vehicles and homes, and historical data show this trend usually picks up before a recession.

The University of Michigan on Friday said its consumer sentiment index was 96.2 in August, up from an initial 95.3 reading earlier in August. The current level is the lowest since January.

"This shift from attractive prices and interest rates to income is typical of the later stages of expansions, with references to income and job certainty peaking just before downturns," said Richard Curtin, the survey's chief economist.

Analysts are confident that the economy will continue to grow robustly this year, but seem skeptical that the current pace of growth will continue.

Measures of how consumers feel about the economy climbed after Donald Trump was elected president in 2016 and have been buoyed by strong economic growth and low unemployment.

—Sharon Nunn

TEXAS

Trump to Campaign For Ex-Rival Cruz

President Trump said he would travel to Texas in October to headline a rally for Sen. Ted Cruz's re-election campaign.

"I'm picking the biggest stadium in Texas we can find," Mr. Trump said on Twitter on Friday. "As you know, Ted has my complete and total endorsement. His opponent is a disaster for Texas—weak on Second Amendment, Crime, Borders, Military, and Vets!"

Mr. Cruz, the president's erstwhile rival for the 2016 GOP presidential nomination, faces Democratic Rep. Beto O'Rourke in November. Mr. Cruz won his seat in 2012 by 15 percentage points; Mr. Trump won the state in 2016 by 9 points. Recent polls show Mr. Cruz holds a narrow lead over Mr. O'Rourke.

Mr. Trump's endorsement marked a sharp reversal for Mr. Cruz, who had called Mr. Trump a "pathological liar" on the closing day of his 2016 campaign run and later declined to endorse Mr. Trump at the Republican National Convention.

—Vivian Salama

Farewell to the Queen of Soul



Former presidents and preachers joined a parade of pop stars Friday in a farewell to Aretha Franklin, remembering the legendary singer as a force for musical and political change.

Ms. Franklin died Aug. 16 at age 76.

Mourners filled the Detroit church that hosted Rosa Parks's funeral. Guests included former President Bill Clinton, former

first lady Hillary Clinton, the Rev. Jesse Jackson, Stevie Wonder and Smokey Robinson. Ex-Presidents George W. Bush and Barack Obama sent tributes.

Pictured are Ms. Franklin's

grandson Jordan Franklin embracing niece Cristal Franklin and nephew Vaughn Franklin, with granddaughter Victoria Franklin standing near.

—Associated Press

Nafta Talks Extended

Continued from Page One trade agreement with Mexico—and with Canada if it is willing, in a timely manner," Mr. Trump told congressional leaders in a Friday letter.

It is unclear precisely what the new timetable is for Canada to join. The two sides said talks would resume on Wednesday, and people familiar with the process said that new deadline could extend to Sept. 30. That's when, according to U.S. law, the Trump administration would need to make public final text for a trade pact that he could sign by Nov. 30, when Mexico's leader leaves office.

One problem hanging over the talks this week—and likely to complicate them going forward—are ongoing tensions between Messrs. Trump and Trudeau, and the U.S. leader's constant harsh comments about Canada.

In the latest sign of hostility, Mr. Trump was quoted by the Toronto Star newspaper as saying Thursday that he

would only sign a deal "totally on our terms." The Star said it was quoting the unpublished, off-the-record portion of a transcript of an interview Mr. Trump gave to Bloomberg News.

In response, Mr. Trump, speaking at a North Carolina fundraiser Friday, accused Bloomberg of violating the ground rules of his interview but adding: "Here's the good news, at least Canada knows where I stand because we can't have these countries taking advantage of the United States anymore."

Bloomberg issued a statement saying, "When we agree that something is off the record, we respect that."

Asked about Mr. Trump's leaked comments, Canada's chief negotiator, Foreign Minister Chrystia Freeland, told reporters after talks broke up that she felt the Trump team was negotiating in "good faith," and added that "we know a win-win-win agreement is within reach."

Mr. Trump has made renegotiating—or killing—Nafta a top priority of his "America First" trade policy, saying the old agreement encourages U.S. manufacturers to shift factories to Mexico. He contends it has been responsible for the steadily increasing U.S. trade deficit with its

southern neighbor, which hit \$68 billion last year.

Economists say Nafta has led to employment growth in all three member countries, and generally agree that trade deficits are caused by a variety of reasons, including a lack of savings.

Trump aides say the accord announced Monday with Mexican President Enrique Peña Nieto goes a long way to addressing those concerns, with new rules requiring more cars made inside the bloc to be made with high-wage labor.

Canadian officials have also embraced that core part of the U.S.-Mexico agreement, which they say would benefit their country as well. But a list of other spats between the U.S. and Canada prevented the two sides from reaching agreement this week.

People familiar with the talks say negotiations stalled over Ottawa's insistence than any revised Nafta maintain the existing pact's dispute-resolution system in which any of the three member countries can challenge tariffs imposed by one of the others.

Canada has long considered this important to protect its industry from U.S. government actions. The Trump administration has sought to remove the system, arguing that it infringes on American sovereignty, and persuaded Mexico to acquiesce to that demand.

A second sticking point has been Canada's policies protecting its dairy industry, which Mr. Trump has regularly attacked as unfair to U.S. producers. Trump aides issued a statement Friday morning saying that "there have been no concessions by Canada on agriculture."

Another fight broke out over Canada's policies aimed at protecting cultural sectors, covering music, television and publications. Cultural protection is part of the current Nafta, and is meant to ensure Canada is not overwhelmed by U.S. media.

The week's Nafta drama ended with hopeful signals from all sides that a revised version of the pact remains on track. But it leaves uncertainty over just how the countries will proceed and what happens if the efforts fail over the next few weeks.

With final language as yet unwritten, a ferocious lobbying effort can still take place for groups to try to tweak the agreement. Once negotiators agree on final language, another lobbying battle will ensue to either pass the deal or send negotiators back to the drawing board.

Once text has been provided, Congress has 60 days to consider it. Friday's notification begins a process that could potentially result in a new deal by the start of December, but only after a congressional vote.

Many observers say that without Canada, the deal between U.S. and Mexico may not make it. If Canada is in the deal, then the road toward a new deal becomes easier, but not ensured.

—Josh Zumbrun

What Happens Next in Congress

The Trump administration has notified Congress about its intent to sign a trade deal with Mexico, which "Canada is welcome to join."

President Trump's team now has 30 days to provide U.S. lawmakers with the written details of such a deal, and any Canadian involvement must be settled by then, and included in the language.

Here's what happens next:

Some U.S. lawmakers insist the administration only had authority to negotiate a deal with both Mexico and Canada, and not a bilateral one. Lawmakers could reject the administration's accord with Mexico on these grounds if Canada isn't part of a final agreement.



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WORLD NEWS

Afghan Strategy Divides U.S. Officials

Trump has expressed frustration with the war's costs and wants forces out quickly

BY DION NISSENBAUM
AND GORDON LUBOLD

WASHINGTON—U.S. military and intelligence officials are at odds over the direction of the war in Afghanistan, creating a new source of friction as President Trump and his national security team seek a way to end the 17-year conflict, American officials said.

Intelligence officials have a pessimistic view of the conflict, according to people familiar with a continuing classified assessment, while military commanders are challenging that conclusion by arguing that Mr. Trump's South Asia strategy is working.

The divisions come as the Trump administration is sending a new U.S. general to Kabul—the ninth in 11 years—to oversee international forces carrying out a year-old strategy that has yet to produce much measurable progress.

Some officials overseeing the war are concerned that a negative intelligence assessment could prompt Mr. Trump to shift course and abandon a strategy he reluctantly embraced last year that sent thousands of additional American troops to Afghanistan.

At the heart of the debate is the evolving assessment of the war in Afghanistan by America's 17 intelligence agencies.

People familiar with the debate over the classified National Intelligence Estimate of Afghanistan said there is broad consensus that the war's trajectory hasn't significantly shifted over the year that Mr. Trump's strategy has been in effect.

While the official military view of Afghanistan is "cautiously optimistic," some of these people said the intelligence view is "cautiously pessimistic." That has led to inten-



Afghan security officials at the scene of a suicide-bomb attack in Jalalabad in August. U.S. intelligence officials have a pessimistic view of the Afghan conflict.

sive discussions about how to frame the next assessment of the war in Afghanistan that will be presented to Mr. Trump in the coming months, they said.

"Nobody in the administration was under any illusion that the South Asia strategy would end a 17-year insurgency in just one year," the spokesman said. "That is why we did not attach timelines to the strategy."

Since the strategy took effect, he said, the U.S. has eroded havens for the Islamic State affiliate in Afghanistan. Afghan security forces have shown their ability to "swiftly respond to attacks," as the Afghan government has taken "bold steps" to launch peace talks with the Taliban, he said.

Nonetheless, some U.S. officials believe fighting is still at

sand more U.S. forces to Afghanistan with a pledge to stay in the country as long as necessary.

a stalemate. The infusion of new American troops—increased from 8,000 to about 14,000—may have blunted Taliban momentum in some areas, but it hasn't decisively turned the tide in favor of the U.S. and Afghanistan, people familiar with the ongoing analysis said.

The Afghan government has control over about 65% of the population, with the rest either under the control of the Taliban, other insurgents, or contested, according to a Pentagon report issued in June. That is slightly less area than the government controlled in 2016—and virtually unchanged from when Mr. Trump announced the new strategy.

The report also said that high-profile attacks continue

to create the "perception of widespread insecurity," undermining the legitimacy of the Afghan government, but noted that such attacks were on par with the year before.

An escalation in U.S. airstrikes has failed to seriously disrupt the Taliban's financial lifelines. And Mr. Trump's decision to increase the number of American troops hasn't fundamentally altered battlefield dynamics, according to current and former U.S. officials.

In July, airstrikes by the U.S.-led military coalition were the highest in nearly eight years, according to U.S. Air Forces Central Command.

U.S. military and intelligence analysts are also growing increasingly concerned

about Afghanistan's internal political dynamics. Partisan, regional and ethnic divisions are creating fissures as the country prepares for a presidential election next year.

Military officials have argued that more intangible benchmarks, such as the successful cease-fire in June, should also be considered in evaluating the war.

The June cease-fire was a sign that the Taliban leadership was serious about peace talks, military officials said. U.S. officials have met with Taliban political leaders at least three times since Mr. Trump took office, according to people familiar with the meetings, but the talks are still characterized as preliminary.

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I didn't talk for a very long time

Jacob Sanchez
Diagnosed with autism

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AUTISM SPEAKS

WORLD NEWS

Cafe Blast Kills Separatist Leader In Eastern Ukraine

By ANATOLY KURMANAEV

MOSCOW—The leader of Russia-backed Ukrainian separatists was killed in an explosion Friday, the latest political assassination in a volatile region where the West and Russia have wrestled over how to make peace.

Alexander Zakharchenko, the 42-year-old head of the self-declared Donetsk People's Republic, died in a blast at a cafe in downtown Donetsk, the separatists' news agency said.

Several other people, including the separatists' treasurer, were injured in the blast, according to the news

Ukraine and rebels blamed each other for killing Alexander Zakharchenko.

agency. Entry into the eastern Ukrainian city was closed, local news sites reported, citing area residents.

The head of the rebel parliament, Denis Pushilin, said he would avenge Mr. Zakharchenko, his onetime rival.

Russian President Vladimir Putin expressed his deep condolences, calling Mr. Zakharchenko's death a "contemptible murder" and proof that "those who have chosen the path of terror, violence and fear do not want to search for a peaceful, political solution to the conflict," according to a statement issued by the Kremlin.

It wasn't clear who was responsible for Mr. Zakharchenko's assassination, but Russian authorities suggested responsibility lay with the Ukrainian government, which for the past four years has tried to crush and contain the insur-

gency in the country's Russian-speaking industrial east.

"There are all indications that behind his assassination is the Kiev regime," Russian Foreign Ministry spokeswoman Maria Zakharova was quoted as saying by Russian state media.

Vyacheslav Volodin, the speaker of the State Duma, Russia's lower house of parliament, was cited by the Russian news agency Interfax as saying that Mr. Zakharchenko's killing had undermined Russian and international efforts to resolve the conflict.

Ukraine's government denied responsibility for the rebel leader's killing, instead blaming the attack on factional rivalries within the self-proclaimed statelet. More than a dozen prominent rebel officials have been assassinated or fled Donetsk since the region proclaimed independence from Ukraine in 2014. Mr. Zakharchenko survived a car bomb that year.

None of the murders have been convincingly solved. Instead, they have bred paranoia in the breakaway region and fed increasingly baroque conspiracy theories. The deaths have been cast as part of Moscow's attempts to control its unruly clients, or as surgical strikes by Western-funded Ukrainian special forces.

Mr. Zakharchenko's demise is unlikely to change the broad outlines of the conflict, which has lasted more than four years and cost over 10,000 lives. Moscow holds sway over the breakaway territories, according to former rebel leaders and Ukrainian officials, who say Mr. Zakharchenko was ushered into power in late 2014 as the Kremlin sought to disguise its control.

—Ann M. Simmons and James Marson contributed to this article.



A Syrian rebel walks in a trench Friday as fighters prepared defensive positions for the coming government offensive in Idlib province.

Syrian Rebels Brace for Key Battle

By SUNE ENGEL RASMUSSEN

Syrian rebels are braced for battle and have detained dozens of people suspected of negotiating surrender, as the Assad regime prepares to retake the country's last opposition stronghold.

Opposition groups' efforts to scuttle evacuation deals for rival rebels and civilians point to a bloody battle ahead for Idlib province in northwest Syria, in what could be a devastating final chapter in a more than seven-year war.

In recent days, regime forces have amassed south and west of rebel territory in Idlib, according to rebels. Idlib is home to more than two million people, many of whom have been displaced from elsewhere in Syria.

Regime ally Russia has gathered warships and aircraft off the Syrian coast for a military exercise set to begin Saturday, likely a prelude to an offensive.

The dominant rebel group in the northwest, Hayat Tahrir

al-Sham, is a former al Qaeda affiliate that the regime has sworn to destroy. Along with more moderate rebel groups, HTS has announced the arrest of dozens of "advocates of reconciliation" to prevent people from joining the government side. Pro-opposition activists in Idlib confirmed the arrests.

Syrian President Bashar al-Assad, backed by Russia and Iran, is tightening his grip on the country. Over the past six months, Syrian government forces have cleared major rebel holdouts such as Eastern Ghouta near the capital Damascus and Daraa in the south.

Deals between the regime and rebels, mediated by the Russians, have allowed thousands of civilians to be evacuated to government-held areas and militants to be bussed to other provinces, mainly Idlib.

A senior HTS commander has said his group won't repeat the reconciliations that took place in Ghouta and Daraa.

"Hayat Tahrir al-Sham will remain the sharp sword that cuts the heads off traitors and

spoilers," Hamza al-Faruk, the commander, told the group's media outlet, Ebaa.

Some civilians back that approach, even if they aren't aligned with HTS.

Russian Foreign Minister Sergei Lavrov "wanted to get into Idlib through reconciliation but thankfully we don't have many frogs here," said Abed al-Malik Sheikh, an activist in Idlib province, using a derogatory term for those who surrender.

Turkey, which supports various rebel factions in Idlib, has tried to convince HTS to dissolve and merge with the National Unity Front, an umbrella rebel group in Idlib. Such a move, Turkey hopes, could help avert an attack from the regime. It designated HTS as a terrorist organization Friday, following similar decisions by the U.S. and the United Nations earlier in 2018.

While infighting among rival rebel groups has eased in recent weeks as the regime attack looms, the more extremist militants in HTS have re-fused to merge.

Turkey is working with Russia and Iran to "avoid another Aleppo disaster" in Idlib, President Recep Tayyip Erdogan said. The northwest is formally under a trilateral ceasefire deal brokered in 2017.

To hamper the regime advance, Turkish-backed rebels Friday blew up two key bridges linking Idlib to areas in neighboring Hama province, according to the Syrian Observatory for Human Rights, a U.K.-based monitoring group.

A commander with the 51st Battalion of Faylak al-Thalith, a rebel group backed by Turkey, said he expected the regime to begin its offensive in Jisr al-Shughour, about 25 miles west of Idlib city. He also forecast the regime would use chemical weapons, as it has previously in the war, because it doesn't have the manpower to take and hold Idlib by conventional force.

—Thomas Grove in Moscow, Nour Al-Akraa in Berlin and Nazih Osseiran in Beirut contributed to this article.

U.S. and Germany Divided Over Kosovo-Serbia Border

By LAURENCE NORMAN AND DREW HINSHAW



Serbian President Aleksandar Vucic is expected to visit Kosovo.

Europe's top officials began their careers in the Balkans, and personally witnessed the wars in the former Yugoslavia in the 1990s, in which about 140,000 people died. However, the EU has also sought a solution to the Kosovo-Serbia dispute for years. EU foreign-policy chief Federica Mogherini said Friday she is open to a land-swap deal provided it is in line with EU and international law.

Key issues from those conflicts, which continued into the early 2000s, lie unresolved: Bosnia and Herzegovina remains divided, with a Serbian enclave that is largely autonomous. Serbia doesn't recognize Kosovo, and neither can join the EU until that disagreement gets settled.

Washington and Berlin have generally seen eye-to-eye on the region since President Clinton presided over the 1995 Dayton Peace Talks that brought an uneasy peace to the central theater of the Yugoslav Wars: Bosnia and Herzegovina.

But under Mr. Trump, the U.S. has signaled interest in reversing American policy on the region.

The dispute between Serbia and Kosovo stretches back into the 1990s. In 1999, the North Atlantic Treaty Organization launched a bombing campaign against Serbia to stop what Western countries called ethnic

cleansing against Kosovo's mostly Muslim Albanians.

When Kosovo declared independence in 2008, Serbia, supported by Russia, refused to accept it.

While it has spearheaded negotiations between Kosovo and Serbia, the dispute has also divided the EU. Five member states, including Spain, don't recognize Kosovo.

In recent weeks, the presidents of Serbia and Kosovo have both said they are ready for fresh negotiations. Serbian President Aleksandar Vucic is expected to set out his proposal this month during a visit to Kosovo.

A deal could face significant domestic criticism. Serbian Orthodox clergy have opposed such a move, as have leading Kosovar politicians. Officials in neighboring Bosnia have expressed concern that it would further fuel the independence drive of Bosnian Serb leader Milorad Dodik. Some European leaders worry it could sow fresh ethnic strife in Macedonia, which has experienced sporadic bouts of violence involving the country's Albanian minority.

"We must be very careful not to cause new problems" in the region, said Finnish Foreign Minister Timo Soini on Friday.

The region's borders are "inviolable," Ms. Merkel said in August.



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WORLD NEWS

China Muslim Crackdown Reaches Abroad

Authorities threaten family members, use paperwork to pressure Uighurs overseas

BY EVA DOU

BEIJING—China's mass detention campaign against Muslims in its far west is targeting people who have moved overseas, with Chinese authorities investigating whether members of the Uighur ethnic group are involved in any anti-government activities.

For more than a year, security officials have told Uighurs living abroad to provide documentation of their overseas activities and to spy and inform on other Uighurs, most of whom are Muslim, according to interviews and chat records reviewed by The Wall Street Journal. Other expatriate Uighurs have had their passport renewals denied and instead were offered one-way travel documents to try to force them to return to China.

In many cases, these Uighurs said, authorities are leveraging the government's detention program, threatening to throw family members still in Xinjiang into the centers, where the U.S. State Department estimates hundreds of thousands have been detained.

Namtulla Najmidin, a 35-year-old computer-engineering student in Norway, said his father called in May 2017 telling him to expect to hear from the local police. A man identified as a police officer soon followed up, asking for pictures of his passport and Norwegian identification documents.

"Those are my private things. I can't give it to you," Mr. Najmidin wrote back on May 18 last year, according to chat logs reviewed by the Journal.

"You'd better think carefully about it," was the reply. In November, Mr. Najmidin said his father, a 59-year-old cotton farmer without any record of prior arrests or political involvement, was taken to a detention center.

Uighurs living overseas are a focus of one of China's largest mass incarcerations in decades. Beijing is concerned that radical Islamic militants are driving a long-running, sporadically violent Uighur separatist movement in Xinjiang, China's sprawling northwest region. The government sees Uighurs living overseas as potential agents of radicalization.

China's Foreign Ministry referred questions about targeting Uighurs overseas to other



Namtulla Najmidin, a Chinese Uighur living in Oslo, above, holds a photo, below left, of his parents; his father was detained last year.

Abdurahman Memet, below right, says authorities denied a passport for his son, instead providing a one-way travel document to China.

attacks, blamed on Uighur militants, happened in China in 2014.

The response has been to swarm Xinjiang with security, swathing the region in a high-tech surveillance network and, in the past two years, building the detention centers that inmates say mix abuse with patriotic indoctrination.

While experts say the threat from a small number of extremists is real, Beijing's reaction is drawing censure from abroad and warnings that the approach risks alienating many Uighurs generally supportive of the government.

Reyila Abulaiti, a naturalized British citizen, said her 65-year-old mother was taken to a detention center last summer even though she had sent her mother the requested proof of her studies in the U.K. She said her mother, Xiamuxinuer Pida, was a retired engineer for a state-owned petrochemical company with no criminal record.

"Where she has been taken, I have no idea," she said. "Everyone is scared to communicate with me."

Aynur Ashimajy, a naturalized Australian citizen and activist, said her 71-year-old mother, Saiyidi Ayixiguli, no longer has valid identification in Australia, after the Chinese consulate in Sydney rejected her passport renewal request in January. Ms. Ayixiguli was issued instead a one-time travel permit back to China to apply for a new passport there. Ms. Ashimajy said her mother decided not to return to Xinjiang, fearing she wouldn't be allowed back overseas.

A staffer at the Chinese consulate in Sydney said Friday that Uighurs could renew passports as usual, but that based on "domestic requirements" or individual "problems," some might be issued travel documents instead.

Mr. Memet, the tour guide in Turkey, said he met with the same situation at the Chinese consulate in Istanbul last year, when he tried to get a passport for his newborn second son, Fuad. In 2015, Mr. Memet had secured a passport at the consulate for his elder son without incident, he said. This time amid the detention campaign, his younger son was denied a passport but given a one-way travel document valid for three months.

That has expired, and so Fuad has no legal existence in Turkey, Mr. Memet said. "He can't even go to the hospital."

—Kersten Zhang contributed to this article.



ANDREA GIESL/WALL STREET JOURNAL (2)

ABDURAHMAN MEMET

ministries. China's Ministry of Public Security and State Council Information Office didn't respond to requests to comment, and the Ministry of State Security, the top intelligence agency, wasn't reachable to comment. Xinjiang police referred questions to the Xinjiang government, which didn't respond. Chinese officials have previously denied the existence of detention camps, saying they are vocational training centers, mainly for petty criminal offenders.

Seventeen Uighurs living in the U.S., Britain, Germany,

Australia as well as Norway and other countries told the Journal they have been pressured by Chinese police and officials.

"Did you carry out illegal activities or not?" a state security agent asked Abdurahman Memet, a 30-year-old Chinese Uighur working as a tour guide in Istanbul, according to a voice message exchange through Chinese chat app WeChat in March 2017.

"How can I know, if you do not come back?"

Mr. Memet said the man didn't explain why he needed

to return. In one voice message, the agent said: "Your family members are in big trouble if you do not come back."

A man who answered one phone number used last year to contact Mr. Memet said he was "just a community worker" and said not to call again.

Mr. Najmidin's chat logs show that a man who contacted him identified himself as a police officer. A woman at a police station in Xinjiang's Yuli County, where Mr. Najmidin's father lives, confirmed

there was an officer by that name and his work responsibilities include contacting overseas Uighurs. Reached on mobile phone, that police officer said he couldn't answer questions, adding: "Our job is secret."

Uighurs see Xinjiang as their homeland. In recent decades, many Uighurs have gone abroad, mainly for better work prospects. Some have joined militant movements, with Uighurs turning up in jihadist groups from Afghanistan to Syria. An uptick in knifing and homemade bomb

WORLD WATCH

UNITED NATIONS

U.S. Cuts Funding to Palestinian Agency

The Trump administration announced that it is permanently slashing funds to the United Nations' refugee agency, in a move that security officials worry could spark Palestinian unrest but that the administration says is part of a wider U.S. strategy.

Earlier this year, the Trump administration froze most of its support to the U.N. Relief and Works Agency, the agency that aids Palestinian refugees, providing \$60 million and holding back more than \$300 million. The announcement Friday makes the cut permanent.

The administration wants to pressure Palestinians into talks with the Trump administration and signal U.S. displeasure with the way the organization runs.

The Palestinians, angered over administration support for Israel, have declined to hold talks with the U.S.

The U.S. in a separate move in August eliminated \$200 million in bilateral funding to Palestinians, and is considering additional steps to pressure Palestinian leaders.

—Felicia Schwartz and Jessica Donati

EUROZONE

Inflation Eases

Inflation in the 19 countries that use the euro cooled slightly in August, while the number of people out of work fell during July, developments likely to reinforce the European Central Bank's cautious approach to dialing back monetary stimulus.

—Jason Douglas

AUSTRALIA

Bishops Reject Confession Laws

Catholic bishops in Australia said they oppose laws requiring priests to break the "seal of confession" when told of possible sexual abuse.

The Australian Catholic Bishops Conference, which represents the church's senior leadership, said almost all of the recommendations from a judicial inquiry into child sexual abuse in institutions including churches and schools are acceptable. But the bishops rejected weakening the seal, which bars priests from revealing anything they learn while hearing confessions.

—Rob Taylor

ECONOMIC TIES

Indonesia, Australia Strike Trade Deal

The leaders of Indonesia and Australia hammered out a free-trade agreement that they said would lead to lower tariffs and would relax investment regulations. They also agreed to bolster security ties.

CHINA

China's New Tech

China's new technology law, which took effect in June, is designed to encourage innovation and protect intellectual property rights.

—Rob Taylor

Japan to Bolster Its Missile Defenses

BY ALASTAIR GALE AND CHIEKO TSUNEOKA

TOKYO—Japan is set to pay \$2.1 billion for a new U.S. missile-defense system, one of its largest military acquisitions, as pressure from President Trump accelerates Tokyo's spending on American military hardware.

Japan is already among the biggest global buyers of U.S. arms, ranking alongside countries in the Middle East in recent years with purchases of F-35 stealth jet fighters and Global Hawk unmanned surveillance aircraft.

Even so, last year Mr. Trump called for Tokyo to buy "massive amounts" of U.S. military equipment to reduce its trade surplus with Washington and its dependency on U.S. protection.

Mr. Trump has found a willing partner in Prime Minister Shinzo Abe, who favors a shift away from Japan's strict post-war pacifism. In the coming months, Mr. Abe wants to hold a referendum to rewrite part of Japan's constitution to explicitly state the country's right to have a military.

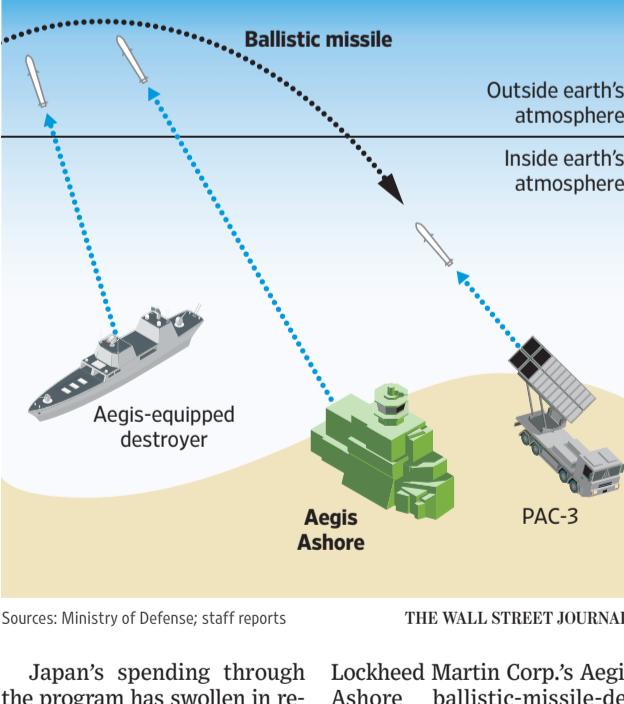
Japan's military, known as the Self-Defense Forces, is equipped with some of the world's most advanced military technology. A survey published by Credit Suisse in 2015 ranked Japan as the world's fourth-most-powerful military after the U.S., Russia and China.

Much of Japan's imported defense hardware is bought through the Foreign Military Sales program, the U.S. government-managed process that sells about \$40 billion of equipment each year.

—Rob Taylor

Safety Net

Japan's plan to deploy Aegis Ashore missile-defense units in Akita and Hagi will give the entire country a new layer of protection against ballistic missiles.



Sources: Ministry of Defense; staff reports

THE WALL STREET JOURNAL

Lockheed Martin Corp.'s Aegis Ashore ballistic-missile-defense system, which will give the entire Japanese archipelago a new shield from North Korean missiles.

A Japanese defense white paper issued this week said that despite a hiatus in North Korean missile launches since November and sporadic diplomacy between Washington and Pyongyang, the threat from the North remains unchanged.

The ministry is proposing total defense spending of around \$47.7 billion for the fiscal year starting in April, excluding funds to support U.S. forces in Japan. The request is up 2.1% from spending this year and would be the seventh successive year of gains.

A large chunk of planned spending is for two units of

to threaten Japan in its state media this year, even as Mr. Abe has said he is willing to meet North Korean leader Kim Jong Un. Officials from each side have had brief meetings this summer but there has been no indication of diplomatic progress.

Meanwhile, satellite imagery has shown North Korea may be expanding a key missile production plant.

Japan's Aegis Ashore units won't be operational until around 2025 but will provide a third layer of protection from ballistic missiles alongside ship-based Aegis units and land-based PAC-3 systems.

Lance Gatling, head of defense consultancy Nexial Research in Tokyo, said Aegis Ashore would provide a significant increase in Japan's ability to defend itself. The system has already been deployed in Romania and a unit is planned for Poland as part of a NATO missile-defense network.

Near the proposed location for one unit in Akita prefecture in northern Japan, many residents have raised objections, fearing both the electromagnetic waves from the strong radar used by Aegis Ashore and becoming a military target.

"If the place is made into a missile base, it will become the target of an attack. We are extremely worried," said Hajime Hasebe, a 70-year-old retiree who lives a few hundred meters away from the slated Aegis Ashore site.

The Defense Ministry has held meetings with residents to explain the deployment and says there is no danger to locals from the radar.

OBITUARIES

VAUGHN L. BEALS JR.
1928 — 2018Harley CEO Discovered
'The Problem Was Us'

BY JAMES R. HAGERTY

As he struggled to save Harley-Davidson Inc. from financial ruin in the mid-1980s, Vaughn Beals got a bit of help from Uncle Sam in the form of temporary tariffs on imports of Japanese motorcycles. But the CEO's success in preserving one of America's strongest brands owed more to one of his insights: The real problem wasn't the Japanese. It was Harley's inefficient factories and slipshod quality.

As CEO for most of the 1980s, Mr. Beals declared war on defects, slashed production costs and aimed marketing at a colossal opportunity: Baby boomers, reaching middle age, were itching for a way to feel young and rebellious again, if only on weekends. Harley prodiced dealers to welcome newbies, brighten their showrooms and display plenty of Harley-branded merchandise, including cologne and wine coolers.

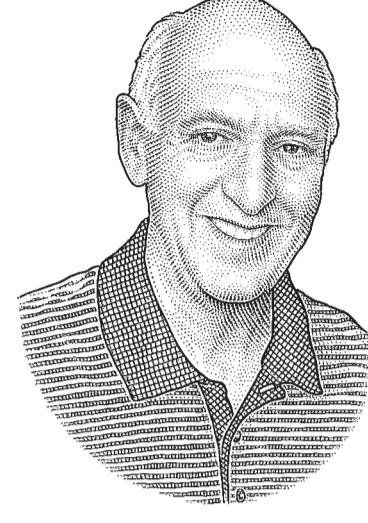
Motorcycle buyers were invited to join local Harley Owners Groups, or HOGs, featuring group rides and instant camaraderie. Once a rider's road companions were all Harley fanatics, switching to a Honda or Yamaha became nearly unthinkable.

"We tried to leave nothing to chance," Mr. Beals told The Wall Street Journal in 1990.

He died at age 90 on Aug. 19 in Gig Harbor, Wash., where he and his wife spent their summers.

"For years we tried to figure out why the Japanese were beating us so badly," Mr. Beals said in a 1988 interview with the New York Times. "First we thought it was their culture. Then we thought it was automation. Then we thought it was dumping. Finally, we realized the problem was us, not them."

Vaughn LeRoy Beals Jr. was born Jan. 2, 1928, and grew up in the Boston area. His father worked



as an inventory-control clerk at a Buick car dealership. Neither of his parents finished high school. An only child, Vaughn Beals found work delivering morning and afternoon newspapers.

He planned to go to Northeastern University until a high-school counselor urged him to aim higher by applying to the Massachusetts Institute of Technology. There he completed a bachelor's degree in aeronautics in three years. That led to a research job at the Cornell Aeronautical Laboratory in Buffalo, N.Y., where he met Eleanore Woods, who was studying at a teachers college. After they married in 1951, he returned to MIT and earned a master's in aeronautics.

Hired by North American Aviation Inc., he did research on supersonic aircraft before moving to Cummins Engine Co. in 1965 to head an engineering research unit. AMF Inc., a conglomerate whose products included bowling equipment and motorcycles, recruited him in 1975 to oversee engineering of new products at Harley.

Mr. Beals told workers to inspect every Harley motorcycle as it

came off the line, rather than only a sample.

Partly because AMF was unwilling to invest heavily in new engines, Mr. Beals decided Harley would be better off on its own. He and other Harley executives teamed up with other investors to pay about \$80 million for the company in 1981. Nearly all of the money was borrowed. (When Harley went public again in 1986, it sold shares at \$11 apiece, up from the 25 cents paid by Mr. Beals and his partners in 1981.)

Harley honchos toured Japanese plants and came back with ideas. Previously, Harley made parts in huge batches and stored them. Inventories were so bloated that workers sometimes couldn't find a part by the time it was needed. Now the company began making parts only as needed, to match current motorcycle production.

As part of the effort to attract customers who didn't fit the old Hells Angels image, Harley made the motorcycles more comfortable. It reduced vibration on touring bikes by mounting engines on rubber.

One thing didn't change: The rumbling sound from the tailpipe. "It makes your heart thump a bit," Larry Winse, an Arizona dentist, told the Journal in 1990.

Mr. Beals made a misstep with the 1986 purchase of Holiday Rambler, a maker of recreational vehicles, for \$155 million. At the time, he noted, both Harley and Holiday Rambler made "big toys for big boys." Diversification was supposed to prevent overreliance on motorcycles. But Holiday Rambler floundered, and Harley agreed to sell it for \$50 million a decade later.

Mr. Beals is survived by his wife of 67 years, Eleanore, their two daughters, five grandchildren and five great-grandchildren.

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

AL GINDI
1922 — 2018

9/11 Couldn't Shutter King of Closeouts

Al Gindi, a high-school dropout from an immigrant family, opened his first Century 21 Department Store in lower Manhattan in 1961. Although he had only 6,000 square feet on three levels, he put an audacious motto on his merchandise bags: "store of the future."

Founded by Mr. Gindi and his cousin Samuel "Sonny" Gindi, Century 21 shunned advertising but gradually became known for steep discounts on designer closeouts. Tourist guides began mentioning it, and the store expanded in the shadows of the Twin Towers.

By 2001, the Gindis had two additional stores, one in Brooklyn and another in Westbury on Long Island. The terrorist attacks on

Sept. 11 that year blasted out windows in the flagship store and left the merchandise coated with ash. The store, accounting for around two-thirds of company sales, was closed for six months, and business remained slow for a few years as lower Manhattan recovered.

The Gindis persisted and now have 15 stores in New York, New Jersey, Pennsylvania and Florida. Unlike some rivals, Mr. Gindi avoided heavy debt and headlong growth. He kept a framed picture of a sheep's head protruding from a three-piece business suit. The caption: "If you stick with the herd, you could end up as a lamb chop."

He died July 28 at age 96.

—James R. Hagerty

RUTH FINLEY
1920 — 2018

Publisher Set Schedule For Fashion Industry

As a young career woman struggling to make ends meet in Manhattan in the early 1940s, Ruth Finley was an intern at the New York Herald Tribune and helped set up window displays at the Lord & Taylor department store.

Finally, she invented a more secure role for herself: de facto scheduling chief for the fashion industry. Ms. Finley began publishing the Fashion Calendar, helping designers ensure that their showings of new collections and other events wouldn't conflict with those hosted by rivals. She sometimes fielded as many as 200 phone calls a day, and people in the industry paid hundreds of dollars to subscribe to her publication.

Diane von Furstenberg recalled

that when she began showing her dresses in New York in 1970, she was advised to get herself listed in the Fashion Calendar. She called Ms. Finley immediately.

Originally produced on a mimeograph, the calendar successfully adapted to the computer and internet eras. Ms. Finley sold it in 2014 to the Council of Fashion Designers of America, which now publishes it only online.

Ms. Finley died Aug. 25 at a hospital in Manhattan. She was 98.

Although she resolved thousands of scheduling conflicts, she couldn't change human nature. "Most designers start 30 minutes late, almost on the button," she said.

—James R. Hagerty

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Read our full rankings and special report on September 6.

FROM PAGE ONE

Students Invade Boston

Continued from Page One

ton's Little Italy. He is girding for the annual onslaught of students urinating near the entrance to his establishment, pulling flowers out of pots along his storefront and vomiting on his private property.

"It's pathetic; it's mayhem; it's not funny," he says of some students' conduct. "Maybe we should do what their parents don't do anymore and give them a nice spank."

Boston is home to nearly 700,000 residents but come September, the students, attending 35 colleges, reshuffle the pecking order. Traffic backs up, sidewalks are ruled by undergraduates walking four across, a cup of coffee takes twice as long to buy.

Thousands will drive in this week from out of state in moving vans. If history is a guide, at least one will ignore the

blinking warnings signs on Storrow Drive and steer a 12-foot tall vehicle under an 11-foot bridge. The bridge will win. The ensuing mess will take hours to clean up and back up Boston's serpentine traffic for miles.

The accidents are so predictable they have a name—getting "Storrowsed." And a hashtag, #Storrowsed. The agency in charge of the roadway, which winds alongside the Charles River, sent out a warning on Monday. "College students: When we say we hope your school year starts with a bang, we don't mean your truck's roof hitting the bottom of a bridge."

Collegiate renters take over more than 10,000 buildings across the city and pretty much everything comes to a standstill when their armada of moving trucks arrives. Because the rental market is so tight, summer-term students are often moving out the same week their replacements are moving in. In the exchange, hundreds of pieces of unwanted furniture are left on sidewalks.

In the neighborhood of Allston, where Boston College and

Boston University students congregate, the unpacking has become a boon for locals who peruse the streets in search of good furniture for themselves.

"We call it Allston Christmas," says City Councilor Mark Ciommo. "You can furnish your own apartment with what's left behind."

If you don't get your car wrecked first.

"You've got 20-year-old kids driving giant U-Hauls, tearing off mirrors," said Rick Holahan, a 37-year-old banker who lives in nearby Brighton, another student hub. "Everybody is angry, hot, sweaty and fighting for parking."

Mr. Holahan's strategy? "I escaped," he says of his departure to Cape Cod through Labor Day. "It is the weekend to get the hell out of Boston."

Sabra Mayfield, 68, who lives in Brookline, a town bordering Boston, says the annual influx of college students is "not a pretty picture."

"It's a nightmare from now right up until Labor Day," says Ms. Mayfield.

Her condominium complex fills up with student renters who don't seem to know how to use their indoor voices or



DAVID L. RYAN/THE BOSTON GLOBE/GETTY IMAGES

Boston sees an annual influx of students attending 35 colleges.

walk softly when they come home at 2 a.m., she says, making it feel like a dorm. "I learned that on Thursday nights, you put on the earplugs—Thursday, Friday and Saturday."

Emily Brandvold, a 21-year-old senior who attends Boston University, offers hope, saying many students calm down as they "age up." She sometimes nudges younger schoolmates to tone it down, particularly if she sees them being noisy in residential areas. "I'm like, 'Shhhh, heads up guys, people

are sleeping. Let's not shout.'"

Some shopkeepers enjoy the student business. "It's awesome—we're very happy to have them back in town," says Rose Capone, owner of Al Capone, a Boston pizza and sub eatery named for her father-in-law, not the gangster.

Yoga studios in Brookline offer limited-time discounts to new customers, and say some bargain-hunters go from one special to another. "We definitely see that there are people who do the 'new-student-special hop,'" says Sylvie Man-

ning, a manager at Coolidge Yoga. Still, she says she enjoys the youthful "vibe" college students bring.

In 2014, Kim Costa, who grew up in Medford, home to Tufts University just outside of Boston, turned on the local television news and watched the mayor of Boston "gently advise" college students moving into town to behave. Ms. Costa had worked as a waitress on and off for 30 years and said she was regularly stiffed by college students who left messes and paid with their parents' credit cards. She felt most of them were disrespectful so she fired off a 55-second video that went viral.

"Real quick reminder to all the college students that are coming back to Boston to further their higher education," she said. "This is really important. This is something you are going to carry with you through your entire academic career in the 617 area code: Nobody likes you, you're a visitor here; an interloper. All right, so I want you to keep that in mind while you're strutting through the crosswalk in Harvard Square with your pink popped collar."

Kavanaugh Takes On Regulation

Continued from Page One

Mr. Leo says the case demonstrates Judge Kavanaugh's "adherence to originalism and textualism"—philosophies holding that judges should stick to the original meaning of constitutional provisions and not go beyond the text of congressional acts.

The approach of Judge Kavanaugh, who declined to comment, reflects inherent distrust, shared by traditional Republicans and Trump populists, of an expanding federal apparatus dating from the New Deal, President Franklin Roosevelt's response to the Great Depression.

Judge Kavanaugh's 2008 dissent came in *Free Enterprise Fund v. Public Company Accounting Oversight Board*, which challenged provisions of the 2002 Sarbanes-Oxley Act—they were aimed at preventing Enron-type meltdowns—that fashioned an independent regulatory board whose members could be fired only for cause by the Securities and Exchange Commission. He wrote: "Such unaccountable power is inconsistent with liberty." The case was appealed to the Supreme Court, which adopted Judge Kavanaugh's position 5-4, along conservative-liberal lines.

Separation of powers—the checks and balances the Constitution's framers designed to safeguard against tyranny—isn't intrinsically a conservative or liberal principle. In Judge Kavanaugh's jurisprudence, it often appears in ways that expand executive authority, and his opinions tend to limit regulatory power strictly to that authorized by Congress—and to read narrow constitutional limits on lawmakers' power to fashion such regulation.

Originalism

His approach echoes that of the late Justice Antonin Scalia, who popularized legal methods such as originalism and textualism that conservatives embraced as correctives to what they saw as the excesses of Chief Justice Earl Warren's liberal court of the 1950s and 1960s.

Younger conservatives such as Judge Kavanaugh go further than Justice Scalia, says University of Maryland law professor Mark Graber, reaching beyond the Warren era and President Johnson's liberal Great Society movement to challenge legal doctrines undergirding the federal response to the Great Depression and the powerful national government that emerged after World War II.

In contrast, "Scalia hated the Great Society, but Scalia didn't have a whole lot of qualms about the New Deal," he says.

When the Senate Judiciary Committee begins hearings Sept. 4 on Judge Kavanaugh, nominated to succeed retired Justice Anthony Kennedy, visceral issues that are usual for Supreme Court confirmations—abortion rights, religious exercise, gun restrictions—are certain to arise. This time, separation of powers could play more than a supporting role.

The Trump administration's broad assertions of executive



President Trump announces his Supreme Court nominee, Brett Kavanaugh, right, on July 9.

the Florida election recount, he joined the White House as an associate counsel and then staff secretary until his 2006 D.C. Circuit appointment.

Ms. Walker, the Washington lawyer, says Judge Kavanaugh's career gives him a rare insight into separation of powers. "I'm not sure how many federal judges have served both in the office of the independent counsel and as a lawyer for the office of the president."

His reservations over placing presidents in legal jeopardy grew. "I believe that the President should be excused from some of the burdens of ordinary citizenship while serving in office," he wrote in a 2009 law-review article titled "Separation of Powers During the 44th Presidency and Beyond."

"This is not something I necessarily thought in the 1980s or 1990s," he wrote.

His Bush administration experience led him to lament the toll Mr. Starr's investigation took. "The nation certainly would have been better off if Mr. Clinton could have focused on Osama bin Laden without being distracted," he wrote. A solution, he suggested, would be legislation deferring civil litigation and criminal investigation of the president while in office.

Professors Neil Kinkopf of Georgia State University and Peter Shane of Ohio State University say that once in the Bush White House, Judge Kavanaugh sat at the center of an administration that made aggressive claims of executive power, some of which later were rejected by courts. The two law professors worked in the Justice Department under Democratic administrations.

Mr. Obama, too, asserted some of the executive powers Mr. Bush staked out, as has Mr. Trump.

Many Federalist Society members and others in conservative legal circles contend American jurisprudence went astray in the 20th century by neglecting the Constitution's original meaning or relying on legislative history and other authorities beyond the text of congressional acts.

Three decades after the New Deal, federal ambition expanded under President Johnson's Great Society, which sought to confront issues such as poverty, racial discrimination and environmental protection. Federal programs proliferated, including Medicaid, Medicare and two new cabinet departments, Housing and Urban Development and Transportation.

Unlike FDR, who fought a conservative Supreme Court his first two terms, LBJ found an ally in the Warren court, which made short work of legal challenges to the Civil Rights Act of 1964 and other federal initiatives. That era's legal aftermath preoccupied a generation of conservatives.

New Deal legacy

Much of the New Deal's legacy, such as Social Security, "is here to stay," says Mr. Graber, the law professor. But the confirmation of Judge Kavanaugh could see a replay of "the battles courts fought with administrative agencies in the 1910s," he says, when Progressive initiatives to mandate working conditions faced skepticism from a Supreme Court concerned about threats to the economic liberty of business enterprises.

On the D.C. Circuit, Judge Ka-

vanaugh has written that the Consumer Financial Protection Bureau, created by a Democratic Congress after the 2008 financial crisis, is unconstitutional because it is headed by a director who can be removed only for cause, rather than by a multimember commission. Lower courts currently are bound to uphold independent commissions under the 1935 precedent.

He has argued that net-neutrality rules adopted by the Obama-era Federal Communications Commission, requiring internet-service providers to treat all the traffic equally, violate the First Amendment rights of carriers such as Comcast Corp. to control content they distribute.

Judge Kavanaugh's skepticism about the reach of government power stretches to the world of antitrust law and the scope of the government's ability to block large corporate mergers. And he has found that corporations can't be sued by foreign individuals in U.S. courts for alleged violations of international law, a position the Supreme Court adopted in March by a 5-4 vote along conservative-liberal lines.

He typically has favored employers over labor, including in several cases where he faulted pro-worker rulings by the National Labor Relations Board.

While he has chided government agencies for stretching old statutes to address new problems, sometimes he gives the OK. Last year, he provided the deciding vote in a 2-1 ruling that upheld a Transportation Department regulation banning the use of electronic cigarettes on airplanes. A dissenting judge said that when Congress banned smoking on flights in

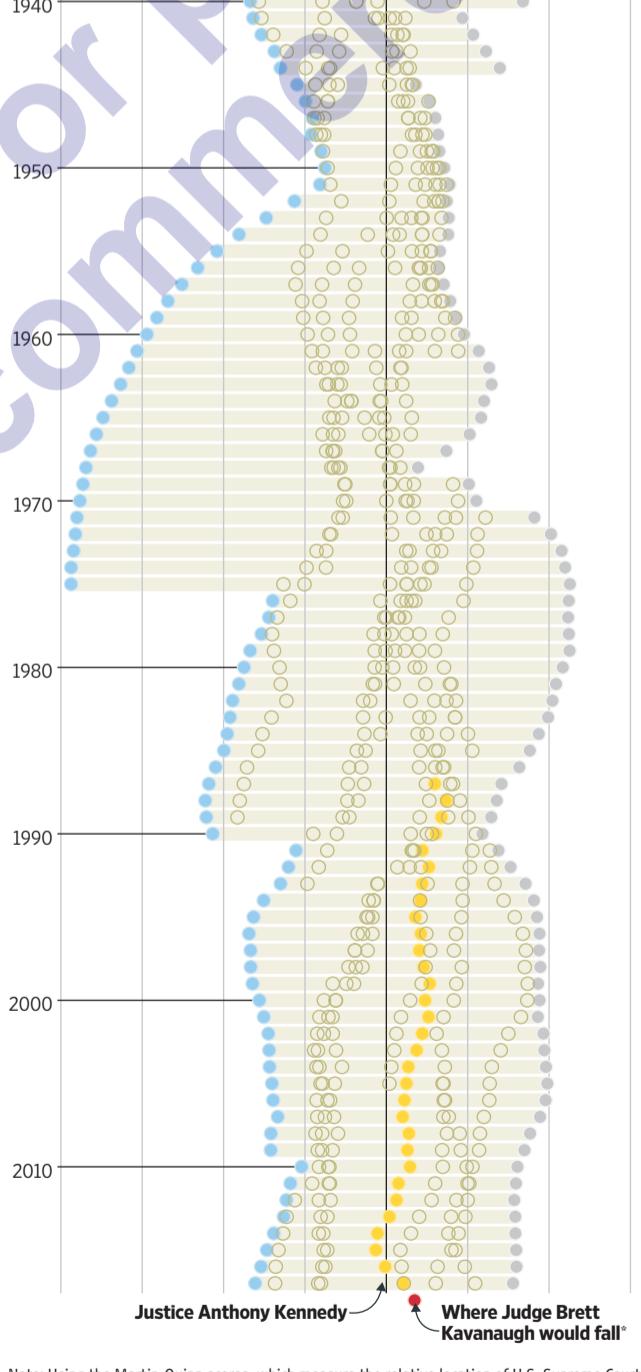
1987, it couldn't have meant to include e-cigarettes because they didn't yet exist.

Judge Kavanaugh's overarching concern has been the threat regulation can pose to liberty, including that of business. To uphold a regulation, he expects to see an explicit direction from Congress. That has been clearest in cases involving the Environmental Protection Agency, the agency he has written on more than any other.

In 2016, he dissented from a decision allowing the EPA to cancel a coal company's permit to dump soil and rock excavated from a surface-mining operation into adjacent valleys. "EPA ignored the costs to humans," Judge Kavanaugh protested. "That's how EPA was able to conclude that the harm to some salamanders, fish, and birds from the mining operation outweighed the loss of jobs for hundreds of coal miners, the financial harm to [company] owners and shareholders, and the many other costs from revoking the permit." In a renewable-fuel ruling last year, he expressed some sympathy with an EPA attempt to recalibrate congressional requirements driving a biofuel overproduction. But the EPA must stand down, he wrote: "If the regime is indeed flawed, it is up to Congress and the President to reenter the field and fix it."

Supreme Spectrum

The range of U.S. Supreme Court justices' ideological leanings, by an analysis of their voting patterns on the high court each year



Note: Using the Martin-Quinn scores, which measure the relative location of U.S. Supreme Court justices on an ideological continuum.
▲ Prediction of voting based on lower-court ideology score

Sources: Andrew Martin and Kevin Quinn, University of Michigan (historical values); 'Replacing Justice Kennedy,' by Lee Epstein, Andrew D. Martin & Kevin Quinn (Kavanaugh)

Angela Calderon/THE WALL STREET JOURNAL.

sity, and, as did Justice Gorsuch, clerked for Justice Kennedy during the 1993-94 term.

He was hired as a top aide by independent counsel Kenneth Starr, whose investigation led to President Clinton's impeachment by the House. The future Judge Kavanaugh pursued Mr. Clinton but hesitated over criminal prosecution. In a redacted December 1998 memo,

recently released, he recommended no action against Mr. Clinton while in office.

Anticipating Mr. Clinton's acquittal by the Senate, he wrote: "I would refer the Clinton perjury/obstruction case to the Attorney General for her to hold in abeyance until the President leaves office."

Two years later, after helping the Bush campaign during

OPINION

THE WEEKEND INTERVIEW with George Gilder | By Tunku Varadarajan

Sage Against the Machine

In New York rarely have an urge to whisper," says George Gilder—loudly—as he settles onto a divan by the window of his Times Square hotel room. I'd asked him to speak as audibly as possible into my recording device, and his response, while literal, could also serve as a metaphor: Nothing Mr. Gilder says or writes is ever delivered at anything less than the fullest philosophical decibel.

Mr. Gilder is one of a dwindling breed of polymath Americans who thrive in a society obsessed with intellectual silos. As academics know more and more about less and less, he opines brazenly on subjects whose range would keep several university faculties on their toes: marriage and family, money and economics, law and regulation, and the social role of technology, a subject that engrosses him at present and the topic of his latest book, "Life After Google: The Fall of Big Data and the Rise of the Blockchain Economy."

Mr. Gilder has published 20 books, the best-known of which, "Wealth and Poverty" (1981), sold more than a million copies and made him rich. It was an impassioned defense of the morality and compassion of the free market. Ronald Reagan acknowledged that the book bolstered his confidence

A leading Google critic on why he thinks the era of 'big data' is done, why he opposes Trump's talk of regulation, and the promise of blockchain.

in supply-side economics, and he was known to be particularly beguiled by its opening line, which reads: "The most important event in the recent history of ideas is the demise of the socialist dream."

Mr. Gilder also had a vast and avid following during the tech boom of the 1990s, when his Gilder Technology Report—an idiosyncratic subscription newsletter—shaped the investing habits of thousands around the world. Analysts spoke of a Gilder Effect, which had investors rushing to buy stock in any new company mentioned in the Report. The newsletter effectively ended, Mr. Gilder tells me, "in the months after the stock market crash of 2000, when I lost nearly all my 106,000 subscribers."

Mr. Gilder, 78, is still immersed in the world of tech, but he doesn't like all that he sees. Google makes him mad, as does Silicon Valley more broadly, and his ire is directed at the "new catastrophe theory" which holds that artificial intelligence will make human minds obsolete, and that we'll soon produce machine-learning tools and robotics that excel the capabilities of human brains." He calls this attitude "Google Marxism"—a phrase he utters with a certain salivary distaste—"because Marx's es-

pectation of the future is that it will be better than the past."

Despite the proliferation of bike lanes, ride-hailing apps, and grand promises about autonomous vehicles, commuter trains and subway lines remain the most efficient way to move large numbers of people in, out and around a large city. But the investment to maintain and upgrade New York's transit system has been lacking for years.

Thousands of subway trains a month are delayed because of "signal problems." After a derailment last year, Gov. Andrew Cuomo declared a subway state of emergency. The two rail tunnels under the Hudson River are in poor shape, too, creating a potential bottleneck for New Jersey commuters and passengers on Amtrak's Northeast Corridor. It would be hard to overstate the economic blow if a tunnel were forced to close.

What politicians have proposed in response doesn't measure up. Mayor Bill de Blasio has pushed to create a "lockbox" to protect money for the Metropolitan Transportation Authority from being raided for other pro-

cessential theme was that the Industrial Revolution of the 19th century had overcome all the challenges of production." From that point on, Marx held, "human beings would focus on redistributing wealth among the classes rather than creating it."

Marx was convinced that the steam turbine, electrification and what William Blake called "dark satanic mills" were a final stage in social evolution—"an eschaton." Mr. Gilder loves abstruse words, and this one, which signifies a kind of climax in human attainment, is a particular favorite. "Google and the Silicon Valley people also imagine that their artificial intelligence, their machine learning, their cloud computing, is an eschaton—an other 'end of history' moment. And it's just preposterous."

In truth, Mr. Gilder says, Google is at the end of its "paradigm," which he defines as "avoiding the challenge of security across the internet by giving away most of its products for free, and financing itself with an ingenious advertising strategy." Mr. Gilder also contends that Google believes capitalism is at an end—that "this is the winner-take-all universe," as he puts it, "and the existing generation of capitalists are the final capitalists. That's their vision." And if you believe that "machines can re-create new machines in a steady cascade of greater capabilities that are beyond human comprehension and control, you really believe that's the end of the human race."

Mr. Gilder rejects the premise. "Machines can't be minds," he says. "Information theory shows that." Citing Claude Shannon, the American mathematician acknowledged as the father of information theory, Mr. Gilder says that "information is surprise. Creativity always comes as a surprise to us. If it wasn't surprising, we wouldn't need it." However useful they may be, "machines are not capable of creativity." Human minds can generate counterfactuals, imaginative flights, dreams. By contrast, "a surprise in a machine is a breakdown. You don't want your machines to have surprising outcomes!"

The narrative of human obsolescence, Mr. Gilder says, is giving rise to a belief that the only way forward is to provide redundant citizens with some sort of "guaranteed annual income," which would mean the end of the market economy: "If everyone gets supported without any kind of growing up and facing the challenges of life, then our capitalist culture would collapse."

Mr. Gilder worries deeply about the state of capitalism in America, and President Trump's adamant focus on the trade gap irks him. "To the extent that the U.S. is the world's leading capitalist power and welcomes foreign investment, it can't possibly run a trade surplus." Mr. Trump "is a politician, and his chief goal is to communicate to the unions in the Midwest that he's on their side. Besides, it's a lot easier to blame China than it is to really explain the widespread campaign in the colleges of this country to suppress manufacturing



TERRY SHOFFNER

and industry in the United States."

As we talk of capitalism and America's universities, Mr. Gilder sits upright, unable to mask his indignation. "The point is that we didn't want manufacturing in this country, and we suppressed it. All of our colleges are devoted to stopping things rather than starting them." The "whole focus" of science in American higher education, he says, is on "the dangers and perils of technology rather than its promise."

America's university system, says Mr. Gilder, is "incredibly corrupt and ideological." How did it come to be like that? Surely, I observe, it wasn't that way when he graduated from Harvard in 1962. "It was beginning to get that way," he says, as he revs his engines for a fresh sortie. "The rise of affluence through the 1960s created this kind of amazing irresponsibility that resulted in a whole generation losing track of reality."

The pithy aperçu is Mr. Gilder's forte. He tells me here that "human beings have a propensity to believe in leftism"—in the idea that government can "answer all of their problems, guarantee their future, and relieve them of the challenges of life." The idea of a "completely providential government" arose in America, and a "whole generation of young people were given college loans in a fabulous national mistake, in which the Republicans participated." These loans were used by the university system to "increase perks and tenured luxuries and ideological distractions"—all of which led to the "diversity campaigns and

too much stress is placed on his verbiage." He credits the president with having "rolled back the climate-change cult in government to some degree. He's appointing good justices, who can actually see through leftist claims, and he's dismantling the reach of the administrative state."

Although Mr. Gilder is a critic of Google, he disapproves of Mr. Trump's talk of regulating the search engine—a prospect the president raised in a tweet describing its results as "rigged" against him and possibly "illegal." This is no time, Mr. Gilder says, "for American conservatives to advocate an expansion of the administrative state into social networks and search engines." If right-leaning content ranks low on Google, that shows that "conservatives still have a long way to go if they are to prevail in the opinion wars on social media. They cannot expect the government to do it for them."

For all the gloom about Silicon Valley that appears to suffuse his new book, Mr. Gilder insists that he's not a tech-pessimist. "I think technology has fabulous promise," he says, as he describes blockchain and cryptocurrency as "a new technological revolution that is rising up as we speak." He says it has generated "a huge efflorescence of peer-to-peer technology and creativity, and new companies." The decline of initial public offerings in the U.S., he adds, has been "re-dressed already by the rise of the ICO, the 'initial coin offering,' which has raised some \$12 billion for several thousand companies in the last year."

It is clear that Mr. Gilder is smitten with what he calls "this cryptographic revolution," and believes that it will heal some of the damage to humanity that has been inflicted by the "machine obsessed" denizens of Silicon Valley. Blockchain "endows individuals with control of their data, their identity, the truths that they want to assert, their transactions, their visions, their content and their security." Here Mr. Gilder sounds less like a tech guru than a poet, and his words tumble out in a romantic cascade.

With the cryptographic revolution, he says, "we're now in charge of our own information. For the first time in history, really, you don't have to prove who you are, or what you are, before a transaction." A blockchain allows users "to be anonymous if they wish, while also letting them keep a time-stamped record of all their previous transactions. It allows us to establish unimpeachable facts on the internet."

That evokes trust in the internet, "without having to trust or rely on Sergey Brin, Larry Page, Mark Zuckerberg, or whoever the paladins of the new economy may be." In the age of the almighty machine, Mr. Gilder believes, this is a notable victory for mankind.

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

New York Can Earn the Money to Pay for Better Subways



Passengers on New York City's subways sometimes marvel at the transit system's sprawling size or the ambitious engineering since the first line opened in 1904. Instead riders ought to be amazed that the decrepit subways still work at all—and worried that they won't last forever.

Despite the proliferation of bike lanes, ride-hailing apps, and grand promises about autonomous vehicles, commuter trains and subway lines remain the most efficient way to move large numbers of people in, out and around a large city. But the investment to maintain and upgrade New York's transit system has been lacking for years.

Thousands of subway trains a month are delayed because of "signal problems." After a derailment last year, Gov. Andrew Cuomo declared a subway state of emergency. The two rail tunnels under the Hudson River are in poor shape, too, creating a potential bottleneck for New Jersey commuters and passengers on Amtrak's Northeast Corridor. It would be hard to overstate the economic blow if a tunnel were forced to close.

What politicians have proposed in response doesn't measure up. Mayor Bill de Blasio has pushed to create a "lockbox" to protect money for the Metropolitan Transportation Authority from being raided for other pro-

grams. Mr. Cuomo has advocated funding new investments in transit with property-tax surcharges on the neighborhoods that will benefit. But if riders are pinning their hopes for reform on new government subsidies or Mr. Cuomo's idea of "value capture," they'll be waiting a long time in vain.

Public agencies are sitting on enormous real-estate assets—a gold mine if managed professionally.

The key to solving New York's transit crisis is much simpler: good governance. Local governments are sitting on a proverbial gold mine of public assets that could raise significant revenue if they were professionally managed. Apart from operational assets such as subways, water utilities, ports and airports, New York's public sector owns a great deal of real estate. My research suggests that in many cities as much as a quarter of the real estate is publicly owned. If that fraction holds for New York, the value of the public portfolio could be \$1 trillion.

The challenge is to create the right institutional structure to manage and develop public properties efficiently. The Port Authority of New York and New Jersey is a prime illustration of how not to do this: It an-

swers to two governors whose agendas often conflict, but neither of whom seems motivated to get the most out of the Port Authority's assets. Yet its holdings are extensive, including major airports, ports, bridges and tunnels, as well as a substantial portfolio of real estate. Unfortunately, these assets' performance falls far short of the best of Asia or Europe.

A good model is Hong Kong's Mass Transit Railway. With a similar passenger volume as in New York City, the MTR has been able to build and maintain its subway and rail system without government money. It also charges low fares and runs 99% on schedule, which should leave New Yorkers swooning.

The secret is that the MTR doesn't mix policy and commercial objectives or leave money on the table. Under a model called "rail plus property," the MTR doesn't sell the real estate above its stations before it is developed, as New York did with Hudson Yards. Rather, the MTR develops the real estate itself. It thus retains the profits from each individual project, and uses them to fund its metro system. The cities of Hamburg, Copenhagen and Lyon, France, have used similar funding strategies to build universities, schools, subway lines and public housing.

For New York City, the task is to empower a professional management team to develop public assets, while maintaining government ownership through an accountable, independent

institution at arm's length from short-term political influence. This kind of "urban wealth fund," properly set up with a transparent balance sheet, would speak the language of the private sector and could ultimately achieve the same level of performance.

If the MTA, Port Authority and City of New York could manage their real-estate portfolios professionally, they could unlock hidden value that could be poured into much needed investments in the subway and rail systems. Since the Port Authority controls all three of the metropolitan area's main airports, LaGuardia, JFK and Newark Liberty International,

residents could even stand to gain a functional air-travel system.

After more than 100 years of operation, New York's subway system more than deserves an overhaul. But trying to fix it with new taxes would face stiff opposition. A better strategy is to help sleepy public assets reach their true market values—and then to put the returns to work for the good of everyday New Yorkers.

Mr. Detter is a former president of Stattum, the Swedish government holding company and national wealth fund, and co-author, with Stefan Fölster, of "The Public Wealth of Cities."

Notable & Quotable: Francis

From a letter to Pope Francis signed by more than 6,000 Catholic women:

Holy Father, in your letter to the People of God on the scandals, you wrote: "An awareness of sin helps us to acknowledge the errors, the crimes and the wounds caused in the past and allows us, in the present, to be more open and committed along a journey of renewed conversion." That's why we expect you, our Holy Father, to be honest with us.

Please do not turn from us. You've committed yourself to changing clerical ways in the Church. That a cardinal would prey on seminarians is

abhorrent. We need to know we can trust you to be honest with us about what happened. The victims who have suffered so greatly need to know they can trust you. Families, who will be the source of the Church's renewal, need to know we can trust you, and thus trust the Church.

Please do not keep us at arm's length on these questions. We are faithful daughters of the Church who need the truth so we can help rebuild. We are not second-class Catholics to be brushed off while bishops and cardinals handle matters privately. We have a right to know. We have a right to your answers.

OPINION

REVIEW & OUTLOOK

Anatomy of a Fusion Smear

Cleta Mitchell is a top campaign-finance lawyer in Washington, D.C. This year she's also been the target of a political and media smear that reveals some of the nastiness at work in the allegations of collusion between the Trump campaign and Russia.

A partner at Foley & Lardner, Ms. Mitchell was astonished to find herself dragged into the Russia investigation on March 13 when Democrats on the House Intelligence Committee issued an interim report. They wrote that they still wanted to interview "key witnesses," including Ms. Mitchell, who they claimed was "involved in or may have knowledge of third-party political outreach from the Kremlin to the Trump campaign, including persons linked to the National Rifle Association (NRA)."

Two days later the McClatchy news service published a story with the headline "NRA lawyer expressed concerns about group's Russia ties, investigators told." The story cited two anonymous sources claiming Congress was investigating Ms. Mitchell's worries that the NRA had been "channeling Russia funds into the 2016 elections to help Donald Trump."

Ms. Mitchell says none of this is true. She hadn't done legal work for the NRA in at least a decade, had zero contact with it in 2016, and had spoken to no one about its actions. She says she told this to McClatchy, which published the story anyway.

Now we're learning how this misinformation got around, and the evidence points to Glenn Simpson of Fusion GPS, the outfit that financed the infamous Steele dossier. New documents provided to Congress show that Mr. Simpson, a Fusion co-founder, was feeding information to Justice Department official Bruce Ohr. In an interview with House investigators this week, Mr. Ohr confirmed he had known Mr. Simpson for some time, and passed at least some of his information along to the FBI.

In handwritten notes dated Dec. 10, 2016 that the Department of Justice provided to Congress and were transcribed for us by a source, Mr. Ohr

Democrats and their media friends made false claims about a lawyer.

discusses allegations that Mr. Simpson made to him in a conversation. The notes read: "A Russian senator (& mobster) . . . [our ellipsis] may have been involved in funneling Russian money to the NRA to use in the campaign. An NRA lawyer named Cleta Mitchell found out about the money pipeline and was very upset, but the election was over."

A spokesman for Adam Schiff, ranking Democrat on the House Intelligence Committee, says the "Minority did not speak with Mr. Simpson or Fusion GPS about this," though he declined to disclose who named Ms. Mitchell. Our sources say they can't remember Ms. Mitchell coming up in any of the documents collected or witness interviews conducted for the investigation. So how did Mr. Schiff get his tip? Fusion's media friends? Mr. Ohr? The FBI? Fusion GPS and Mr. Simpson did not answer a request for comment.

Ms. Mitchell says the fallout for her goes beyond inconvenience and a false allegation. Mr. Schiff's team in May sent her a letter demanding testimony and documents, though no one in Mr. Schiff's office alerted her before naming her in an official document.

She received similar demands from Senate Intelligence Chairman Richard Burr, who wanted Ms. Mitchell to turn over records related to "the transfer of money, or anything of value" between her and several Russians. After Ms. Mitchell in May responded that she had no information related to any of those Russians and accused the committee of being duped by "Glenn Simpson & Co." she heard nothing more.

But social media attacks on her haven't ended. "That allegation impugns my ethical integrity and professional reputation," she says, one reason she's calling for Mr. Simpson to be prosecuted for lying to a federal official.

The Russian collusion accusations ginned up by Fusion at the behest of a law firm working for the Clinton campaign haven't been corroborated despite two years of investigations. But no one should forget the smears that they and their media mouthpieces peddled along the way.

A Tale of Two Public Health Crises

Do liberals only care about the poor when it's politically convenient? Consider the contrasting reactions to the lead poisoning crises in Flint, Michigan, and New York City's Housing Authority (Nycha).

If you haven't heard about the problems in New York public housing, you're not alone. The shocking details have been all but ignored by Democrats and the national media.

A complaint by the U.S. Attorney's office in June described how Nycha officials had for years hidden broken elevators, rat infestations, leaking pipes and winter heat outages from federal inspectors. Mayor Bill de Blasio agreed to pay at least \$1.2 billion for repairs including peeling paint that caused 19 cases of lead poisoning, according to the government settlement.

But now comes news that Nycha officials downplayed the severity of the poisoning too. New York City's health department revealed Thursday that 1,160 public housing kids have tested positive for lead poisoning since 2012. The homes of as many as 820 children never received follow-up inspections.

Nycha is supposed to examine the 176,000 apartments annually for peeling lead paint, but the agency skipped the exams from August 2012 through May 2016. According to the federal complaint, Nycha senior managers knew the agency was violating federal lead paint require-

ments since at least 2011. Hardly a peep has been heard from liberal groups or politicians about this outrage.

Now recall two years ago how liberals descended on Flint amid a lead-contaminated water crisis that they sought to twist into an allegory of Republican racism. Democrats flogged GOP Gov.

Rick Snyder's environmental regulators for allowing water in the predominantly black city to be treated with corrosive chemicals to save money. Lead leached from the pipes and sickened 9,000 kids.

"What happened in Flint is immoral," Hillary Clinton declared in February 2016. "I will stand with you every step of the way. I will not for one minute forget about you or forget about your children."

An Environmental Protection Agency Inspector General report in July cited a failure of government at all levels and found that the EPA's staff had ignored 87 citizen complaints. The scandal nonetheless tainted Mr. Snyder's otherwise stellar record, and 15 state and local officials have been indicted since 2016.

Progressives are all too willing to forgive and accept the failures of liberal governance whether in New York City's decrepit subways or its lousy public schools. Only in Mr. de Blasio's progressive paradise do a thousand poisoned kids garner so few headlines.

Happy in Their Work

Among the most stubborn orthodoxies of modern political life is the assumption that the American blue-collar worker is stewing in resentment because the global economy has left him behind.

"They get bitter, they cling to guns or religion" is how Barack Obama put it, and some on the right share the condescension. Columnist Ralph Peters once wrote that "the laid off blue-collar worker in America and the Taliban militiaman in Afghanistan are brothers in suffering," while others want to consign them to the soft shackles of the welfare state.

Now the good news, in time for Labor Day. In contrast to the supposed gloom of the proletariat, a new survey reveals that blue-collar workers may be the most optimistic folks in America. Eight-five percent say they see their lives heading in the right direction.

Conducted by the Harris Poll and commissioned by Express Employment Professionals, a staffing company, the survey found that three of four blue-collar workers call their jobs "a good career path." Four of five agree that "my job provides a good living to financially support my family." Eighty-six percent say they are "satisfied" with their jobs, and 90% are "proud" of the work they do.

It gets better. Seventy percent agree "the American Dream is alive for people like me," and among those who are parents 88% agree with the statement that "my children will have a better future than I will." That's more than twice what a recent Pew survey found when it asked the larger American public whether people be-

lieved their children would grow up to be financially better off than they are.

Not surprisingly, most blue-collar workers believe in labor unions—though the overwhelming majority don't belong to one. More also identify as Democrats than Republicans, though a slight majority say Republicans do a better job of helping blue-collar workers than do Democrats.

Sure, they have concerns. Almost half say it can be tough to make ends meet, and 73% worry that they won't have enough for retirement. A slight majority agree it's "more likely that Martians will land on earth than I'll collect Social Security."

Oh, and are you listening Nancy Pelosi? More than two-thirds report receiving a pay raise in the past year.

Donald Trump polls better among these workers than among the general population. The President has a net plus-four in approval from blue-collar workers, compared with a minus-11 in the RealClearPolitics average for the general population. Only three of 10 say they trust elected government officials.

This is the first survey Harris has taken on these questions, so we don't know how it might have compared with what a similar survey would have reported, say, two years ago. But it's encouraging that blue-collar workers are upbeat, proud of their jobs, and confident that the American future will bring their children even greater opportunities. Amazing what 4.2% growth in GDP will do to make people feel better about their lives, isn't it?

A survey finds that blue-collar workers aren't as glum as the stereotype.

blue-collar workers than do Democrats.

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LETTERS TO THE EDITOR

Country and Patriotism Can Be Good Things

In "The Liberty of Nations" (Review, Aug. 25) Yoram Hazony has written an important defense of the nation-state and the role of patriotism to promote individual liberty and limited government. However, contemporary concerns do not revolve around the value of nationalism so much as the kind of nationalism to be defended.

Ethnic nation-states are justified, if at all, because of existential threats to the people who make up the majority culture. Because they use state power to enforce these protections, ethnic nation-states have a special burden of justice to protect minorities.

No paean to patriotism or defense of the usefulness of the nation-state can or should ignore the fact that both are only as valuable as the justice of the state they support.

ANDREW REHFELD
President and CEO
Jewish Federation of St. Louis

Mr. Hazony reveals his ignorance of the U.S.'s distinguishing characteristic throughout its history as a democratic melting pot for newcomers from all nations. From its creation, the U.S. has been a collection of separate polities, with differing laws, reli-

gions, races and national identities. It included Native Americans and Africans. The country grew to encompass territory that had been governed under French, Spanish, Mexican, Dutch, Swedish, Russian and tribal legal regimes along with their inhabitants, and welcomed millions of poor, unskilled and non-Anglo immigrants from impoverished nations around the world.

The illusion that the U.S. is an Anglo-Protestant nation-state is sadly not new. The movements dedicated to that idea include the Confederate States of America, the Know Nothings, the Ku Klux Klan and today's white nationalists. They have all failed to turn their illusions into reality.

IAN SPRAGUE
Los Angeles

To me, Mr. Hazony's "nationalism" is a code word for "racism."

WILLIAM A. SPEARY JR.
Vincent, Ala.

Congratulations on having the courage to print this article. It is likely to drive the politically correct into a frenzy.

STUART BISHOP
Payson, Ariz.

Good Riddance to the Long-Run Sedan Era

In response to "Farewell to the Family Sedan" (Exchange, Aug. 25): My first experience of practicality overruling my heart came in 1971 when buying my first car. I really wanted an MGB but could get a Chevy Vega for a few hundred dollars less. Like many bad decisions, this one has haunted me ever since.

In 1997 I had decided to get a BMW Z3, a modern version of the MGB. Instead, I ended up getting a Lexus, and knew I had made another mistake when I drove past the BMW dealer. When the lease was up, I got a Z3, which I loved dearly until it met an unfortunate end. I recently bought a used Z3, my new "toy."

Yes, our sport-utility vehicle is quite practical and safe, but it's my wife's car. It has child car seats for our grandchildren and is available when we need extra room. She is

DAVID D. SPAULDING
Kendall Park, N.J.

These days the sedan experience involves whacking one's head against the roof edge while entering the car, falling into the seat with one's backside barely off the floor and peering out as if from a bunker over the high sill line.

The sedan does have one advantage over the SUV: the trunk. Stuff can be stashed there out of sight, left to jostle, fall over and generally be ignored by the driver.

ROBERT STURM
Naperville, Ill.

Organic Food and Nutritional Placebo Effect

Regarding the letters of Aug. 15 responding to my Aug. 6 op-ed "The Organic Industry Is Lying to You": Cameron Harsh denies that organic farmers use harmful chemicals. In fact, more than two dozen synthetic chemical pesticides are permitted in organic agriculture.

Why? Because "pure" organic practices are so primitive and inefficient that organic agriculture would be impossible without them. Even so, in a USDA study of 571 fruit and vegetable samples bearing the organic seal, 43% had detectable residues of prohibited pesticides. The classic article by UC Berkeley biochemist Bruce Ames and his colleagues found that "99.99% (by weight) of the pesti-

cides in the American diet are chemicals that plants produce to defend themselves."

Laura Batach, another letter writer, claims that organic crops have "been grown and produced in ways that are the healthiest for ourselves, our families and our environment." Rubbish. A landmark study published in 2012 in the Annals of Internal Medicine by researchers at Stanford University's Center for Health Policy aggregated and analyzed data from 237 studies to determine whether organic foods are safer or healthier than nonorganic foods. They concluded that "organic" fruits and vegetables were, on average, no more nutritious than their far cheaper conventional counterparts, nor were those foods less likely to be contaminated by pathogenic bacteria. Moreover, because of organic agriculture's inefficiency and low yields, it is wasteful of arable land and water.

Recall the admonition of Agriculture Secretary Dan Glickman, when the first federal organic standards were issued in 2000, "Let me be clear about one thing: The organic label is a marketing tool. It is not a statement about food safety, nor is 'organic' a value judgment about nutrition or quality." That says it all.

HENRY I. MILLER, M.D.
Pacific Research Institute
San Francisco

CORRECTION

The European School of Culture and Theology is in Kornatal, Germany. The Aug. 29 editorial, "China's Re-education Camps," misstated its location.

Pepper ... And Salt

THE WALL STREET JOURNAL



"Carrot salad! Is that a threat?"

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

OPINION

How to Beat the High Cost of Working

By Eric Brende

It seems like a paradox: The economic news is great, and unemployment has dipped below 4%, yet almost 51 million American households are struggling to make ends meet, according to a May study by the United Way Alice Project. Why the seeming contradiction?

The answer may have something to do with the fact that, according to a study by the economists Lawrence Katz and Alan Krueger, over 90% of the jobs created from 2005 to 2015 involve what is sometimes called "contingent work." This is a blanket

The Amish taught me to live a frugal yet opulent life by running part-time home-based businesses.

term that covers all kinds of non-traditional employees: workers who are temporary, on call or part-time, as well as independent contractors and the self-employed. Such jobs offer autonomy but incomes that are often less secure, and workers may end up juggling two or more positions.

The rise of contingent work comes at the expense of the stable, good-paying jobs that used to be the foundation of the middle class. Despite the congratulatory backslapping over the improved economy, more than half of contingent workers say they would prefer permanent positions.

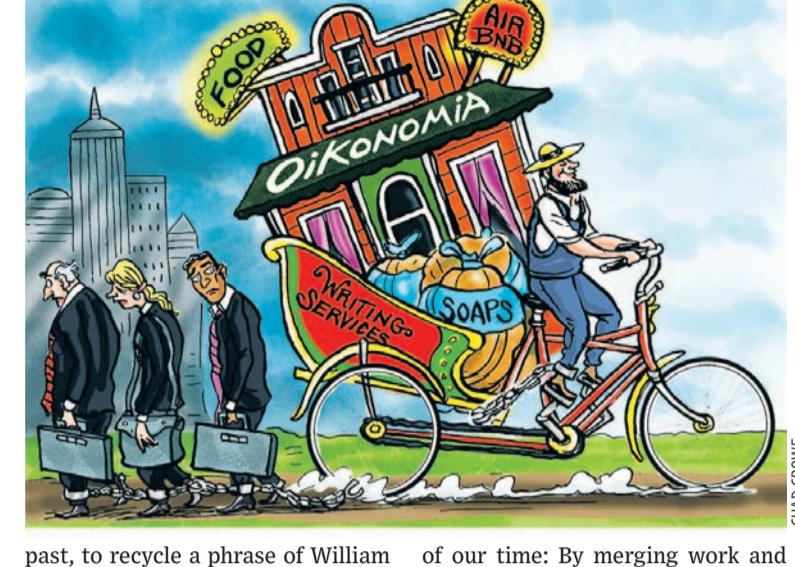
This conundrum of rising employment coupled with sinking economic prospects for millions cries out for redress. But what is to be done? Job retraining programs are an endless game of catching up to the latest

technology. Rebuilding labor unions would be laborious in more ways than one, and results wouldn't come quickly. Top-down measures, such as restraints on trade or a guaranteed minimum income, have unintended effects and, in any case, would be stymied by powerful forces that oppose government intervention in the market.

What then? One idea would be for the contingent workers who rely on income from "sharing economy" platforms like Uber and Airbnb to simply take this logic a step or two further. The secret of these companies is they allow users to unleash the economic potential of idle personal assets, namely cars and houses. But they have only scratched the surface of what living in the "gig economy" can look like. Perhaps such apps should be viewed as mile markers on the road to a full re-integration of work and life within a single space, the home.

While I was studying the role of technology in society at the Massachusetts Institute of Technology during the 1990s, I spent summers living and learning among the Amish, who are unappreciated masters at blending work and life. Most economists see the Amish as throwbacks, living reminders of outdated forms of labor. But when I gazed at my yeoman neighbor, I saw a person who combined exercise, fresh air, food production, family life and vocational training in a single activity. He made the most of his greatest asset—his farm—and in so doing (to use a familiar phrase from Economics 101) "maximized his utility," despite earning less than \$10,000 a year.

"What an efficient use of time!" I once exclaimed. He shook his head: "We're just doing what everyone used to." But thanks to disruptive innovation, this past may not be that far gone—and it may not even be the



CHAD CROWE

past, to recycle a phrase of William Faulkner's.

In the years since, I've applied Amish insights to my work in urban St. Louis and found them economically viable. Today, my three principal income streams come from hand-making soap, writing, and driving a pedicab—essentially a First World rickshaw. All these activities take place, or are based at, my house. This arrangement is aided by a non-Amish innovation, the internet, which allows my wife, Mary, to work as a part-time accountant from her home office.

Between the two of us, we put in about 35 hours a week of paid labor. That brings in about \$25,000 a year, which doesn't sound like a lot. But we live in a splendid Gilded Age neighborhood, within walking distance from restaurants, shops and parks. Our house, a 2,600-square-foot, 110-year-old fixer-upper, is paid for. We've sent three children to private colleges.

What matters more than the finances, though, is the arrangement

of our time: By merging work and life in an urban setting, Mary and I avoid needless expense, duplicative effort and unnecessary shuttling back and forth. That yields huge cost savings and maximizes leisure.

There is more than one path to blended economics. Friends and neighbors of ours have taken others: My bike mechanic lodges his family upstairs from his shop, which he rents. Another acquaintance lives above her popular ethnic eatery, which she owns, and leaves the deliveries to services like DoorDash and Postmates. A third friend has worked on the delivery side, carting organic food around town via the ordering platform Green Bean Delivery, and then on evenings and weekends he oversees his several children as they tend chickens and vegetables on his own small urban farm.

Workers left behind by today's economic recovery, take note. If you've picked up income from Uber or Airbnb, or if you've ever received a shipment from Amazon, you're already halfway home—so to speak.

Going the rest of the way may require taking only a step or two more.

First, consider grabbing a hammer and starting on your own fixer-upper. When reviving household economics—the Greek root of the word "economy," *oikonomia*, translates roughly as "household management," by the way—you might as well have your own home, preferably a cheap one in need of work. Second, be selective about the technology you use. New gizmos can improve the material conditions of life, but they also represent an income drain and, moreover, a prime agent of social disruption.

Mary and I regard technology with the same wary eye as the Amish. Does it promote economic holism? By way of answers, we have jettisoned the smartphone, the television and even the car (alas, no Uber income for me). Recognizing that screen time is relatively empty, we've also minimized internet use, reserving it primarily for Mary's accounting business. If I need to go online, I bike three blocks to the library.

Friends admire our shoestring opulence, but many balk at the thought of following in our footsteps. Their commitments to career, debt, school district, suburban lifestyle or 401(k) have already spoken for them. These are iron shackles, I fear, keeping them boxed into their economic categories. Which brings me to what may be the Catch-22 of my novel economic program: Since no government agency would take the initiative, it leaves people to themselves. They must recognize, and seize, the opportunity on their own.

Mr. Brende, author of "Better Off: Flipping the Switch on Technology" (HarperCollins, 2005), lives in St. Louis with his wife and—during the summer—two contingently employed children.

Robert Bork's Proud Legacy and the Senate's Shameful One

By Mark Pulliam

When Justice Anthony Kennedy announced his retirement in June, liberal interest groups were apoplectic. Many Senate Democrats, including Minority Leader Chuck Schumer, vowed to oppose any nominee and kept their promise when President Trump nominated Judge Brett Kavanaugh. Liberal groups rail against him for transparently political reasons: They don't like the way they think he will vote, as if he were a legislator.

The confirmation process for Supreme Court nominees hasn't always been so contentious and partisan. The Senate used to evaluate nominees based on qualifications and temperament. As recently as 1986, the upper chamber unanimously confirmed Justice Antonin Scalia. But things changed the following year, when a Democratic Senate denied confirmation to perhaps the most qualified candidate ever nominated to the court: Robert Bork.

Despite Bork's unsurpassed credentials, liberals opposed him solely because of his conservative judicial philosophy. They succeeded and in the process coined a new verb, "to bork." The confirmation process for Supreme Court nominees has been corrupted ever since.

The Bork saga has begun to recede from public consciousness, so it's worth recalling those events and the man at the center of them. Bork had an illustrious legal career. After graduating from the University of Chicago, where he obtained both his undergraduate and law degrees, he practiced law with the prestigious firm Kirkland & Ellis, where he became a partner. He joined the faculty of Yale Law School—generally considered the nation's best—in 1962, specializing in antitrust and constitutional law.

Bork left his tenured position at Yale to serve in the Nixon and Ford administrations. From 1973-77, he served as solicitor general, the third-ranking official in the Justice Department, representing the federal gov-

ernment before the Supreme Court. Chief Justice Warren Burger rated Bork the most effective advocate to appear before the court during his tenure.

Following a brief return to Yale, in 1982 Ronald Reagan appointed Bork to the U.S. Court of Appeals for the District of Columbia Circuit. The

His defeat taught interest groups to demonize judicial nominees based solely on their worldview.

American Bar Association gave him its highest rating, "exceptionally well qualified," and in February 1982 the Senate unanimously confirmed his nomination.

Conservatives were delighted when Reagan announced on July 1, 1987, that he was nominating the 60-year-old Bork to replace the retiring Justice Lewis Powell. Reagan described Bork as "a premier constitutional authority...the most prominent and intellectually powerful advocate of judicial restraint."

Bork had earned this reputation by swimming against the ideological current as a scholar during the 1960s and 1970s—the heyday of the "living Constitution," when most of the legal academy was busy justifying judicial activism. Bork believed that judges should enforce the law, including the Constitution, as written. This approach has variously been referred to as strict construction, original intent, interpretivism, judicial restraint, textualism and originalism. Bork wasn't the only conservative in legal academia, but he was the most influential advocate for originalism.

His forceful opposition to activist constitutional decision-making made the idea of a Justice Bork anathema to the left. Less than an hour after Reagan announced the nomination, Sen. Ted Kennedy made one of the most disgraceful speeches ever delivered on the Senate floor. He falsely

accused Bork of standing for "back-alley abortions," segregated lunch counters, "rogue police" conducting midnight raids, censorship and other horrors. "Not one line of that tirade was true," Bork later reflected.

The judge assumed no one would believe Kennedy's hysterical charges. He was naive. Kennedy's extreme rhetoric resonated with the left's grass roots, prompting Judiciary Committee Joe Biden—who had previously said if Reagan nominated Bork, "I'd have to vote for him"—to announce his opposition. A coalition of 300 organizations, led by Norman Lear's People for the American Way, spent more than \$10 million in anti-Bork advertisements, some narrated by actor Gregory Peck, and intense lobbying efforts directed at uncommitted senators.

The televised confirmation hearings in September 1987 lasted an unprecedented 12 days. Bork was grilled

and testified in detail about his views for five full days. The Judiciary Committee's rejection of Bork by a 9-5 vote spelled political doom, but he refused to withdraw. After several days of bitter argument on the Senate floor, Bork's nomination was defeated, 58-42.

The borking of Robert Bork taught special-interest groups that they could demonize judicial nominees based solely on their worldview. Worse, character assassination proved an effective tactic, nearly sinking Justice Clarence Thomas's appointment four years later.

Soon afterward, Bork resigned his life-tenured seat on the D.C. Circuit and embarked on a campaign to educate the public about "the proper function of judges in our constitutional democracy." Thanks in part to his persistence, originalism has triumphed, as demonstrated by the canonization of fellow originalist An-

tonin Scalia and the appointment of Justice Neil Gorsuch, Judge Kavanaugh and other originalists to the federal bench. Bork's potential contribution to constitutional jurisprudence as a justice on the court is, sadly, lost to history. What remains as Bork's undeserved legacy is a muddled court and a politicized judicial-confirmation process.

In February 1988, the Senate confirmed Anthony Kennedy for the seat left vacant by Powell's retirement—the last unanimous confirmation vote for a Supreme Court nominee. By confirming Judge Kavanaugh, the Senate can go some way toward atoning for its shameful treatment of Robert Bork 31 years ago.

Mr. Pulliam, a contributing editor at the Law and Liberty website, blogs at MisruleOfLaw.com. This article is adapted from the Summer issue of City Journal.

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BUSINESS WORLD
By Holman W. Jenkins, Jr.

Between the 1980s and today, cost-benefit analysis became one good-government reform that actually took hold across the public sector. So much so that President Obama's own regulatory guru, Cass Sunstein, would write an article proclaiming that when it comes to regulation, Democrats and Republicans have "embraced the need for careful analysis of costs and benefits." Yet in the great American way of indulging opposites, the same period also marked the rise of climate policy, which has, of necessity, been a negotiation of cost-benefit analysis.

There is an almost symphonic beauty to the point and counterpoint. Mr. Sunstein nearly didn't get his job in the Obama administration because he wrote some off-color things about the application of cost-benefit analysis to climate policy. Later he would lend his imprimatur to the administration's creation of a "social cost of carbon" to assign a dollar-value benefit to climate policies that produce no actual benefit.

So we come naturally to California, whose state Assembly just approved a bill to accelerate California's commitment to ban fossil fuels from its electricity market, aiming for 100% renewables by 2045.

The state accounts for less than 1% of global emissions, so its climate heroism can have no serious effect on climate change, which the state's politicians blame for wildfires and rising sea levels. Plus its cuts are partly illusory since they drive manufacturing jobs to other states, which then produce greenhouse emissions on California's behalf.

California legislators answer that they are setting an example for others, but why would others emulate a

policy of cost without benefit? Gov. Jerry Brown is under pressure to do more, such as ban fracking and oil drilling in the state. Wouldn't other oil-producing jurisdictions just be more excited to produce oil, including oil for California drivers, if California abandoned the market and created higher prices for those who continue to produce?

Its pockets are deep enough to cool the planet if politicians believe their doom-mongering.

Whether to laugh or cry has been a perennial question as California wrestles with these issues. Rural Democrats and Republicans lament the state's unwillingness to spend on controlled burns to limit the fire risk even as the state diverts billions in cap-and-trade dollars to a senseless "bullet" train.

Mr. Brown himself insists that democratic, constitutional and practical barriers stand in the way of the sweeping energy bans that greens advocate. There would be "revolution," "shootings" and "mass chaos," he says. Yet he also says California faces an "apocalyptic threat of irreversible climate change."

What if its pols wanted to do something nonfraudulent about a problem they claim is so dire? Are there any options?

Yes. A new study partly funded by Bill Gates has dramatically cut the estimated cost of removing CO2 directly from the air to as little as \$100 a ton. According to the study, much of this expense could be recaptured by converting the CO2 into low-carbon motor fuel.

Assume California recovered 80% of its costs. For \$500 billion a year, or 20% of state gross domestic

product, California could solve the alleged problem for the whole world, reducing global emissions by half and meeting the widely touted goal of holding warming to less than 2 degrees Celsius according to prevailing climate models.

Too speculative? Too expensive? Many classic studies suggest that, at a cost as low as \$2 billion a year, any highly motivated actor, even one with pockets less deep than California's, could offset the entire warming effect of excess CO2 by distributing enough high-altitude sulfates or other aerosol particles to limit by 1% the amount of sunlight reaching the planet's surface. Indeed, experts quietly acknowledge that, by reducing such particulates, our clean-air efforts have actually made our climate problem worse.

Ethicists worry about unintended consequences. Other states and countries might object since they expect to benefit from a warmer climate. Such an approach also would not deal with ocean acidification that comes with CO2 (you can't have everything).

Some would say California has no right to make decisions for the world. Let them sue. That's why we have courts. An uncontrolled experiment is already underway concerning the effect of human CO2 on the climate. In fact, countless experiments of the unplanned variety are in progress regarding a human impact on the environment. How is one deliberate, controllable experiment more objectionable than many accidental, uncontrolled ones?

So cost-effective options can be found if California politicians really believe their forecasts of climate doom. When might they transcend the high-cost, no-benefit posturing that has been their preferred mode so far? Perhaps only when the public starts believing dubious claims that all bad things come from climate change.

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SPORTS

COLLEGE FOOTBALL

The Other OSU Aims for Turnaround

Jonathan Smith quarterbacked Oregon State to its best season. He's back as head coach of the Beavers, who face Ohio State.

BY RACHEL BACHMAN

AS OHIO STATE football coach Urban Meyer serves the first game of a three-game suspension Saturday, the No. 5 Buckeyes will try to launch another national-title chase without him. Meanwhile the coach of OSU's opponent, Oregon State, will make progress if his team wins two games.

But Jonathan Smith—first-year coach of the other OSU, which went 1-11 last year—has a weapon that's nearly unique in college football. As a quarterback he guided the Beavers from being one of the nation's worst teams to their best season ever. He's hoping to use that mojo to revive Oregon State again.

"I'm definitely selling that message to our players," Smith said.

The 39-year-old Smith, who spent the past four seasons on Chris Petersen's staff at Washington, took over at Oregon State after a tumultuous 2017 that saw Gary Andersen bolt in midseason and interim coach Cory Hall finish with a 69-10 loss at Oregon.

Smith has approached the job with a focus on the basics that reflects how far Oregon State has fallen. To build trust after yet another coaching change, he gathered players in small groups to talk about their lives, fears and hopes. The sessions were "for me to tell them my story and then to start them telling their story," Smith said. "And then, to be honest, some of these teammates didn't know each other that well."

Smith lobbied for and won a boost to the assistant-coaching staff salaries, though Oregon State's athletics budget remains among the lowest in a major conference. When Smith held a recent scrimmage three hours southeast of Corvallis, in Bend, Ore., he aimed to mimic what his young team would experience on its trip to Columbus, Ohio, from hotel-room meetings to pregame warm-up formations. The Beavers are 37-point underdogs.

But Smith is familiar with long odds at Oregon State.

When he arrived there as a 5-foot-10 walk-on in 1997, the football team was in the midst of a streak of 28 losing seasons. Smith not only earned the starting quarterback job, he helped break that streak in 1999. That set up a 2000 season so bizarre it now seems like a fever dream.

Dennis Erickson, who'd coached the University of Miami to two na-



Jonathan Smith, inset, takes over as Oregon State's football coach. Above, Smith with then-coach Dennis Erickson in 1999.



ASSOCIATED PRESS

tional titles, shocked fans by taking the Oregon State

job in 1999. He recruited a large, motley group of junior-college transfers, two of whom turned out to be future All-Pro receivers T.J. Houshamzadeh and Chad "Ochocinco" Johnson. Beavers tailback Ken Simonton, at 5-foot-7 so small that defenders struggled to spot him behind his blockers, became one of the nation's leading rushers.

At the center of it all was Smith. The introverted, undersized native of suburban Los Angeles led the Beavers to a best-ever 11-1 record, capped with a stunning 41-9 win over Notre Dame in the Fiesta Bowl.

Smith was named offensive MVP. "A cast of characters," former OSU tight end Marty Maurer said. "And this walk-on's the one that led us to the promised land."

Smith had gone to Oregon State without a scholarship because he wanted to learn to lead at college football's highest level, Maurer recalled. Smith would pop in VHS tapes of opponents and watch them in his college apartment.

"Not only that game, but he'd be watching weeks ahead," Maurer said. "He'd tell us all the time, 'I'm going to be a head coach sometime.' We'd be like, 'Shut up.'"

In college, Smith even started dating a hometown-area friend named—no kidding—Candice Huddle. They're now married and have three children.

The fruits of Oregon State's whirlwind late '90s-early 2000s run, donations toward an expansion of Reser Stadium and construction of an indoor practice facility, have helped improve playing conditions in Corvallis, a city of 58,000 that's a 90-minute drive south of Portland. But the Beavers' facilities are still overshadowed by the space-age sports monoliths at nearby Oregon donated by alumnus and Nike co-founder Phil Knight.

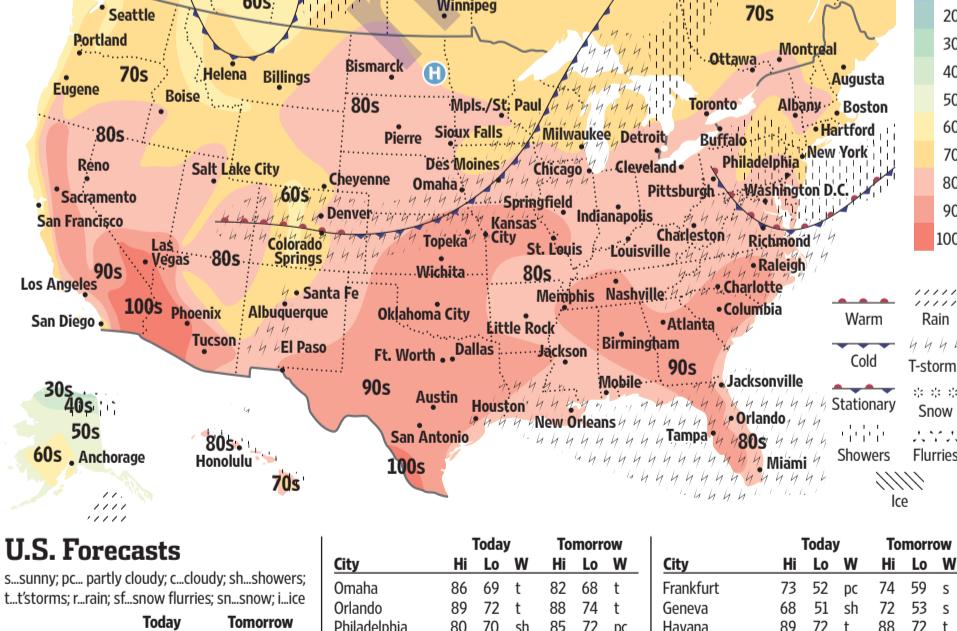
Smith can't revive Oregon State's glory days without aggressively recruiting the hidden gems that made them happen, said Simonton. He recalled former Oregon State assistant Paul Chryst, now head coach at Wisconsin, tracking him down in the hallways of his Bay Area high school, and former OSU head coach Mike Riley watching high school game film with him.

"You've got to take some chances on some kids that might not be most likely to be U.S. senator, but they're good, solid kids," Simonton said.

Smith said that although he wants solid citizens, "I think those kids with a chip on their shoulder are a fit for Oregon State."

Smith isn't the only prominent former player to take over as head coach at his alma mater. Nebraska's Scott Frost, quarterback of the team that split the 1997 national title with Michigan, starts this season as the Cornhuskers' coach. Both he and Smith are favorite sons. But Nebraska has had a baker's dozen 11-plus-win seasons. Oregon State had one.

Weather



U.S. Forecasts

S=sunny; pc=partly cloudy; c=cloudy; sh=showers; t=tstorms; r=rain; sf=snow flurries; sn=snow; l=ice

Today Hi Lo W Tomorrow Hi Lo W

City	Today	Hi	Lo	W	Tomorrow	Hi	Lo	W
Anchorage	60	48	s	60	47	s		
Atlanta	90	70	pc	88	69	pc		
Austin	97	75	pc	95	75	pc		
Baltimore	83	70	c	86	72	t		
Boise	83	51	s	86	53	s		
Boston	76	64	pc	82	69	pc		
Burlington	80	66	pc	86	70	t		
Charlotte	91	69	t	91	69	pc		
Chicago	86	71	t	87	74	c		
Cleveland	88	70	pc	88	70	pc		
Dallas	95	75	s	92	75	pc		
Denver	81	54	t	78	54	t		
Detroit	89	71	pc	89	71	pc		
Honolulu	87	75	sh	87	76	pc		
Houston	90	73	t	86	71	pc		
Indianapolis	86	70	pc	90	71	pc		
Kansas City	91	70	pc	87	69	pc		
Las Vegas	101	76	s	100	76	s		
Little Rock	88	69	pc	86	69	t		
Los Angeles	85	66	s	81	66	pc		
Miami	88	78	pc	87	77	t		
Milwaukee	79	67	t	82	69	t		
Minneapolis	82	64	pc	79	64	t		
Nashville	90	71	pc	92	72	pc		
New Orleans	83	76	t	84	77	t		
New York City	77	69	s	81	73	t		
Oklahoma City	93	70	s	90	68	s		

International

Today Hi Lo W Tomorrow Hi Lo W

City	Today	Hi	Lo	W	Tomorrow	Hi	Lo	W
Amsterdam	68	49	pc	72	58	s		
Athens	97	77	s	94	74	s		
Baghdad	114	82	s	114	81	s		
Bangkok	93	78	t	94	78	t		
Beijing	85	67	pc	78	67	s		
Berlin	71	56	pc	74	61	pc		
Brussels	68	51	pc	73	56	s		
Buenos Aires	58	45	c	63	42	t		
Dubai	104	89	s	109	90	s		
Dublin	68	57	c	70	46	c		
Edinburgh	66	57	c	70	51	pc		

THE COUNT

IT'S 'BAMA, 'BAMA, 'BAMA

It has become akin to predicting that fall will come after summer: Alabama is once again projected to be the best college football team in the country.

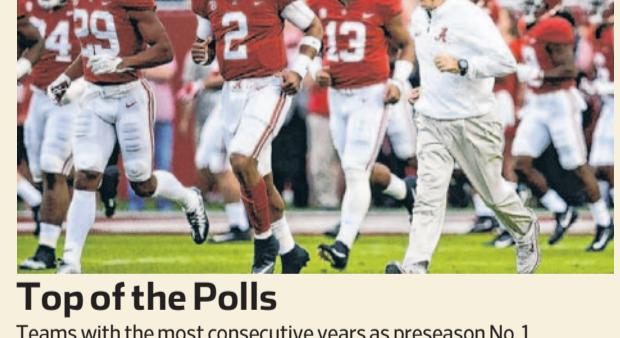
For the third consecutive year, the Crimson Tide is ranked No. 1 in the AP Top 25 poll, which combines the rankings of sportswriters and broadcasters from around the country. Should they win their second consecutive national title, it would be their sixth in 10 years.

It would also be remarkable in this respect: No team has come in with such high expectations in as many consecutive years and met them as Alabama, which opens its latest title defense Saturday night against Louisville.

Only once before since the AP preseason poll began in 1950 has a team been ranked No. 1 to begin three consecutive seasons. Oklahoma topped the poll in 1985, 1986 and 1987. But the Sooners won the national title only once in that span, a total Alabama has already matched with its title last season.

Even what Alabama is attempting to do in a two-year span—twice becoming the sole winner of the national championship after starting the season atop the AP poll—has never been done before.

There are five other instances where a team was the preseason No. 1 in back-to-back years. But only the Oklahoma teams of 1974



Top of the Polls

Teams with the most consecutive years as preseason No. 1

TEAM	CONSECUTIVE YEARS AS PRESEASON NO. 1	YEARS	NATIONAL CHAMPIONSHIPS WON IN THAT SPAN
Alabama	3	2016-2018	1*
Oklahoma	3	1985-1987	1
Southern California	2	2004-2005	0
Oklahoma	2	1974-1975	2
Ohio State	2	1969-1970	1
Oklahoma	2	1956-1957	1
Notre Dame	2	1953-1954	0

Source: Stats LLC; NCAA.com

Notes: USC's win in the 2004 national championship game was vacated in 2011 for violations of NCAA rules. Oklahoma shared the title with USC in 1974. Ohio State shared it with Nebraska and Texas in 1970. The AP preseason poll dates to 1950.

*Active

and 1975 met expectations in both years, and its 1974 title was shared with USC.

Of course, there is a reason another Alabama title would represent such a rarity. It's hard to sustain the degree of success they've had. And it's hard to know in August which team will be celebrating a title in January—even when the answer seems as predictable as the seasons.

—Brian Costa



A Big Blue Bet
Why Tiffany is
spending \$250 million
on a single store **B4**

EXCHANGE

THE WALL STREET JOURNAL.

SATURDAY/SUNDAY, SEPTEMBER 1 - 2, 2018 | **B1**

BUSINESS | FINANCE | TECHNOLOGY | MANAGEMENT

DJIA 25964.82 ▼ 22.10 0.1% NASDAQ 8109.54 ▲ 0.3% STOXX 600 382.26 ▼ 0.8%

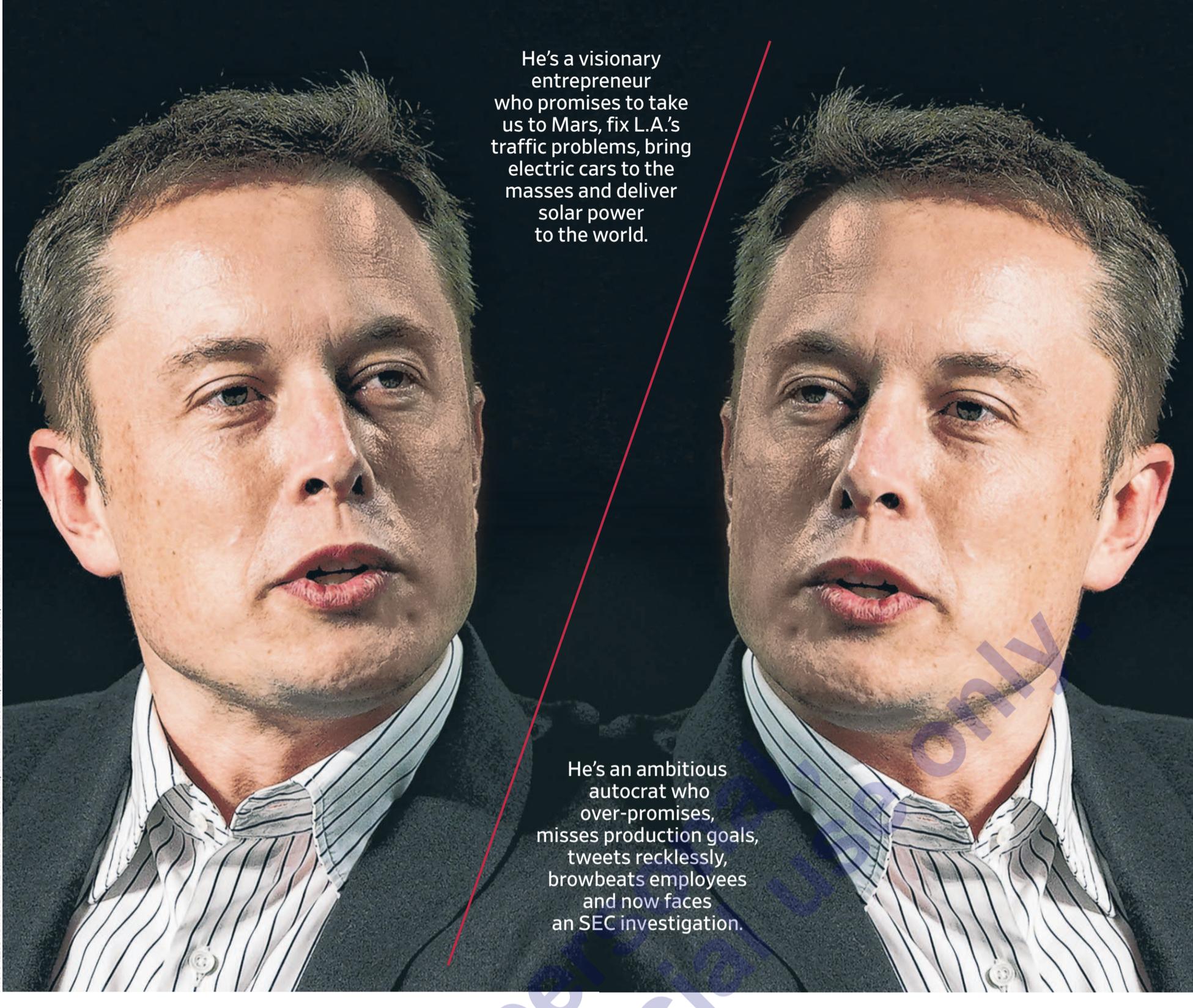
10-YR. TREAS. ▲ 2/32, yield 2.853%

OIL \$69.80 ▼ \$0.45

GOLD \$1,200.30 ▲ \$2.60

EURO \$1.1604 YEN 111.08

Nothing to Fear
The world isn't as
scary as your wired
brain tells you **B5**



Musk vs. Musk

BY TIM HIGGINS, TRIPP MICKLE
AND ROLFE WINKLER

Musk told him, "Get out!" Tesla said the manager was fired for other reasons.

One of the world's most celebrated and controversial entrepreneurs, Mr. Musk operates as though he is the only one who can deliver on his boundless ambitions, in electric cars and solar power, as well as his grand missions to ferry people to Mars and fix Los Angeles traffic, said people who have worked for him.

He craves perfection and can frustrate underlings by taking matters into his own hands, those people said. He asks a lot of questions but answers to no one, according to friends, associates and relatives. Dozens of

senior executives have churned through Tesla, leaving him isolated.

Judged even by the egomaniacal standards of Silicon Valley, this means that bets on Elon Musk's companies are, in fact, bets on Elon Musk.

So far, they have paid off. Tesla's market value—\$50 billion-plus, even after a recent stock price drop—rivals those of traditional U.S. car makers. His rocket company, Space Exploration Technologies Inc., or SpaceX, is valued at more than \$20 billion.

To many investors and analysts, Mr. Musk's tweet on Aug. 7—"Am considering taking Tesla private at \$420. Funding secured"—and his decision 16 days later to scrap the plan, represent the other side of the coin: single-mindedness that can look like recklessness and

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Google Takes Aim At Tech-Help Scams

Company plans to roll out verification program

BY SAMARTH BANSAL
AND ROB BARRY

Alphabet Inc.'s Google is taking action to weed out scam artists who advertise on its platform aiming to defraud customers seeking technical support online.

The move comes after a Wall Street Journal investigation found fraudsters were exploiting Google's

The move comes after a Journal investigation found fraudsters posed as tech-support agents.

advertising system by purchasing search ads and masquerading as authorized service agents for companies such as Apple Inc.

For instance, the first result in a recent Google search for the phrase "Apple tech support" showed a link to Apple.com and a toll-free number, with the suggestion: "Get instant help from our experts." The Journal found that the phone number didn't

belong to Apple and instead led to a call center that engages in tech-support scams.

Responding to questions about the ads earlier this week, a Google spokeswoman told the Journal the company was committed to removing bad ads, and last year removed more than 100 such ads per second for violating company policies.

On Friday, Google announced a more stringent crackdown on tech-support ads. "We've seen a rise in misleading ad experiences stemming from third-party technical support providers and have decided to begin restricting ads in this category globally," Google's global product policy director David Graff said on the company's blog.

Google plans to roll out a verification program "to ensure that only legitimate providers of third-party tech support can use our platform to reach consumers," Mr. Graff wrote.

The company will start implementing the restriction on these ads immediately, but they will take weeks to go fully into effect in all languages and parts of the world, people familiar with the new policy said.

They added that the verification process for allowing individual vendors back onto the platform is still

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TAX REPORT | LAURA SAUNDERS



Your Kids Could Cut Your Tax Bill Like Never Before



Thanks to the new tax law, millions of American families will begin getting a \$2,000-per-child break on taxes—right up to when college expenses start looming.

Then they could get squeezed.

As part of the tax overhaul enacted late last year, Congress greatly expanded the child tax

credit. This change has received less attention than other parts of the overhaul, but it will be highly important for many people.

Among other things, the change doubled the prior benefit of up to \$1,000 per child under age 17 and also raised the income limit for the full credit from \$110,000 to \$400,000 for most married couples (\$200,000 for most singles).

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Fliers, Get Ready for Higher Fees

Airlines raise charges for bags, ticket changes

By ALISON SIDER

Prepare to pay more for checked bags.

Airlines are raising fees on luggage, ticket changes and other services to cover rising fuel costs without pushing up base fares.

United Continental Holdings Inc. on Friday said it had raised fees for checked bags on routes in North America, Central America and the Caribbean. One checked bag will cost \$30, up from \$25.

JetBlue Airways Corp. on Monday increased the price of checking a bag at the airport by \$5, to \$30 for a first bag and \$40 for a second for the cheapest tier of fares on all routes for tickets purchased after the new charges went into effect. The carrier also raised change fees. Passengers who paid \$200 or more for some tickets now face a \$200 change fee, up from a \$150 on fares of \$150 or more previously.

Air Canada and Canadian carrier WestJet Airlines Ltd. recently raised fees to 30 Canadian dollars (\$23) for

Please turn to the next page

THE SCORE

THE BUSINESS WEEK IN 7 STOCKS

BERKSHIRE HATHAWAY INC.

BRKA Warren Buffett's Berkshire Hathaway is dipping its toes in the mobile-payments business with an investment in One97 Communications Ltd., India's largest mobile-payments firm. Its Paytm app, which boasts 300 million users, can be used to pay for everything from movie tickets to auto-rickshaw rides. Berkshire didn't confirm the size of its investment, but a person familiar with the matter estimated it to be between 20 billion and 25 billion rupees (about \$282 million to \$353 million). Berkshire's Class A shares rose 1.1% Monday to \$316,200.

TOYOTA MOTOR CORP.

7203 The first self-driving car you hail from your phone could be a minivan. Toyota said Monday it's investing about \$500 million in Uber Technologies Inc. as part of an agreement by the companies to work jointly on autonomous vehicles. Uber will integrate its self-driving technology into Toyota Sienna minivans for use in the private ride-hailing company's network. For ride-sharing companies like Uber, autonomous vehicles could cut their biggest expense: paying human drivers. Investors cheered the deal, which values Uber at about \$72 billion, and drove Toyota shares up 2% Monday.

SEMICONDUCTOR STOCK PERFORMANCE THIS WEEK

Source: SIX

14%

12%

10%

8%

6%

4%

2%

0%

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-398%

-400%

BUSINESS NEWS

Ford Ends Plan to Ship Car From China

Auto maker cites import tariffs set by Trump administration for change on Focus

By MIKE COLIAS

Ford Motor Co. has ditched plans to import its Focus compact vehicle from China to the U.S., citing an expected hit from import tariffs the Trump administration put into effect in July.

The U.S. auto maker had planned to begin shipping a new version of the Focus from China, starting in the second half of 2019. But a new 25% tariff upended the economic

case for the import plan, said Kumar Galhotra, the company's head of North America.

Ford will instead discontinue the Focus nameplate for the U.S. market after selling down the current supply.

The tariff made it a "very difficult business case for us, so we're choosing to deploy these resources elsewhere," Mr. Galhotra told reporters during a conference call Friday.

The move signals that the Trump administration's trade policies have started to affect major production decisions in the auto industry. Until now, many auto executives have taken a wait-and-see approach, hopeful the adminis-

tration would change course or strike new trade deals.

Ford recently ended U.S. production of the Focus, but said it would re-enter the market next year as a small crossover utility vehicle made in China.

The plan was part of a larger effort to shift more investment into the higher-profit SUVs and trucks that are in hot demand. Earlier this year, Ford said it would kill off several small car and sedan models due to weak sales.

The Ford Focus, which will live on in other markets overseas, is priced around \$20,000 and had become well-known in the U.S. as a popular choice for budget-minded shoppers

looking for better fuel-efficiency. But with low gasoline prices and more buyers flocking to crossovers and SUVs, sales of the Focus and other small cars have fallen in recent years, prompting some auto makers to rethink their lineups.

Ford sold roughly 158,000 Focus compact cars in the U.S. last year, down 6% from 2016. Ford has said the new version of the Focus would have been a relatively light seller in the U.S.—projected at less than 50,000 vehicles annually—and those volumes didn't warrant U.S. production.

The company has said it would be less expensive to use excess factory space in China on those made by the Detroit car companies.

Mr. Trump during the 2016 presidential campaign took aim at Ford several times, blasting it for plans to build a

\$1.6 billion assembly factory in Mexico. The company had intended to move production of the Focus—then built in Michigan—to the new Mexican facility.

After Mr. Trump won the election, Ford canceled plans for the factory in Mexico, saying instead it would build the Focus at an existing plant in the country while adding factory jobs in the U.S.

Later that year, the auto maker changed plans again, saying it would switch production of the Focus to China and import the model to the U.S.—a move that would be about \$500 million cheaper than its previous plan, the company said at the time.

Beijing Tightens Screws on Makers Of Videogames

By SHAN LI

BELJING—China will limit videogame releases and set new restrictions on play time for youths, further punishing companies in the world's largest game market.

The action followed increasing government scrutiny of videogames in China, which have been criticized in state media for graphic violent content as well as for the amount of time spent playing them.

The new measures were announced by China's Ministry of Education as part of a broader plan to combat vision problems among schoolchildren and adolescents. The restrictions reflect officials' concerns that youths are spending too many hours playing videogames and neglecting their studies, analysts say.

Authorities will work to "implement the regulation of the total number of online games, control the number of new online games operating, explore the age-appropriate reminder system in line with national conditions and take measures to limit the use time of minors," the ministry said Thursday.

No further details, such as the number of games to be released or specific playtime restrictions, were released. Still, in response to the news investors cut more than \$20 billion Friday from the market value of gaming giant **Tencent Holdings** Ltd.

"It's not a good thing for the online gaming industry," said Chenyu Cui, a senior research analyst at IHS Markit, adding that "the details will be key to deciding how big the impact will be."

The industry had been bracing for a clampdown. Chinese regulators haven't greenlighted the sale of new titles since March, nor have they ap-

proved the sale of special features within games that are the primary source of revenue for those offered as free downloads.

The freeze cost Tencent, China's biggest gaming company, as much as \$1.5 billion in lost sales in the second quarter, according to estimates from analysts. Tencent has lost more than \$160 billion in market capitalization since its high in January; still, its total value remains above \$400 billion.

Tencent didn't return requests for comment. In a call following the company's disappointing earnings report Aug. 15, President Martin Lau blamed the delay in getting games certified on a reshuffling of the bureaucracies responsible for approving games.

Others suspected the government had been moving to restrict videogames, just as it has recently with other online content. "Definitely it's become more scrutinized," said Joost van Dreunen, head of analyst firm SuperData Research Inc.

China has zoomed past U.S. and Japan to become the world's largest videogame market. Its nearly 620 million players are projected to spend \$37.9 billion this year, up from about 446 million players spending \$22.2 billion in 2015, according to research firm Newzoo.

The growth has been driven by games that are typically free to download. Tencent has benefited from the trend, with its profit hinging on players buying extra weapons and costumes for their online avatars.

"The more money they make, they are essentially making it from people addicted to videogames," said technology consultant and writer Matthew Brennan. "There is a divergence of interest between [Tencent and] the



Tencent recently was forced to stop sales of 'Monster Hunter: World,' in which players hunt and kill exotic fantasy creatures.

government, which in many respects sees videogames as something detrimental to the youth of the country."

The drumbeat against videogames has been building for more than a year, with Tencent coming under fire in 2017 for its Honor of Kings mobile game, which state-run People's Daily deemed so addictive that school children were skipping homework to play long into the night.

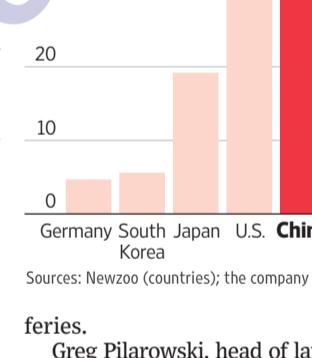
About 8,000 to 10,000 online games are released every year in China, with Tencent and rival **NetEase** Inc. accounting for perhaps 100 of those combined. If limits are set that drastically fall below the annual output, it will have an outsize impact on small-to-medium-size gaming studios that lack the government relationships and cash reserves to navigate the government's policies, analysts say.

"This will likely accelerate market consolidation toward top developers and quality games at the expense of smaller players," said Karen Chan, an equity analyst at Jef-

Gaming the System

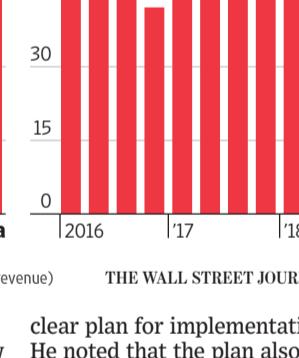
China surpassed the U.S. and Japan to become the world's largest videogame market by revenue, but a regulatory slowdown has cut into Tencent's sales.

Top five countries by projected game revenue in 2018



Sources: Newzoo (countries); the company (revenue)

Online gaming's contribution to Tencent's overall revenue



THE WALL STREET JOURNAL.

feries.

Greg Pilarowski, head of law firm Pillar Legal and former general counsel at Chinese gaming company **Shanda Interactive Entertainment** Ltd., cautioned that Chinese ministries sometimes make broad pronouncements without a

clear plan for implementation.

He noted that the plan also includes calls for cutting back on schoolwork and ensuring that children exercise daily for more than an hour.

"You get these ministries in China shooting from the hip a lot more than you do in the

U.S.," he added. "They just fire it out, and often times there's no follow through."

The Ministry of Education didn't respond to a request for comment.

In its release Thursday, the ministry said the new rules will be implemented by the General Administration of Press and Publication, which falls under the Communist Party's Propaganda Department. That could signal that it will become the primary body for game approval. Games previously required approval from both the Ministry of Culture and the State Administration of Press, Publication, Radio, Film and Television.

Tencent recently was forced to stop sales of "Monster Hunter: World," in which players hunt and kill exotic fantasy creatures. The game cost 299 yuan (US\$43.68) for a standard version and 358 yuan for the deluxe edition. Tencent said it had received more than one million preorders.

—Lin Zhu, Fanfan Wang and Xiao Xiao contributed to this article.

Walmart Dodges Some Online Orders

By SARAH NASSAUER

Walmart Inc. has begun telling online shoppers that some products in its warehouses are "out of stock" after the retailer changed its e-commerce systems to avoid orders deemed too expensive to ship.

The change means that a bottle of detergent or can of cat food stored too far away from a customer's shipping address will be unavailable for purchase. Previously, the retailer would ship those items, regardless of distance or shipping cost.

The new system, introduced earlier this month, has led to a decline in sales at some companies that sell their products on **walmart.com**, according to executives at Walmart suppliers.

Some suppliers weren't warned of the change in advance, said these people. Under the new system, suppliers will have to stock their products at more Walmart warehouses around the country to keep sales steady, according to an executive at a large food company.

"I think long term it's absolutely the right choice" to make shipments more profitable, the executive said. "Short term, it's a bit chaotic."

The shift is part of a test, Walmart said, to see if it can



The shift is part of a test, Walmart said, to see if it can deliver more products via ground shipping.

deliver more products via ground shipping, a cheaper option than air shipping, in two days or less. It also aims to reduce what it calls split shipments—online orders that arrive in multiple packages from different warehouses, according to Ravi Jariwala, a company spokesman.

The test applies to products shoppers buy most, including household cleaners, nonperishable groceries, pet food and cosmetics. Mr. Jariwala said

shoppers shouldn't notice a big increase in out-of-stock items because **walmart.com** will suggest similar products from nearby warehouses.

The new system is similar to technology used on **Jet.com**, the online retail startup Walmart bought two years ago, placing its founder Marc Lore at the head of its U.S. e-commerce operations.

Soon after Mr. Lore took the reins he introduced free two-day shipping on millions of

items if shoppers bought more than \$35 worth of goods. That promise has proved costly, according to former executives.

Walmart is using its expanded fulfillment network and tests of this sort to "bring the cost down," said Mr. Jariwala, declining to comment on the cost to date.

Walmart has faced pressure from investors to show a return on the billions of dollars it has spent to expand its e-commerce business.

Dunkin' Putting Cash Behind Mobile Efforts

By EZEQUIEL MINAYA

Dunkin' Donuts is putting cash in the hands of its franchise owners to equip stores to better serve customers accustomed to ordering on mobile devices.

The coffee-and-doughnut chain plans to unveil 50 U.S. test stores this year that aim to make it easier for customers to grab coffee on the run with dedicated pickup areas, digital kiosks and expanded drive-through windows that prioritize orders via mobile app.

The company will invest about \$100 million in the effort, said Katherine Jaspon, the finance chief of parent **Dunkin' Brands Group** Inc.

"We believe this is a unique chapter in our brand's history," Ms. Jaspon said in an interview. "Which is why we are contributing significant capital alongside our franchisees for the first time."

Dunkin' is launching the redesigned store concept to keep pace in the hot competition over coffee. **McDonald's** Corp. and **Starbucks** Corp. also have attempted to cater to on-the-go customers ordering through mobile apps. More than half of Dunkin's \$100 million invest-

ment will go toward store equipment to aid its initiative, with the rest going toward technology infrastructure and training.

The first new-concept store opened this year in Quincy, Mass., the city where the company's first store opened more than 50 years ago.

Dunkin' doesn't have any company-owned stores, and despite the planned company investment, that strategy isn't changing. "We remain committed to our asset-light business model," Ms. Jaspon said. Franchisees have invested more than \$1 billion over the past three years between opening new storefronts, remodeling established locations and term renewals, she added.

The changes follow a trend in the quick-service restaurant sector to spur traffic with digital ordering. McDonald's and Starbucks, among Dunkin's top coffee competitors, have increased their digital ordering options, as have chains such as Domino's Pizza and Shake Shack. McDonald's recently announced a plan with franchisees to spend \$6 billion to remodel most of its stores with features that include kiosks and curbside pickup.

STRATEGY

Your Kids Could Cut Your Taxes

Continued from page B1

Above these income levels, the credit phases out.

The upshot: "Many affluent families earning between about \$140,000 and \$400,000 who didn't get a tax break for their children in the past will now qualify for one," says Troy Lewis, a certified public accountant in Draper, Utah.

Mr. Lewis explains why. Under prior law, two principal tax benefits for most families were the child credit of \$1,000 per dependent and the personal exemption for each family member, which was \$4,050 in 2017. Both tax breaks had important limits. The child credit disappeared as income rose above \$110,000. The personal exemption could lose value due to the alternative minimum tax, especially if a family had lots of children or high state taxes. A different provision phased this exemption out for higher earners.

The overhaul repealed the personal exemption and expanded the child credit. Overall, the credit will be a better break for many filers—especially affluent ones—because they will be able to take its full value. In addition, the new \$2,000 credit is a dollar-for-dollar offset of taxes. By contrast, the personal exemption was a deduction that reduced taxable income.

Here's a simplified example from the Tax Policy Center illustrating the changes. Take a family with two parents and three children under 17. In 2017, the parents were in the 28% tax bracket and had taxable income of about \$210,000, and didn't qualify for the prior child credit. They did qualify for \$12,150 in personal exemptions for the children, and the deductions for these could have saved them about \$3,400 in tax. But the tax savings could have been lower due to limits.

For 2018, the expanded child credit will reduce the parents' tax

A Bundle of Joy

Tax savings from the child credit for a married couple with three children under age 17

INCOME	2017	2018
\$100,000	\$3,000	\$6,000
225,000	0	6,000
350,000	0	6,000
475,000	0	2,250
600,000	0	0

Note: Adjusted gross income, for most taxpayers

Source: Tax Policy Center

THE WALL STREET JOURNAL.

bill by \$6,000 even though there's no longer a personal exemption. This provision expires after 2025 and isn't indexed for inflation.

For lower earners, the expanded child credit also brings new benefits. Uncle Sam will now send a check of up to \$1,400 per child under 17 to working people who don't owe taxes, vs. \$1,000 last year. The earned-income requirement has also dropped a bit. In order to qualify, each child must now have a Social Security number.

As under prior law, the new credit isn't allowed beginning in the year when the child turns 17. At that point, the family can often receive a tax credit of \$500 per dependent per year until the child is self-supporting.

This means that for many families, the credit drops sharply just as expenses for children are rising, as they become drivers and college approaches. For families who formerly could use the personal exemption for these children, the new \$500 credit won't offset its loss in many cases.

Many who also support indigent relatives, such as an elderly parent, will be at a disadvantage compared with prior law. These relatives also used to receive the personal exemption; now they can qualify for the new \$500 tax credit, which often won't offset the loss of the personal exemption.

For example, if a son in the 25% bracket got a full personal exemption for a parent he supported last year, that write-off saved about \$1,000 in tax, according to the Tax Policy Center. That's double this year's \$500 credit.

This past week the Internal Revenue Service clarified an issue that further threatened to squeeze caretakers. Under prior law, the person being supported was allowed to have gross income up to the amount of the personal exemption and the caretaker could still claim the relative as a dependent. With the personal exemption repealed, it was unclear what this income limit would be. In its clarification, the IRS said the indigent relative is allowed to have income equal to what the personal exemption would have been, after inflation. For 2018, the limit is \$4,150.

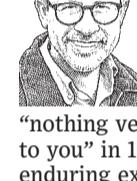


EVERETT COLLECTION/TIFFANY & CO.

ON BUSINESS | JOHN D. STOLL

Tiffany's \$250 Million Bet On a 78-Year-Old Store

Why are brands pouring money into shops? The shoppers are still there.



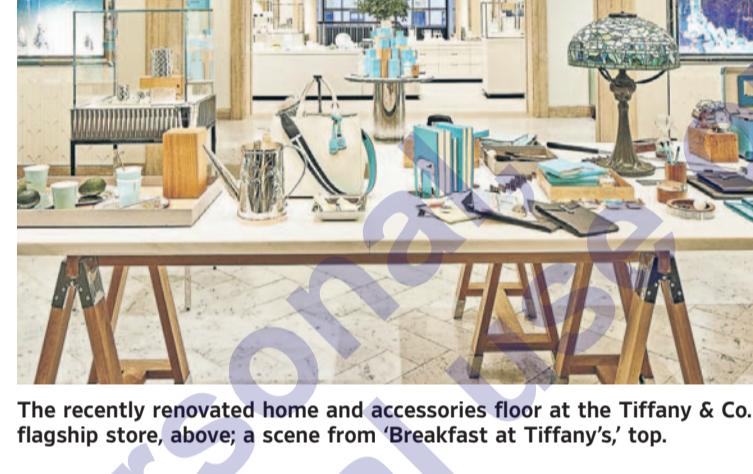
The famous Tiffany building on the corner of 5th Avenue and 57th Street, where Audrey Hepburn's Holly Golightly mused that "nothing very bad could happen to you" in 1961, may be the most enduring example of what retailing looked like before the Internet arrived.

So it's striking that the Tiffany & Co. of 2018, faced with an onslaught of online commerce, is responding by making a big bet on an old store. It's investing as much as \$250 million in the 78-year-old flagship.

In fact, all over the ravaged retailing sector, companies are re-thinking the mantra that the future is digital, and pouring money into actual brick-and-mortar stores.

Target Corp., for instance, has committed \$7 billion to upgrade operations, and while the Minneapolis retailer hasn't disclosed how much of that will go to improving physical locations, a spokeswoman said stores are an "incredibly important linchpin."

Why? Because the bulk of America's retail is still done the old fashioned way. Target has consistently increased online sales, but e-commerce represents less than 6% of its revenues. Online



The recently renovated home and accessories floor at the Tiffany & Co. flagship store, above; a scene from 'Breakfast at Tiffany's,' top.

sales are closer to 7% at Home Depot but under 4% at Walmart.

The fading relevance of one-time icons like Kmart, RadioShack and Toys "R" Us has taught executives that starving stores of investment is a recipe for obsolescence.

Tiffany Chief Executive Alessandro Bogliolo, hired to run the jewelry giant in October, is selling investors on his store-renovation message. Representing as much as 10% of the company's \$4.2 billion in annual net sales, the flagship pulls in as much revenue as Pinterest.

He's also working on the

brand's image and appeal to younger buyers. He's overseen fresh launches like the new Paper Flowers line, a high-end fine jewelry collection. Tiffany commissioned rapper A\$AP Ferg and Elle Fanning to remix "Moon River," the song featured in Ms. Hepburn's film, "Breakfast at Tiffany's."

And he's aiming to improve the company's online presence. Tiffany products are now available via Alibaba's Tmall, Net-a-porter.com and Farfetch.com, in addition to Tiffany.com.

But ultimately, Tiffany lives and dies by the performance of 320

stores that deliver more than 90% of the company's revenue. "It's a magic place where as a customer you want to have an experience that is extraordinary," Mr. Bogliolo said Wednesday, sitting beneath a portrait of Charles Lewis Tiffany at the company's flagship.

To be sure, Mr. Bogliolo is not selling paper towels, T-shirts or other commodities that can easily be grabbed at the corner store or online. But Tiffany faces the same challenge confronting any of the traditional companies trying to better appeal to customers with changing tastes and a fickle appetite when it comes to how and when they want to shop.

Executives are coming at the problem in various ways, including acting more like Amazon. Walmart has bought up a bunch of online retailers and India's biggest online marketplace. Home Depot and Target have bought companies recently that enhance their shipping or digital retailing capabilities. Still, these companies remain tied to physical stores.

PricewaterhouseCoopers' annual Consumer Insights survey indicates store investments are justified. The firm started researching online buying habits in 2010. In 2014 only 36% of respondents said they shopped at a bricks-and-mortar store at least once a week.

That is changing. By 2015, 40% of respondents reported visiting a physical store at least weekly. In this year's survey, the number was up to 44%.

Retailers are smart to better integrate the physical shopping experience with people's online habits, but now is not the time to give up on making stores better.

For proof, look no further than a new cafe that Tiffany opened at the flagship, which is painted in the familiar blue hue that dresses jewelry boxes. It accommodates about 40 people at a time. On Wednesday, more than 1,000 people sat on an internal waiting list hoping that a reservation would open up.

Mr. Bogliolo is committing between 1% and 2% of revenues to the Fifth Avenue remake over three years. The redesign had been proposed before he joined the company, but he put the decision on ice until he found his footing.

"It was the decision that was most worrisome, because a product or campaign you can correct, but if you do something like this wrong, it's wrong," he said. He finally took the issue to the board this summer, and has now deployed designers to update the store so it can better adapt to how shoppers will behave five or 10 years from now.

Among the benchmarks for the redesign are airports and theaters, both of which must excel at moving large groups of people through limited spaces. As part of the renovation, Mr. Bogliolo would like to address the amount of time a visitor waits to look at an engagement ring in the store.

"Queues are not part of the dream," he said.

BOSS TALK | JOHN L. HENNESSY

A Tech Optimist In a Turbulent Time

Alphabet's chairman talks about the role of government in tech, the rise of employee activism and whether Google should go back to China

This week, President Trump accused Google of bias against conservatives and suggested that government intervention might be necessary. Deflecting such criticisms is now part of the job for John L. Hennessy, who became chairman of Google parent company Alphabet Inc. six months ago.

Mr. Hennessy, a former president of Stanford University, will need to help guide Alphabet through a turbulent period of growth. He's heard from users worried about data privacy, regulators wondering how to hold the search engine's power in check and the company's employees, many of whom are demanding more transparency on controversial projects, including a plan to develop a censored version of Google for China.

In response to Mr. Trump's accusations, Google said its search results do not reflect political ideology. Mr. Hennessy calls himself a "technology optimist" who is hopeful that tech companies can govern themselves. But he warns, "if the industry doesn't find a way to police itself, then inevitably government will police it."

Mr. Hennessy recently sat down with The Wall Street Journal to discuss his career and new book, "Leading Matters: Lessons From My Journey." Here are edited excerpts.

—Douglas MacMillan

WSJ: Are you worried about the future Silicon Valley is creating?

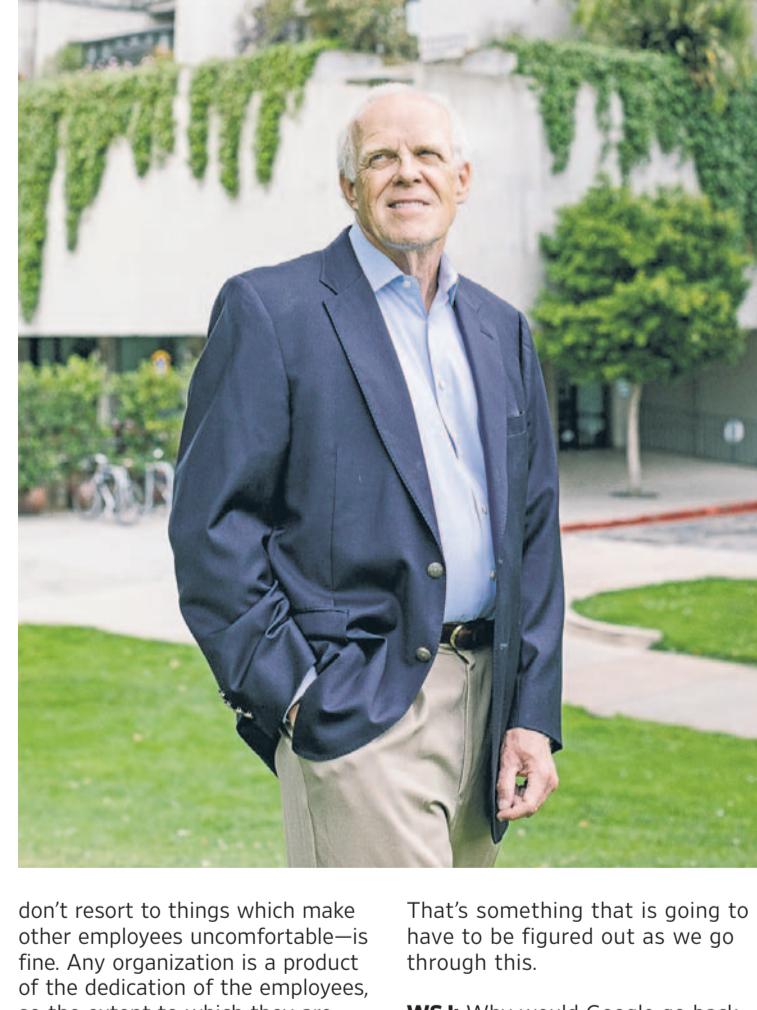
Mr. Hennessy: Given the prominence that technology has assumed in our world, I think it can be a force for good in the hands of the right people. We've seen this with fake news. We'll have further challenges downstream with the rise of artificial intelligence, which is coming at a real clip. Until the last few years, we probably didn't see ourselves playing as big a role in society as we've ended up playing. I remain a technology optimist, but I also think we have to acknowledge there are unintended consequences that can be equally devastating.

WSJ: Is there a bigger role for government to play?

Mr. Hennessy: There's a bigger role for somebody to play here, whether it's government or the nonprofit sector. The challenge with government is, it tends to operate at a pace that is so slow. I get nervous about government's ability to legislate in fast-moving, deep technology fields.

WSJ: Alphabet employees have recently protested the company's work with the U.S. government. Is employee activism good or bad?

Mr. Hennessy: I think the culture of debate—provided it occurs within the company and people



don't resort to things which make other employees uncomfortable—is fine. Any organization is a product of the dedication of the employees, so the extent to which they are committed to the company, and they believe in what it's doing, and they feel like they're listened to, the stronger the company is.

WSJ: Google took a stand against censorship when it pulled its search engine out of China in 2010. Can you go back without sacrificing those principles?

Mr. Hennessy: There isn't yet any announced plan for how we would go back into China while preserving the goals of the first exit.

That's something that is going to have to be figured out as we go through this.

WSJ: Why would Google go back into China?

Mr. Hennessy: It's hard to ignore one of the largest countries in the world. The question to ask yourself is, are the Chinese people better off with a limited version of Google, or are they better off with no access at all? And that's not so clear to me. The truth is, there are forms of censorship virtually everywhere around the world.

◆ Read more of the interview with Mr. Hennessy at wsj.com.

TECHNOLOGY



PETER OUMANSKI



Ever wonder why people's perception of the incidence of crime, terrorism, kidnapping and other violent acts is often much higher than the reality? Why the U.S. is becoming a low-trust society? Why Americans are collectively in a funk?

A big part of the answer, according to experts in social science, psychology and computer science, is that the biases that were once useful to our primitive forebears have become like the craving for sweet foods—detrimental in our modern world. Instincts that may once have saved us from real dangers have now, thanks to global instantaneous communication, turned us all into Chicken Littles.

Our best hope for breaking their spell may lie in understanding the workings of our cognitive and social biases—and the algorithms of online social networks that reinforce them.

First described in 1973 by psychologists Amos Tversky and Daniel Kahneman, author of the book "Thinking, Fast and Slow," the availability bias refers to our tendency to think that whatever we heard about most recently is more common than it actually is. This might have been useful when we had to make life choices based on a trickle of information, but now that we have a fire hose of it, we can't seem to be rational about the likelihood of bad things happening.

The availability bias helps explain why people are afraid of shark attacks, even though they're more likely to drown at the beach. People fear terrorism, even though the odds they will die in a plane crash are far higher—and the odds that they'll be killed walking down the street are many times higher still.

Sometimes known as the availability heuristic, this bias is one reason parents are afraid to let children play unsupervised, though

it's never been safer to be a child in America.

Mass media has leveraged this bias since at least the birth of so-called yellow, or sensationalist, journalism in the late 1800s, but the internet makes every child abduction, shark bite and terrorist attack seem like it's happening in our backyards, says Lenore Skenazy, president of Let Grow, a nonprofit that advocates for childhood independence.

We also have social biases that come out when we're in crowds, says Jonah Berger, a professor at Wharton who studies how ideas spread. The extremity bias is our tendency to share the most extreme version of any story, to keep our listeners rapt. A positive story becomes absolutely glowing, a negative one turns horrific, like the tall tales of ancient oral tradition.

Online, this tendency goes into overdrive. "Our audiences are getting larger and larger, so our bias is to make things more and more extreme to engage those audiences," says Prof. Berger. Note the rise of hyperbolic phrases—things aren't merely "exciting," they're "extremely exciting."

Content that evokes both positive and negative response at the same time is even more viral. For example, sharing content about children being abducted from their parents by strangers—an exceed-

ingly rare phenomenon—simultaneously arouses feelings of anger and feelings of self-righteousness, says Ms. Skenazy. Even as we're incensed, we feel we are helping to protect children by sounding the alarm. "It is this double whammy of outrage and virtue."

We have a natural tendency to seek information that confirms our pre-existing views and discount information that doesn't. That's confirmation bias, and ironically, it may have evolved as a way to keep us from succumbing to manipulation by others.

Confirmation bias has come to the fore this week as President Trump has seized on a perception in conservative circles that Google elevates critical news articles about his presidency to threaten action against the search giant. Google says its search results aren't politically biased.

Social media's algorithms tend to lump us into buckets and feed us information that more or less conforms to what we've previously showed an interest in. Doing this across millions of people has meant dividing and polarizing populations into nonoverlapping views of reality.

As a result, when inaccurate information infects one of these echo chambers—for example, that kidnapping is on the rise or that vaccines cause autism—there are few checks on its spread.

KEYWORDS | CHRISTOPHER MIMS

This Is Your Brain On the Internet

Why the world seems worse than it is: Our primitive biases and fears are magnified by online algorithms

book Inc., Alphabet Inc. (parent of Google and its YouTube division) along with a few other tech companies, have built history's biggest, farthest-reaching and most profitable delusion machine.

Chief Executive Mark Zuckerberg promised to spend 2018 fixing Facebook's assorted issues, and pledged to help ensure that users' time on its services is "time well spent." Facebook also says it's actively working to make its platform less susceptible to manipulation of the sort that occurred when Russia used Facebook to attempt to disrupt the 2016 U.S. elections. Whether or not these measures have had any effect, people are spending less time on Facebook.

YouTube previously said it was beefing up content moderation and surfacing more authoritative news sources to people searching breaking-news topics. It has also recently terminated accounts found to be pushing misinformation. It's not clear what impact that has had on its user experience.

Skeptics might argue that this column is itself a product of our cognitive biases.

"I'm always skeptical of now-more-than-ever observations that are not backed up by time-series data, since they themselves can be products of the availability heuristic and may be inaccurate," says Harvard University psychology professor Steven Pinker.

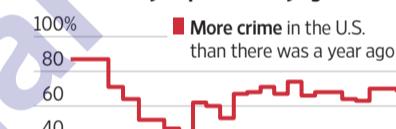
The good news, says Peter Reiner, a neuroethicist at the University of British Columbia, is that educating ourselves about these cognitive biases could help. "The best thing you can do to inoculate yourself is to know that they exist," he adds.

That's why it's imperative that you don't share this column on social media, where it will just become part of one bias-reinforcing echo chamber or another. Instead, talk about it with friends or family members. Or better yet, total strangers. After all, the odds of being killed by one are astronomically remote.

Phantom Menace

Despite low crime rates, people say there is more crime than there used to be

Share of survey respondents saying there is...



Crime rate

Nonfatal violent and household property crimes per 1,000 persons age 12 or older

Sources: Gallup (survey); Bureau of Justice Statistics, National Crime Victimization Survey (crime)

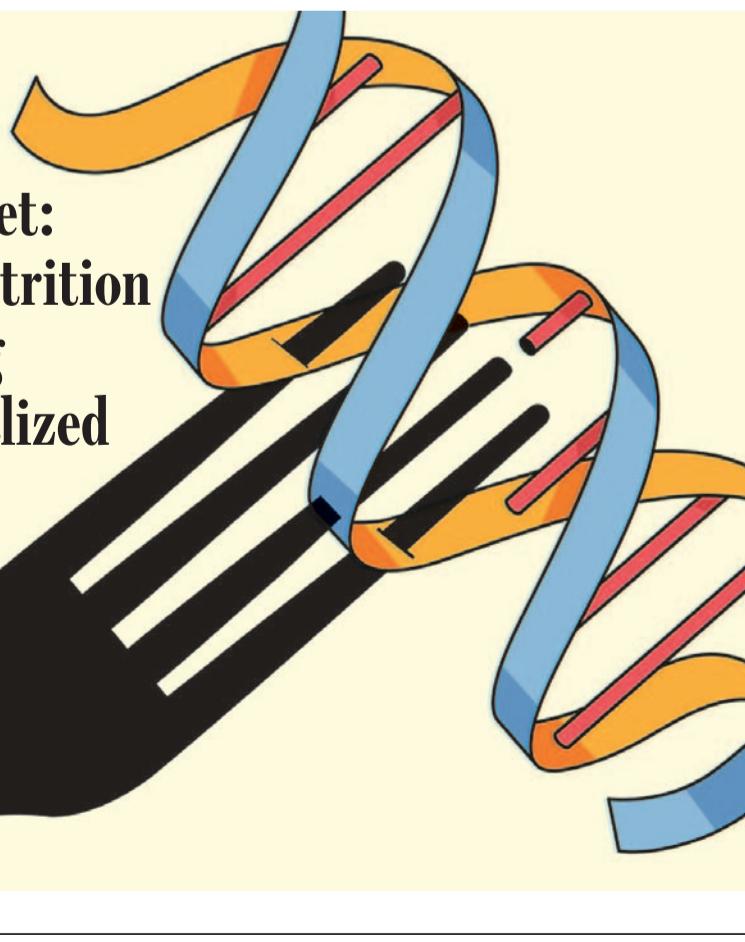
THE WALL STREET JOURNAL.

Algorithms that maximize engagement play off our biases, or unwittingly fuel them. Either way, this leads to a litany of well-documented ills, from mental-health issues to ever-deeper political polarization.

The end result is systems that—whatever their makers' intent—are highly optimized to make us believe things that aren't true. Face-

Your DNA, Your Diet: How Nutrition Is Being Personalized

HARRY CAMPBELL



Cynthia Fife-Townsel, a Chicago librarian, had been researching nutrition and DNA profiling to help her understand her body and improve her health.

So when she saw an advertisement offering an at-home DNA and blood-test kit from a company called Habit for \$200, she decided to give it a try.

Mrs. Fife-Townsel has been only loosely following the recommendations—a higher-protein diet, primarily—but she says the testing was helpful in learning more about how her body works best. "One size does not fit all," the 56-year-old says.

Over the past few years, startups like Habit have been founded on the premise that people can benefit from learning more about their body, often through DNA testing, as part of a wave of personalized nutrition.

For Emma Beckett, a postdoctoral research fellow in molecular nutrition at the University of Newcastle in Australia personalized nutrition is the future, but she's skeptical of whether there's currently enough data to draw strong conclusions and recommendations solely from a person's DNA. Some conditions, such as phenylketonuria, a genetic disorder that affects the processing of amino acids, have strong data to inform dietary recommendations. For other conditions like obesity and cancer, she says the research hasn't advanced far enough.

Before turning to personalized nutrition, Ms. Beckett says people should start with general dietary recommendations. "We just don't have enough pieces of the puzzle yet," she says.

Habit founder and CEO Neil Grimmer acknowledges that the field is still emerging, but says Habit is evolving along with it. "We are constantly in

pursuit of the next level of science," he says.

With Habit, a person orders an at-home test kit and mails cheek swabs of DNA and three finger-prick blood tests to a lab. The samples are then tested for caffeine and lactose sensitivity, weight-gain-risk gene variants, blood-sugar levels and other factors. A person receives results in about four weeks with their recommended diets and suitable recipes.

But simply giving people more information doesn't guarantee they'll act on it.

To help people follow a diet, Habit has recently partnered with Amazon.com Inc.'s grocery delivery service to deliver ingredients tailored to a person's recommended diet in the future.

—Caitlin Ostroff

THE
FUTURE
OF
EVERYTHING

EXCHANGE



Assembly robots on the Model 3 assembly line at the Tesla factory in Fremont, Calif.

Inside the World of Elon Musk

Continued from page B1
even raise questions about Mr. Musk's fitness as chief executive.

Federal securities regulators have started a formal investigation into whether Mr. Musk's tweet violated the law by misleading investors. Friends and family are concerned that Mr. Musk is fatigued and overworked.

Mr. Musk said his actions and rapid decision-making can be misunderstood as erratic behavior. "It is better to make many decisions per unit time with a slightly higher error rate, than few with a slightly lower error rate," he said last weekend in a series of emails with The Wall Street Journal, "because obviously one of your future right decisions can be to reverse an earlier wrong one, provided the earlier one was not catastrophic, which they rarely are."

Tesla said Mr. Musk, in a safety hat, had tapped, not headbutted, the car on the assembly line that day, and that the system was adjusted without jeopardizing safety.

Short sellers have amplified attacks against Tesla and Mr. Musk over the past months, especially as Tesla struggled to meet production goals for its Model 3, the vehicle intended to bring electric cars to the masses. The will-he, won't-he drama that made headlines in August broadened criticism of Mr. Musk.

"Everyone that believes in the company would prefer the controversy incited by Elon would be toned down, but you can't have Tesla without Elon Musk to drive it," said Brett Winton, research director at ARK Invest, a New York-based investment firm that owns about \$182 million worth of Tesla stock.

Mr. Musk, supremely confident, invoked the language of Las Vegas gambling to explain his go-private tweet and subsequent about-face.

"If the odds are probably in your favor, you should make as many decisions as possible within the bounds of what is executable," Mr. Musk said in emails to the Journal. "This is like being the house in Vegas. Probability is the most powerful force in the universe, which is why the house always wins. Be the house."

The question now is whether Mr. Musk—however brilliant, charismatic and inspiring—can continue to keep the odds in his favor.

High-speed success

Mr. Musk, 47 years old, has a net worth estimated by Forbes at roughly \$20 billion, and his allies warn about betting against him.

"He sets goals beyond people's capacity because his capacity is so much greater than everyone else's," said Scott Haldeman, a Southern California neurologist and Mr. Musk's uncle.

Risk-taking runs in Mr. Musk's family. His maternal grandfather, Dr. Joshua Haldeman, left Canada for South Africa when his children were young. The grandfather later piloted one of the first flights from South Africa to Australia and searched for the Lost City of the Kalahari, a desert ruin.

As a child growing up in South Africa, Mr. Musk had a voracious appetite for books and the capacity to devour information. "The curiosity he had was a driving force," his uncle, Dr. Haldeman, recalled—whether about medicine, building a business or commercial farming.

His childhood was also marked by difficulties. His father, an engineer with an interest in an African

mining operation, and mother, a model with master's degrees in dietetics and nutritional science, divorced when he was 8.

Mr. Musk's bookishness seemed to make him a target at his all-boys school in Pretoria, Dr. Haldeman said, where classmates distinguished themselves in such sports as rugby and cricket. Mr. Musk's brother, Kimbal, about two years younger, became his best friend and confidant.

At age 17, Mr. Musk moved to Canada and later enrolled at Queen's University. He later transferred to the University of Pennsylvania, where he studied physics and economics. He hosted house parties for as many as 500 people, charging \$5 to \$10 at the door, said Adeo Ressi, a former college roommate.

During the 1990s dot-com boom, the Musk brothers started an internet business called Zip2, which helped newspapers go online. Four years later, in 1999, they sold it to Compaq Computer. At age 27, Mr. Musk walked away with \$22 million. He spent \$1 million on a McLaren F1 supercar and bet the rest on his next startup, X.com, which became PayPal.

While on vacation in Africa, Mr. Musk contracted a severe case of malaria. The prospect of dying prompted Mr. Musk to reconsider his life, family members said, and he concluded, with some grandiosity, that he could save humanity by colonizing Mars and creating sustainable transportation.

Ebay Inc. bought PayPal for \$1.4 billion in 2002. As the largest shareholder, Mr. Musk collected more than \$100 million. He was 31.

Mr. Musk shoveled most of the money into SpaceX, the rocket company he hoped would help one day colonize Mars; Tesla, the auto maker that would make internal-combustion engines obsolete; and SolarCity, to reduce the world's reliance on grid electricity.

Wealth didn't seem a singular goal. When Tesla veered near bankruptcy in 2008, Mr. Musk used his money to save the company.

He still believes his work has no less a mission than saving humanity. Mr. Musk splits his time between Southern California, where SpaceX is located, and Tesla in Northern California, sometimes working as many as 100 to 120 hours a week, according to Mr. Musk and people close to him.

He expects much the same of his employees and sets a high-profile example. At Tesla, Mr. Musk works long hours on the factory floor. People who have worked under Mr. Musk say he leads his companies toward the impossible.

Mr. Musk surprised the auto industry with Tesla's Model S sedan, persuading consumers to buy electric cars because they were sexy. Mr. Musk attracted top engineers who adopted as religion his goal of replacing gas-powered cars.

He also is described as an obsessive taskmaster. Former executives say they had to be prepared to know the smallest details. If there was a problem on the assembly line, they said, it was best to show it to him in person.

When the Model X sport-utility vehicle was having problems with the back seats, Mr. Musk helped engineers design a new bracket, a person familiar with the matter said. He spent years on the door handles for the Model S sedan, another person said. For the Model 3, he became consumed with automation, which he later acknowledged contributed to months of delays.

Some former employees said they preferred communicating with Mr. Musk by email. After pushing send, they said, they would wait nervously, hoping for a two-letter response that said: "OK."

A lengthy response from Mr. Musk was likely criticism or entirely new marching orders, one

former employee said. He also could summon managers to the factory at all hours of the night, former workers recalled.

Senior managers said they found Mr. Musk inspiring and sometimes funny. But when the boss was in a bad mood, they avoided proposing ideas or raising concerns. Some scheduled important meetings after a successful SpaceX rocket launch, when Mr. Musk was buoyant, one of these employees said.

"As long as he kept nodding, I just needed to continue to speak," a former manager said. "And as soon as he stopped nodding, that's when you needed to shut up."

Others said they tried to anticipate his mood by following news of his personal life, even tracking the hair of actress Talulah Riley when she was his second wife, believing Mr. Musk was happiest when her hair color approached platinum.

Elon's Orbit

The entrepreneur's grand bets have reaped a fortune worth more than \$20 billion

Zip2

Going it alone

At SpaceX, Mr. Musk has relied on Gwynne Shotwell, company president, to run day-to-day operations. The rocket business is more predictable than Tesla: It has far fewer customers, gets paid before a launch and is privately held, reducing investor pressures.

The executive team at Tesla that Mr. Musk once relied upon for information is depleted. More than 50 vice presidents or higher have left the company in the past two years.

Mr. Musk hasn't so far found a second-in-command with the expertise or vision that appeals to him, people familiar with his thinking said.

Mr. Musk had long told his executives he didn't want to be CEO and planned to serve only as long as it took to bring Tesla up to speed, leaving him to focus on product development, people familiar with his comments said. Aides debated who would take his place: Doug Field, the engineering chief, or Jon McNeill, the sales chief.

Both men left Tesla this year, and Mr. Musk assumed their roles instead of hiring replacements. Tesla said neither man was being groomed for CEO.

Mr. Musk said he doesn't know of anyone better to replace him, in a recent interview with the Journal. "This is not me clinging to be CEO," he said. He has told aides he worried about the risks to Tesla if he stepped down.

The job takes a toll. Mr. Musk struggles with sleep and has talked about his use of the sleeping drug Ambien. When the drug doesn't work, according to a person familiar with his usage, fatigue saps his productivity the next day. His five boys—triplets and twins with his first wife, Justine Musk—help relieve his stress when they are all at home in Bel-Air, Calif., this person said.

When Tesla struggled to ramp up production of the Model X a few years ago, one person recalled Mr. Musk calling an impromptu huddle with workers at the end of the assembly line. The boss gave

X.com

CO-FOUNDER, CEO

Online payments company founded in 1999.

Later became PayPal and in 2002 sold to eBay for \$1.4 billion, yielding Musk over \$100 million.

Tesla

CEO

The electric car company started in 2003 and is valued

at \$53 billion. Musk owns about 20%.

SpaceX

CO-FOUNDER, CTO, CEO

Started in 2002. Musk owned 54%

of the \$21 billion rocket company as of late 2016.

SolarCity

CHAIRMAN

The solar panel company was co-founded by Musk's

cousins in 2006.

Neuralink and Boring Co.

CO-FOUNDER, CEO

Musk started the brain

computer company and

announced the tunnel

digging startup in 2016.

Sept. 2008

SpaceX launches Falcon 1 to orbit.

May 2012

SpaceX sends the

first private spacecraft

to the International

Space Station.

Sept. 2015

First Model X SUV delivered.

Nov. 2016

Musk owned 22%

SolarCity when it sold

to Tesla for more than

\$2 billion.

July 2017

Model 3 production begins.

his thanks, and he choked up when acknowledging the time they sacrificed from their families.

"I'm missing the important days of my family as well," Mr. Musk said.

Over the years, Mr. Musk's personal life has taken on a public dimension. In 2012, he indicated in a tweet that he was divorcing Ms. Riley. Tesla's stock dipped 2% that day, and the company's communications chief warned him about tweeting news of his personal life, according to former employees.

In a 1999 CNN interview, after selling Zip2 and making his first fortune, Mr. Musk is shown taking delivery of his McLaren F1. "I'd like to be on the cover of Rolling Stone," he said. "That'd be cool."

His wish came true in November 2017, and Mr. Musk seems to enjoy his celebrity. "Iron Man" director Jon Favreau and actor Robert Downey Jr. spoke often with Mr. Musk as they developed the movie's Tony Stark character.

Director J.J. Abrams, whose movies include "Mission: Impossible III" and "Star Wars: The Force Awakens," said he and Mr. Musk often trade emails and socialize every few months. When Mr. Abrams read this year that Mr. Musk had dug a tunnel near Los Angeles to demonstrate a plan to reduce traffic, Mr. Abrams

In gambling, probability dictates that the house always wins. 'Be the house,' Mr. Musk said.

emailed and said, "I know this sounds bad, but I want to come see your hole."

The director visited SpaceX's property and toured a tunnel dug for Mr. Musk's Boring Co., which seeks to build high-speed, underground transportation. Mr. Abrams designed a logo and asked his production company to put it on a baseball cap.

"Next thing I knew, I saw a photograph of the Boring Company drill with the logo emblazoned on it," Mr. Abrams said. "I was thrilled."

Since at least spring, Mr. Musk has dated Claire Elise Boucher, the pop musician known as Grimes. For her new album, she planned to collaborate with New York-based singer Azealia Banks, according to Ms. Banks's Instagram feed. Ms. Banks suggested on Instagram after the blockbuster Aug. 7 tweet that Mr. Musk used LSD while tweeting, a claim described by a spokesperson for Mr. Musk as "complete nonsense." Ms. Banks later apologized on Instagram. Representatives of Ms. Banks and Ms. Boucher declined to comment.

The Tesla board wasn't happy with Mr. Musk's use of Twitter, according to a person familiar with the matter, and told him to be more careful. Earlier this summer, he implied in a tweet that a British cave explorer who helped rescue a youth soccer team in a Thailand cave was a pedophile. He later apologized.

Mr. Musk, while freely letting loose his own tweets, finds time to police critics. He looks for the Twitter hashtag \$TSLA, populated by short sellers, a person familiar with the matter said. Mr. Musk believes short sellers and critics aren't just betting against Tesla, they are trying to undermine his "good intentions in the world," said Mr. Ressi, his college friend.

Mr. Musk told the Journal that in July he emailed Herbert Diess, chief executive of Volkswagen AG, to ask if a Volkswagen employee was criticizing Tesla on Twitter, using a fake name.

The Twitter account ended up belonging to the brother of a Volkswagen worker. "They would definitely be playing with fire, given that they are still paying the fine from their last emissions cheating scandal," Mr. Musk said. "Diess replied saying it was the guy's brother. That's pretty much it."

Mr. Diess declined to comment. Volkswagen said, "Mr. Diess's aides handled the details."

This summer, Mr. Musk also went after Lawrence Fossi, who used the online moniker "Montana Skeptic" to post criticism of Tesla both on Twitter and Seeking Alpha, a crowdsourced content service for financial markets.

On July 23, Mr. Musk sent a text to the top executive at Mr. Fossi's company, asking the boss if he knew his employee "was obsessively trashing Tesla via a pseudonym."

Mr. Fossi, who voluntarily deactivated his Twitter account soon after and stopped writing for Seeking Alpha, said he was surprised Mr. Musk would go to such lengths to squelch criticism: "I'm a nobody and he calls my employer?"

—Liz Hoffman, Susan Pulliam and William Boston contributed to this article.

Note: Tesla valuation as of Aug. 30.
Sources: the companies; Forbes (net worth)

Hanna Sender/THE WALL STREET JOURNAL.

MARKETS DIGEST

Dow Jones Industrial Average

25964.82
▼ 22.10
or 0.09%
All-time high
26616.71, 01/26/18



Bars measure the point change from session's open

July Aug.

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

Major U.S. Stock-Market Indexes

	Latest		52-Week		YTD	
	High	Low	Close	Net chg	% chg	3-yr. ann.
Dow Jones						
Industrial Average	26028.83	25879.77	25964.82	-22.10	-0.09	16.2
Transportation Avg	11324.37	11270.84	11303.76	-6.04	-0.05	12.9
Utility Average	733.47	723.15	726.41	-3.38	-0.46	8.9
Total Stock Market	30213.62	30079.85	30184.10	21.54	0.07	13.6
Barron's 400	785.58	780.86	785.00	2.12	0.27	13.8

Nasdaq Stock Market

Nasdaq Composite	8119.82	8079.31	8109.54	21.17	0.26	8109.69	6360.19	26.0	17.5	19.3
Nasdaq 100	7676.46	7628.54	7654.55	11.88	0.16	7660.18	5867.35	27.8	19.7	21.4

S&P

S&P 500 Index	2906.32	2891.73	2901.52	0.39	0.01	2914.04	2457.85	17.2	8.5	13.7
MidCap 400	2046.60	2034.36	2044.70	5.21	0.26	2050.23	1713.58	17.7	7.6	13.0
SmallCap 600	1099.45	1087.96	1098.36	6.50	0.60	1098.36	837.41	29.7	17.3	17.6

Other Indexes

Russell 2000	1742.09	1728.41	1740.75	8.40	0.48	1740.75	1398.67	23.1	13.4	14.5
NYSE Composite	13037.09	12965.48	13016.89	-23.04	-0.18	13637.02	11827.15	9.2	1.6	8.6
Value Line	591.37	588.72	591.18	1.08	0.18	593.57	514.40	13.9	5.1	8.4
NYSE Arca Biotech	5357.31	5310.60	5335.97	-6.49	-0.12	5342.46	4045.25	26.1	26.4	12.0
NYSE Arca Pharma	580.94	577.12	579.37	-2.37	-0.41	593.12	516.32	9.6	6.3	1.4
KBW Bank	110.24	109.30	110.17	0.10	0.09	116.52	89.71	17.6	3.2	14.9
PHLX® Gold/Silver	67.27	66.00	66.24	-0.16	-0.24	93.26	64.27	-26.8	-22.3	11.0
PHLX® Oil Service	144.82	143.08	144.15	-1.40	-0.96	170.18	122.46	17.7	-3.6	-7.9
PHLX® Semiconductor	1402.84	1392.04	1401.20	8.04	0.58	1445.90	1093.49	25.2	11.8	31.9
Cboe Volatility	14.03	12.82	12.86	-0.67	-4.95	37.32	9.14	26.9	16.5	-23.2

\$Nasdaq PHLX

Sources: SIX Financial Information; Dow Jones Market Data

International Stock Indexes

Region/Country	Index	Close	Net chg	Latest % chg	YTD % chg
World	The Global Dow	3075.52	-16.09	-0.52	-0.4
	DJ Global Index	403.78	-1.22	-0.30	1.6
	DJ Global ex U.S.	252.49	-1.74	-0.68	-5.3
Americas	DJ Americas	690.18	0.04	0.01	7.5
Brazil	Sao Paulo Bovespa	7667.53	273.43	0.36	0.4
Canada	S&P/TSX Comp	16262.88	-108.67	-0.66	0.3
Mexico	S&P/BMV IPC	49547.68	-105.46	-0.21	0.4
Chile	Santiago IPSA	3901.12	19.11	0.49	-7.4
EMEA	Stoxx Europe 600	382.26	-3.10	-0.80	-1.8
Eurozone	Euro Stoxx	379.39	-3.83	-1.00	-1.6
Bel-20	3740.71	-40.97	-1.08	-6.0	
Denmark	OMX Copenhagen	941.30	-5.38	-0.57	1.5
France	CAC 40	5406.85	-71.21	-1.30	1.8
Germany	DAX	12364.06	-130.18	-1.04	-4.3
Israel	Tel Aviv	1666.04	...	Closed	10.3
Italy	FTSE MIB	20269.47	-225.63	-1.10	-7.2
Netherlands	AEX	558.42	-4.95	-0.88	2.5
Russia	RTS Index	1092.29	16.74	1.56	-5.4
South Africa	FTSE/JSE All-Share	58668.48	-134.21	-0.23	-1.4
Spain	IBEX 35	9399.10	-68.50	-0.72	-6.4
Sweden	OMX Stockholm	613.03	-3.34	-0.54	7.8
Switzerland	Swiss Market	8973.56	-68.50	-0.76	-4.4
Turkey	BIST 100	9273.40	-557.31	-0.60	-19.6
U.K.	FTSE 100	7432.42	-83.61	-1.11	-3.3
U.K.	FTSE 250	20689.00	-2.75	-0.01	-0.2
Asia-Pacific					
Australia	S&P/ASX 200	6319.50	-32.30	-0.51	4.2
China	Shanghai Composite	2725.25	-12.49	-0.46	-17.6
Hong Kong	Hang Seng	27888.55	-275.50	-0.98	-6.8
India	S&P BSE Sensex	38645.07	-45.03	-0.12	13.5
Japan	Nikkei Stock Avg	22865.15	-4.35	-0.02	0.4
Singapore	Straits Times	3213.48	-12.24	-0.38	-5.6
South Korea	Kospi	2322.88	15.53	0.67	-5.9
Taiwan	TAIEX	11063.94	-29.81	-0.27	4.0
Thailand	SET	1721.58	1.15	0.07	-1.8

Sources: SIX Financial Information; Dow Jones Market Data

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S&P 500 Index

MARKET DATA

Futures Contracts

Metal & Petroleum Futures

	Contract				Open	
	Open	High	Low	Settle	Chg	interest
Copper-High (CMX) -25,000 lbs;\$ per lb.	2,675	2,687	2,6420	2,6490	-0.0415	7,008
Sept	2,675	2,687	2,6420	2,6490	-0.0415	7,008
Dec	2,695	2,7125	2,6620	2,6710	-0.0465	149,597
Gold (CMX) -100 troy oz;\$ per troy oz.	1207.10	1208.20	1199.10	1200.30	2.60	503
Oct	1201.50	1209.70	1199.10	1201.60	1.60	52,464
Dec	1206.30	1214.90	1204.00	1206.70	1.70	35,770
Feb'19 1211.70	1220.00	1210.50	1212.30	1.80	35,268	
June	1222.00	1230.00	1221.20	1223.40	1.70	9,080
Dec	1243.80	1247.90	1241.60	1241.10	1.60	3,762
Palladium (NYM) -50 troy oz;\$ per troy oz.	959.70	980.30	959.70	980.30	16.60	106
Sept	954.80	971.80	953.90	969.90	9.20	17,981
March'19	960.40	965.00	955.70	963.30	9.60	561
Platinum (NYM) -50 troy oz;\$ per troy oz.	790.50	801.30	784.20	787.10	-4.70	76,051
Oct	795.20	803.70	788.00	790.40	-4.30	9,780
Silver (CMX) -5,000 troy oz;\$ per troy oz.	14.485	14.650	14.425	14.438	-0.039	6,205
Sept	14.495	14.760	14.525	14.557	-0.037	185,443
Crude Oil, Light Sweet (NYM) -1,000 bbls;\$ per bbl.	70.07	70.36	69.64	69.80	-0.45	413,062
Nov	69.66	69.91	69.22	69.37	-0.44	212,960
Dec	69.29	69.56	68.88	69.05	-0.41	295,158
Jan'19 69.04	69.26	68.63	68.79	-0.38	168,914	
June	67.55	67.66	67.06	67.26	-0.37	163,993
Dec	65.56	65.70	65.18	65.40	-0.31	227,928
NY Harbor BULD (NYM) -42,000 gal;\$ per gal.	2.2454	2.2500	2.2349	2.2413	-0.070	5,159
Oct	2.2499	2.2607	2.2364	2.2431	-0.113	131,699
Gasoline-NY RBOB (NYM) -42,000 gal;\$ per gal.	2.1435	2.1555	2.1076	2.1437	.0002	6,446
Sept	2.0700	2.0219	1.9897	1.9970	-0.0120	156,161
Natural Gas (NYM) -10,000 MMBtu;\$ per MMBtu.	2.884	2.931	2.882	2.916	.042	231,671
Nov	2.909	2.954	2.908	2.939	.038	197,191
Dec	2.995	3.040	2.995	3.029	.041	144,307
Mar'19 3.082	3.125	3.081	3.114	.040	195,428	
March	2.943	2.979	2.941	2.970	.038	192,088
April	2.643	2.671	2.643	2.662	.027	151,791

Agriculture Futures

	Corn (CBT)-5,000 bu; cents per bu.						
	Sept	341.00	352.00	340.75	351.00	10.00	11,956
Dec	356.00	366.00	356.00	365.00	8.50	995,870	
Oats (CBT) -5,000 bu; cents per bu.	242.00	242.00	239.50	243.50	4.00	200	
Dec	253.50	256.25	249.25	252.50	5.00	3,991	
Soybeans (CBT) -5,000 bu; cents per bu.	816.00	833.25	816.00	833.00	13.50	3,996	
Nov	828.75	846.75	828.75	843.50	12.00	442,079	
Soybean Meal (CBT) -100 tons;\$ per ton.	301.30	304.90	300.00	303.70	2.30	5,890	
Dec	303.20	308.50	302.90	307.20	3.70	216,679	
Soybean Oil (CBT) -60,000 lbs;cents per lb.	28.20	28.44	28.12	28.37	.09	4,385	
Dec	28.54	28.84	28.50	28.77	.10	251,633	
Rough Rice (CBT) -2,000 cwt;\$ per cwt.	1065.00	1084.50	1061.50	1083.00	16.00	619	
Nov	1064.00	1085.00	1064.00	1083.00	12.00	6,008	
Wheat (CBT) -5,000 bu; cents per bu.	509.50	522.25	509.50	518.50	10.50	3,448	
Sept	536.25	548.00	535.25	545.50	10.50	215,606	
Wheat (KCI) -5,000 bu; cents per bu.	515.50	521.25	513.50	523.00	10.75	980	
Dec	542.55	554.50	541.75	553.25	12.25	155,237	
Wheat (MPLS) -5,000 bu; cents per bu.	580.25	587.00	576.25	583.75	21.50	1,204	
Dec	584.00	602.00	584.00	598.75	15.00	34,739	
Cattle-Feeder (CME) -50,000 lbs; cents per lb.	ITOT	66.83	63.00	9.3	ITOU	100.00	
ITOU	AGG	106.41	100.00	-2.7	ITOU	120.00	
ITOU	DVY	101.01	-0.17	2.5	ITOU	220.33	

Exchange-Traded Portfolios | WSJ.com/ETFresearch

Largest 100 exchange-traded funds, latest session						
Friday, August 31, 2018		ETF		Closing Chg YTD		
ETF	Symbol	Closing	Chg	Price (%)	YTD (%)	TD (%)
AlerianMLPETF	AMLP	10.85	-0.46	0.6	-1.0	
CnsmrDiscSelSector	XLY	116.95	0.39	18.5		
CnstableSelSector	XLP	53.78	-0.04	-5.5		
EnSelectSectorSPDR	XLE	74.44	-0.77	3.0	-7.0	
FTDj Internet	FDN	145.69	-0.09	32.6		
HealthCareSel	XLV	92.78	-0.02	12.2		
IndSelSectorSPDR	XLI	77.10	0.04	1.9		
InvsQOQI	QQQ	186.65	0.13	19.8		
InvsC500EW	RSP	107.11	0.04	6.0		
InvsCore500EW	BKLN	23.06	0.04	0.1		
ISHCoreMSCIEAFE	IEFA	63.71	-0.64	-3.6		
ISHCoreMSCIMgmt	EMGJ	52.31	-0.77	-8.1		
ISHCoreMSCITothit	IXUS	60.18	-0.38	-4.6		
ISHCoreS&P500	IVV	292.44	0.05	8.8		
ISHCoreS&P500	IVV	204.35	0.21	7.7		
ISHCoreS&P50 MC	IH	90.31	0.58	17.6		
ISHCoreS&P SC	IJR	1.475	1.475	1.475		
ISH&PTotUSStMkt	ITOT	66.83	0.03	9.3		
ISHCoreUSAggBd	AGG	106.41	-0.01	-2.7		
ISHCoreUSAggBd	DVY	101.01	-0.17	2.5		

Secondary market

Fannie Mae	30-year mortgage yields
30 days	4.175
60 days	4.198
Notes	

BIGGEST 1,000 STOCKS

How to Read the Stock Tables

The following explanations apply to NYSE, NYSE Arca, NYSE American and Nasdaq Stock Market listed securities. Prices are composite quotations that include primary market trades as well as trades reported by Nasdaq BX (formerly Boston), Chicago Stock Exchange, Cboe, NYSE National and Nasdaq ISYE. The list comprises the 1,000 largest companies based on market capitalization. Underlined quotations are those stocks with large changes in volume compared with the issue's average trading volume. **Boldfaced quotations** highlight those issues whose price changed by 5% or more if their previous closing price was \$2 or higher.

Footnotes:

¹New 52-week high.
²New 52-week low.

^{dd}Indicates loss in the most recent four quarters.

^{FD}First day of trading.

^tNYSE bankruptcy

Stock tables reflect composite regular trading as of 4 p.m. and changes in the closing prices from 4 p.m. the previous day.

^hDoes not meet continued listing standards.

^lIf late filing

^qTemporary exemption from Nasdaq requirements.

^bBankruptcy Code, or securities assumed by such companies.

^vTrading halted on primary market.

^wIn bankruptcy or receivership or being reorganized under the Bankruptcy Code, or securities assumed by such companies.

YTD Friday, August 31, 2018

YTD % Chg	52-Week A B C		Ytd % Chg	52-Week Ytd % Chg		Ytd % Chg											
	Hi	Lo	Stock	Sym	% PE	Last											
-12.34	28.67	21.22	ABB	A	35.22	23.51	-19.37	14.50	8.55	CaesarsEnt	CZR	... dd	10.20	0.10			
-13.02	6.93	ADT	ADT	A	8.85	0.02	-18.08	5.77	32.65	CampbellSoup	CPE	3.2	35.49	95.06	0.14		
24.28	14.11	8.97	AES	AES	23.39	13.46	-4.34	8.20	29.20	CarlsonNatl	CNO	3.0	34.17	9.01	-0.27		
5.53	47.15	39.88	Afac	AFL	2.8	4.64	-0.27	15.21	21.44	154.53	CapRacWry	CP	1.0	21.70	5.05	1.03	
-5.79	21.19	17.44	AGNC Inv	AGNC	1.45	19.02	-14.20	40.67	31.23	Cancon	CA	4.45	15.29	32.09	-0.29		
107.01	22.51	10.24	ANGI HomeServcs	ANGI	... dd	21.66	0.21	93.27	48.77	20.70	CanopyGrowth	CGC	... dd	45.72	0.21	-0.10	
26.01	18.17	11.29	Ansys	ANSS	5.3	185.98	-0.61	-0.49	106.50	76.98	CapitalOne	COP	1.6	16	99.09	-0.16	
17.97	22.61	15.47	ASML	ASML	0.8	20.55	-0.13	-14.82	75.71	48.14	CardinalHealth	CAH	3.7	71	52.19	-0.26	
-17.85	39.30	30.13	AT&T	AT&T	6.3	31.94	-0.03	11.58	12.97	49.35	CarlyleGrp	CCL	1.3	24	12.63	-0.06	
17.01	23.04	17.00	AutoLeads	AVB	1.7	12.68	-0.04	18.1	25	33.97	CB&I	CMI	1.5	25	88.91	-0.78	
-0.75	12.56	7.47	Abtis	ABV	4.0	24.39	-0.03	21.71	61.67	57.05	Comax	KMX	0.5	45	84.04	-0.23	
11.95	45.93	43.88	Abromed	ABMD	... dd	114.06	0.00	-7.35	42.70	56.45	Camrival	CLK	3.3	61	69.24	-0.08	
10.41	119.92	12.19	Accenture	ACN	1.63	21.67	0.09	14.20	40.67	31.23	Cancon	CA	4.45	15.29	32.09	-0.29	
13.87	81.64	57.29	ActionBllz	ATVI	0.5	16.32	72.10	-0.04	-8.09	27.29	56.76	Camrival	CNA	2.0	26	31.74	-0.03
-13.16	186.99	10.98	AcuityBrands	AYI	0.3	19.52	8.84	1.34	-11.89	17.34	22.60	CapRacWry	CGC	... dd	45.72	0.21	-0.10
50.37	26.96	14.93	AdobeSystems	ADBE	... dd	261.53	-0.29	-1.04	19.09	138.54	91.10	ChobaniCo	CHBRN	2.5	22	10.20	0.00
64.54	165.07	78.81	AdvanceAuto	AAP	0.1	23	160.43	2.23	-19.09	138.54	91.10	ChobaniCo	CHBRN	2.5	22	10.20	0.00
144.84	27.30	9.04	AdvMicroDevices	AMD	... dd	75.27	0.17	-9.11	119.29	49.35	Celanese	CCE	1.8	14	116.83	-0.06	
-5.54	7.48	5.49	Aegon	AEG	5.4	5.95	-0.05	-0.90	14.71	74.13	Celgene	CEL	2.0	44	15.49	-0.19	
-5.26	58.38	45.10	AerCap	AER	1.6	12.68	-0.01	-0.51	15.29	11.62	CheniereEnergy	CVE	1.8	17	7.09	-0.05	
1.02	210.23	145.07	AffiliatedMrgs	AMG	0.8	12	146.09	0.09	-20.45	17.93	83.56	Centene	CNC	2.0	25	14.68	-0.21
-2.25	217.07	12.78	AffiliatedMrgs	AMG	0.8	12	146.09	0.09	-2.01	30.45	48.21	CenterPointEne	CNP	0.9	48	27.79	-0.22
0.88	7.75	6.67	AgileTechs	AT	1.3	54	67.54	-0.24	-0.78	24.02	13.26	CenturyLink	CL	1.0	21	12.36	-0.24
-25.25	51.85	34.43	AgriEagle	AT	1.3	54	52.42	-0.34	-3.38	73.86	52.05	Cerner	CERN	2.0	26	65.11	-0.02
1.35	17.57	14.37	Altran	ALTR	2.6	24	166.29	-0.44	-7.61	40.72	50.20	CharterCommns	CHTR	... dd	310.40	0.00	-0.17
5.53	88.03	45.81	AlkamTech	AKAM	... dd	74.75	0.43	-1.27	24.72	18.57	ChobaniCo	CHBRN	2.5	22	10.20	0.00	
5.19	82.68	57.53	AlaskaAir	ALK	1.9	67.49	-0.03	12.33	19.20	9.36	CheckPoint	CHKP	... dd	31.19	0.00	-0.03	
-17.87	51.31	44.74	Alcatel	ALC	1.2	24	95.52	-0.47	-12.80	58.02	42	Chemo	CHE	2.3	8	43.60	-0.24
1.22	22.50	14.30	Alcatel	ALC	1.2	24	95.52	-0.47	-1.77	41.64	59.15	CheniereEnergy	CVE	1.8	17	7.09	-0.05
1.72	22.29	14.30	Alcatel	ALC	1.2	24	95.52	-0.47	-0.78	41.64	59.15	CheniereEnergy	CVE	1.8	17	7.09	-0.05
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BANKING & FINANCE NEWS



Foreign funds have bought into the Japanese industrial conglomerate as shareholder activism shows signs of taking root in Japan.

Investor Seeks Shake-Up at Toshiba

By KOSAKU NARIOKA

TOKYO—New York-based hedge fund **King Street Capital Management LP** proposed new independent directors at **Toshiba Corp.**, according to people familiar with the matter, the first indication of dissatisfaction among the foreign funds that bought into the Japanese industrial conglomerate last year.

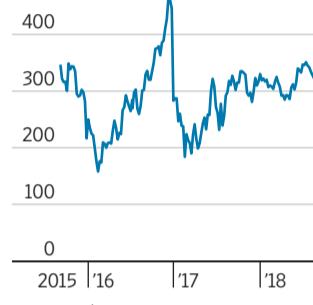
King Street is one of the biggest shareholders in Toshiba, amassing a 5.2% stake, according to a regulatory filing on May 29. As of March 31, 72% of Toshiba's shares were held by non-Japanese investors, according to the company.

The relationship between Toshiba and its non-Japanese shareholders could be an indicator of how shareholder activism is changing company management in Japan.

Calls by Prime Minister Shinzo Abe's government for shareholder-friendly management and better corporate governance have been drawing

Troubled Toshiba

Share price, weekly



\$10.9920-\$1

Source: SIX

THE WALL STREET JOURNAL.

the interest of foreign investors.

The names of the director candidates proposed by King Street and the hedge fund's rationale for seeking a board shake-up couldn't be learned. One person with knowledge of a letter sent by King Street to Toshiba said it was cast as a friendly approach. Another foreign investor familiar with

King Street's proposal said his team supported installing new independent directors.

A King Street representative declined to comment. Toshiba representatives didn't respond to requests to comment.

Toshiba has been going through a tumultuous period since an accounting scandal came to light in 2015. The company suffered big losses—and a slump in its share price—when its U.S. nuclear subsidiary, Westinghouse Electric Co., went bankrupt in March 2017.

To fill a capital shortfall and avoid a delisting from the Tokyo Stock Exchange, Toshiba agreed in September 2017 to sell its cash-cow memory-chip unit to a group led by U.S. private-equity firm Bain Capital, and it raised some \$5.3 billion from foreign investors by issuing new shares in December 2017. After delays, Toshiba completed the chip-unit sale in June and announced a \$6.3 billion share buyback using the proceeds.

In April, former banker No-

buaki Kurumata took over as Toshiba's chief executive. Some foreign investors think he should do a bigger share buyback and carry it out more quickly. So far, Toshiba hasn't said when the buyback will happen.

At Toshiba's annual shareholder meeting in June, Mr. Kurumata was elected as a Toshiba director, but with only 63% support.

Since the accounting problems, Toshiba has restructured its board by reducing the number of directors and boosting the number of outsiders. Currently, seven of its 12 directors are independent. Toshiba has sold many of the businesses that used to be associated with its brand name, including personal computers, television sets and medical devices. Still, the 143-year-old company remains one of the best-known in Japan with more than 132,000 group employees and \$35 billion in annual revenue.

—Julie Steinberg
and Cara Lombardo
contributed to this article.

Deutsche Bank Executive Exits as Turnover Continues

By LIZ HOFFMAN
AND JENNY STRASBURG

A senior banker at **Deutsche Bank AG**, Tadhg Flood, who co-heads the global team advising financial-services clients, is leaving to join deal-advisory firm **Centerview Partners**, according to an internal memo.

Mr. Flood, 46 years old, has been with Deutsche Bank for 16 years and is based in London. He is the latest in a string of senior employees of the bank to depart from areas ranging from investment banking and trading to compliance and technology. The group he runs across Europe, the Middle East and Africa advises other banks, insurers and governments on mergers and acquisitions, capital-raising and related strategic decisions.

A Deutsche Bank spokesman confirmed the contents of the memo, which was seen by The Wall Street Journal. The memo didn't say when Mr. Flood will leave.

Financial-institutions group, or FIG, bankers are typically deeply involved with their institution's deal strategies and fundraising in the markets. Mr. Flood was central to Deutsche Bank's \$8.5 billion capital-raising in 2017.

He also has a close relationship with Barclays PLC. Deutsche Bank is one of the U.K. bank's two outside corporate brokers, advising it on potential deals and serving as an intermediary with its large investors.

With Mr. Flood's departure, Hubert Vannier, a longtime financial-institutions banker, is being promoted to oversee financial-institutions banking in Europe, the Middle East and Africa. He currently oversees mergers and acquisitions for the group in the region.

Deutsche Bank is shrinking

and cutting costs to stabilize businesses where it has lost market share and to convince investors it can earn steady profits. In April, the lender replaced Chief Executive John Cryan with longtime executive Christian Sewing, who is German.

New York-based Centerview works with companies on deals, restructurings and capital-raising and advises corporate boards on management buyouts and shareholder activism. Recent clients include Sprint Corp., Unilever PLC and 21st Century Fox, according to the firm's website.

In 2016, Centerview hired Sean Carmody as a New York-based partner focused on financial-services clients. Mr. Carmody previously was head of financial-institutions strate-

The company veteran is joining deal-advisory firm Centerview Partners.

gic advisory at JPMorgan Chase & Co.

Mr. Flood will join Centerview as its seventh European partner and will be based in London, according to a person familiar with the move.

The Deutsche Bank memo, which went to employees Friday morning, was signed by Celeste Guth, who has been Mr. Flood's New York-based co-head since joining the bank in 2015, and by Adam Bagshaw and Nick Jansa, who oversee corporate finance across Europe, the Middle East and Africa.

Messrs. Bagshaw and Jansa were promoted earlier in 2018 with the departure of Alasdair Warren, who oversaw the investment bank in Europe.

Google Acts To Remove Fraudsters

Continued from page B1
being worked out.

Google has instituted verification processes for other types of ads in the past, including local locksmith services and treatment centers, the people said. It has banned ads for bail-bond services and payday loans.

Technical scams have taken billions of dollars from unwitting Americans who handed over their payment information, according to government and industry experts.

The issue is particularly acute for scams involving remote technical support, where users searching for computer help are sometimes shown deceptive ads and pop-up messages warning of virus infections.

A 2018 study found 72% of sponsored ads on major search engines related to technical support queries led to scam websites.

The scams usually work this way: A person searching for tech help calls the number listed on an online ad. Once connected, the scammers ask for access to their victims' computers, where they run fake virus scanning software



Google's headquarters in Mountain View, Calif.

and fabricate security threats in an effort to convince users their computers are broken or compromised. Then, the scammers offer to sell what they claim are "support services," often at a cost of hundreds of dollars, the Journal found.

For instance, numerous ads appeared on Google's mobile website for search terms like "Apple help" showing what seemed to be official links to Apple's corporate website. But the ads actually lead to tech support scams that have no connection to Apple, the Journal found.

Apple didn't respond to a request for comment.

When a Journal reporter identified himself and called the number displayed on a recent ad for the search term "Apple tech support," a man claiming to be an Apple engi-

neer answered.

The man, who said his name was Sam Daniels, asked the reporter to log in to his email account. When the reporter did so, the man claimed to have been able to remotely monitor the computer via its IP address—a unique number used to identify computers on the internet.

"We have detected your IP address using your email ID and I can see your laptop is currently affected," he said, adding: "Hackers have put Trojan virus in your Apple device. Now, they will hack your email ID, Facebook ID and then your personal banking information."

The call was then transferred to another man who said his name was Mark Wallace and claimed to be an "antivirus hacking specialist." He too repeatedly claimed to work for Apple and said that hackers "can take all of your money with help of the IP address. They can also track your physical location."

To fix the purported problem, the second man asked the reporter to go to a nearby department store and buy a \$100 iTunes gift card. He asked the reporter to then share the alphanumeric code on the back of the card, which he described as an "antihacking card."

"The amount is refundable," he said.

When the reporter confronted him, he hung up with a final warning: "If anything happens to your account, Apple is not responsible."

Independent experts say it isn't possible to remotely access one computer or find its IP address by logging into email on another computer.

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NOTICE OF SALE BY AUCTION

PLEASE TAKE NOTICE that J. Mendel Inc. ("J. Mendel") filed a motion (the "Sale Motion") with the United States Bankruptcy Court for the Eastern District of New York scheduling an Auction and a Sale hearing. On August 10, 2018, the Bankruptcy Court entered an order (the "Bidding Procedures Order") approving certain bidding procedures (the "Bidding Procedures") for the Sale. Copies of the Sale Motion, Bidding Procedures Order, and other documents related thereto are available upon request by contacting J. Mendel's counsel, Platzer, Swergold, Levine, Goldberg, Katz & Jaslow, LLP, Attn: Teresa Sadutto-Carley, by telephone at (212) 593-3000 or by e-mail at tsadutto@platzerlaw.com.

PLEASE TAKE FURTHER NOTICE that J. Mendel is soliciting offers for the purchase of the Acquired Assets (as defined in the Sale Motion), which are substantially all of the assets of J. Mendel and which offers may be less for all of the Acquired Assets. All interested bidders should carefully read the Bidding Procedures Order. All offers for the Acquired Assets are due by 4:00 p.m. on September 21, 2018.

PLEASE TAKE FURTHER NOTICE that J. Mendel receives a Qualified Bid within the requirements and time frame specified by the Bidding Procedures, J. Mendel will conduct an auction (the "Auction") of the Acquired Assets on September 26, 2018 at 10:00 a.m. at the law office of Platzer, Swergold, Levine, Goldberg, Katz & Jaslow, LLP, 475 Park Avenue South, 18th Floor, New York, New York 10016.

PLEASE TAKE FURTHER NOTICE that J. Mendel, in consultation with Rosenthal & Rosenthal, Inc. and Gores Clothing Holdings, LLC, may select a Stalking Horse Bidder on or before 4:00 p.m. on September 18, 2018.

PLEASE TAKE FURTHER NOTICE that J. Mendel will seek approval of the sale of the Acquired Assets at a hearing scheduled to commence on September 27, 2018 at 10:30 a.m. (the "Sale Hearing"), before the Honorable Nancy Hershey Lord, at the United States Bankruptcy Court for the Eastern District of New York, 271-C Cadman Plaza East, Brooklyn, New York 11201-1800.

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MARKETS NEWS

U.S. Exchange Plans New 'Speed Bump'

By ALEXANDER OSIPOVICH

Cboe Global Markets Inc. is seeking to introduce a brief delay on one of its markets, becoming the latest U.S. stock-exchange group to attempt to hit the brakes on high-frequency traders, people familiar with the situation said.

The plan shows how "speed bumps" have proliferated among U.S. exchanges in recent years, even at market operators that initially opposed them. IEX Group Inc., the upstart exchange featured in Michael Lewis's book "Flash Boys," kicked off the trend and has since been followed by the New York Stock Exchange and others.

Speed bumps work by imposing a delay on orders to trade stocks, typically a fraction of a second. Proponents say that can foil high-tech traders that make money by forecasting tiny market moves and quickly buying or selling shares before others realize that prices are shifting.

Cboe hopes to add a speed bump to EDGA, the smallest of its four equities exchanges, people familiar with the situation said. The company has presented its plans to major

trading firms in recent months, these people said.

"We discuss a range of innovative and flexible trading solutions with our customers on an ongoing basis," a Cboe spokeswoman said.

The plan would require approval from the Securities and Exchange Commission. Cboe has yet to file its proposal with the agency, and the company could still drop its plan.

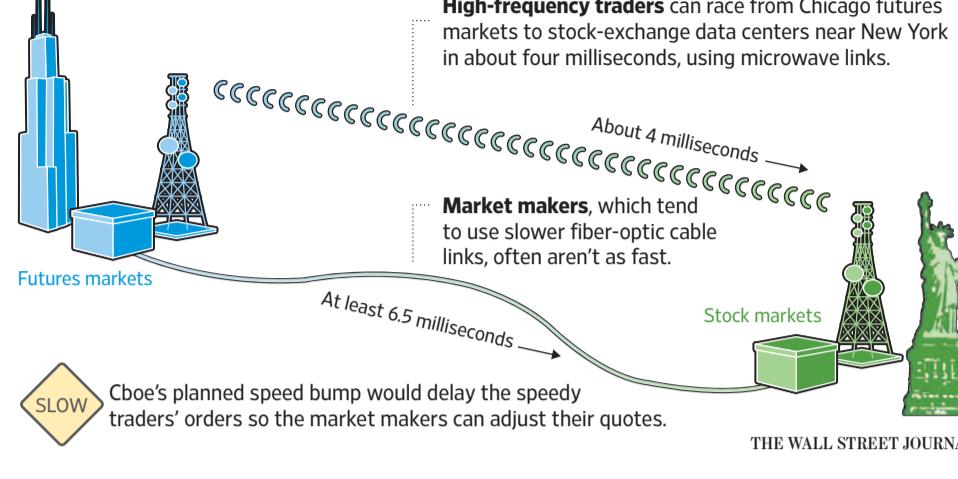
Chicago-based Cboe is the third-largest U.S. stock-exchange operator after the NYSE and Nasdaq Inc., as measured by market share.

Cboe executives have previously criticized speed bumps. "It's about having a market further complicated by delays," Chris Concannon, who is now Cboe's president and chief operating officer, told The Wall Street Journal in a 2016 interview about IEX's plans to launch a speed-bump exchange.

The speed bump under discussion at Cboe would differ in several ways from IEX's, according to people briefed on the plan. IEX delays orders to trade stocks by 350 millionths of a second. Cboe's speed bump would be around 10 times longer in duration, lasting three to four milliseconds,

Chicago to New York in Four Milliseconds

Cboe's plan to add a 'speed bump' is intended to disrupt one of the biggest plays in high-frequency trading.



THE WALL STREET JOURNAL.

these people said. A millisecond is a thousandth of a second.

The delay wouldn't apply to all orders equally: Instead, it would affect only orders seeking to hit unexecuted buy or sell orders already posted on EDGA, the people said.

Traders posting new orders to be displayed on EDGA wouldn't be affected.

Such a design would benefit market makers, the firms that facilitate trading by continu-

ously quoting prices for stocks. Market makers would be able to cancel or adjust their quotes without having to wait several milliseconds.

But the delay could hurt speedy traders that try to "pick off" slightly out-of-date quotes posted by slower-moving market makers—in other words, buying just as the price is about to tick up a penny or selling just before the price drops. Effectively, market makers would gain a shield against

such ultrafast strategies.

If approved, Cboe's plan could undermine one of the biggest plays in high-frequency trading, which involves zipping between markets centered in Chicago and New York at nearly the speed of light.

Ultrafast traders often monitor for price changes in stock-market futures listed on the Chicago Mercantile Exchange. If they detect a shift, they will fire off orders to buy or sell exchange-traded funds that track

U.S. stocks, such as the popular SPDR S&P 500 ETF Trust.

For the strategy to work, the speedy trader must send electronic messages as quickly as possible from CME's data center in Aurora, Ill., to northern New Jersey, where all of the major U.S. stock exchanges locate their systems.

It takes about four milliseconds to send such messages using one of the microwave networks favored by high-frequency traders. Sending a similar order by cheaper fiber-optic cable takes several milliseconds longer.

Cboe is considering a delay of three to four milliseconds because that would eliminate the advantage of microwave over cable along the Illinois-to-New Jersey corridor, according to people briefed on the company's plan.

Cboe's plan will likely be controversial. When the tiny Chicago Stock Exchange proposed a similar one-sided speed bump in 2016, critics said it would give market makers an unfair advantage. The Chicago exchange ultimately withdrew the proposal in July after being acquired by NYSE owner Intercontinental Exchange Inc.

Search For Safety Boosts Treasuries

By IRA IOSEBASHVILI

U.S. government bond prices rose for a third straight day Friday as investors sought safe-haven assets amid resurgent trade worries and turbulence in emerging markets.

The yield on **CREDIT MARKETS** 10-year U.S. Treasury note fell to 2.853% from 2.860% Thursday and 2.964% at the end of July to snap a two-month streak of gains. Yields fall as bond prices rise.

Trade negotiations between the U.S. and Canada concluded with no agreement before the Friday deadline set by the Trump administration, The Wall Street Journal reported. On Thursday, Bloomberg News reported that President Trump wants to impose \$200 billion of tariffs on Chinese goods as early as next week.

"While there is surely some lingering optimism that Canada will offer positive news on the trade front, Trump's commitment to move forward with tariffs on an additional \$200 [billion] of Chinese goods certainly isn't calming any trade-war jitters," analysts at BMO Capital Markets wrote before the meeting concluded.

Investors have tended to buy U.S. assets when global trade worries rise, betting that the country's economy will suffer less than others if a trade war intensifies.

Those concerns came on the heels of sharp drops in the currencies of Argentina and Turkey on Thursday.

Price action in the U.S. bond market suggests that investors are becoming increasingly concerned that the weakness in emerging markets isn't idiosyncratic to a few problem countries but more systemic in nature, analysts at TD Securities said in a note to clients.

Cocoa Exporters Retreat From Troubled Region in Cameroon



YAOUDÉ, Cameroon—Cameroon's two main cocoa exporters have withdrawn their buyers from the southwest region following threats and harassment from secessionist groups, company workers said Friday.

Neither Cargill's Telcar Cocoa Ltd., which accounts for 27% of the nation's cocoa exports, nor Olamcam, a unit of Singapore's Olam International that ships nearly 21% of Cameroon's beans, would comment on the move from the cocoa-growing region, which accounts for at least half of the nation's annual output.

Company workers said secessionists had demanded cocoa exporters pay them nearly \$9,000 to operate in southwestern Cameroon.

Groups seeking independence for the southwest and northwest regions have clashed with government troops in cocoa-growing areas, causing farmers to flee the violence and production to drop.

Cameroon is the world's fifth-largest supplier of cocoa.

—Emmanuel Tumanjong

China Shares Hit By Trade Tensions

By JOANNE CHIU

Chinese stocks have suffered recently, due to escalating trade friction with the U.S. and currency weakness.

The Shanghai Composite Index ended August down 5.3% for the month, according to FactSet. The Hang Seng, which includes many Chinese-focused companies, was also down, contrasting with stronger performances for stocks in India and Japan.

Weakness among Chinese stocks Friday occurred even as a gauge of Chinese factory activity showed a slight rebound in August.

After the market closed Friday, index provider MSCI was set to double the weighting of yuan-based shares in Shanghai and Shenzhen in its widely followed emerging-markets index.

Over the month, the biggest regional contrast is with India, which has benefited from its relative lack of dependence on exports and buying from local retail investors. The benchmark Sensex has gained 2.8% in August. Japan's Nikkei 225 and Australia's S&P ASX 200 have recorded gains of more than 1%.

Chris Weston, head of research at Pepperstone Group, an Australian foreign-exchange broker, said trade concerns and a lack of clarity on China's economic health would lead many investors to avoid Chinese stocks, despite a 17% decline this year.

"Valuing a company...within China is exceptionally difficult because you just don't have that clarity on what the financial landscape is going to look like in 12 months' time," Mr. Weston said. Internet giant Tencent Holdings Ltd., for example, fell nearly 4.9% on Friday after Beijing said it would limit approvals of new online videogames.

Investors Keep Wary Eye on Dollar

By AMRITH RAMKUMAR

pose \$200 billion of tariffs on Chinese goods as early as next week.

Now, with U.S. and Canadian officials still working to reach a new trade agreement, some analysts are closely monitoring moves in the currency market, wary that more tariffs or delays could propel the dollar to new heights.

That could cause headaches for investors by making exports from large U.S. companies less valuable overseas and causing assets like commodities that are denominated in dollars to become more expensive for foreign buyers. Swings in emerging-market currencies have pushed up the dollar, which in turn makes it more difficult for developing nations to pay back dollar-denominated debt.

Those numerous connections to global markets and other asset classes put currencies at the center of trade-related market moves. They are

also the main reason a sudden climb could portend further pressure on assets, from stocks around the world to commodities.

"It's the main thing we're monitoring from a risk standpoint," said John Toohey, head of equities at USAA Asset Man-

agement.

Investors seemed increasingly confident that the U.S. and China will compromise on trade ahead of planned November meetings. A continued dollar rebound could indicate that belief is waning and dent recent enthusiasm for U.S. stocks.

Staying Steady

The dollar has stabilized after hitting its highest level since May 2017 earlier this month, and some analysts think it could soon move even higher.

WSJ Dollar Index



Source: Dow Jones Market Data

THE WALL STREET JOURNAL.

U.S. Stocks Rose in August; Europe, Asia Showed Declines

Leading the Pack

The U.S. stock market rose to fresh highs in August, extending its lead over major indexes in Europe and Asia.

Index performance



THE WALL STREET JOURNAL.

By AKANE OTANI AND RIVA GOLD

U.S. stocks closed out August with monthly gains, holding their ground even as jitters around trade negotiations drove investors out of indexes elsewhere around the world.

Investors ended the month much as they began it: weighing questions around the future of U.S. trade policy. Stocks slipped after a report Thursday suggested President Trump was planning to move ahead with tariffs on Chinese imports. Separate reports that the U.S. and Canada were unable to reach a trade deal Friday kept major indexes under pressure,

although the S&P 500 erased its losses late in the session after officials said they would resume talks next week.

Even as the week's developments added to investors' uneasiness around trade, major indexes held on to their gains

for both the week and the month. The S&P 500, Nasdaq Composite, Russell 2000 and Dow Jones Transportation Average all rose to fresh highs in August. For the month, the Dow industrials rose 2.2%, the S&P 500 notched a 3% gain and the Nasdaq rose 5.7%—its best showing for August in 18 years.

Much of the advance was driven by tech stocks, which rallied in August and extended their gains for the year. Apple

soared 20% for the month, while Amazon.com jumped 13% and Netflix rose 9%.

Investors were also reassured by upbeat economic data, which showed the U.S. economy grew faster than initially expected in the second quarter and after-tax corporate profits rose at the fastest pace in six years.

"It's hard to argue with GDP numbers, [and] it's hard to argue with corporate profits. If we can get some of the obstacles around trade out of the way, the environment is positive," said Sean O'Hara, president of Pacer ETFs.

The Dow Jones Industrial Average fell 22.10 points, or 0.1%, to 25,964.82 on Friday. The S&P 500 added 0.39 point,

or less than 0.1%, to 2,901.52 and the Nasdaq Composite edged up 21.17 points, or 0.3%, to 8,109.54.

Elsewhere, investors broadly pulled back from stocks, sending the Stoxx Europe 600 down 0.8%. The index ended the month lower, hurt in August by worries about the Italian budget in the fall and exposure to emerging markets, which have suffered in recent weeks.

Stocks in Asia also retreated, with the Shanghai Composite falling 5.3% in August despite slightly better-than-expected factory data and Hong Kong's Hang Seng los

—Ben Eisen contributed to this article.

EXCHANGE

HEARD ON THE STREET

FINANCIAL ANALYSIS & COMMENTARY

The Elusive Gucci Factor

Investors with designs on another luxury-brand turnaround may be disappointed

By STEPHEN WILMOT

The search for the next Gucci is on, but may yield more innovative designs than profitable investments.

Gucci's youth-led resurgence has laid to rest fears, widely whispered in luxury circles just two years ago, that millennials are more interested in accumulating experiences than handbags. Investors are driving up the valuations of flagging labels like Burberry and Prada in the belief they can pull off the same trick. Alas, neither quite has the Gucci factor.

Gucci's growth under Creative Director Alessandro Michele, who was appointed in 2015, has defied all expectations. In 2017, sales reached €6.2 billion (\$7.3 billion)—up 45% from 2016 excluding currency movements—and the label has kept the pace this year.

Younger consumers have been central to the rebound. Buyers aged 35 and under contributed 57% of Gucci sales last year, baby boomers just 8%. This is unusual: Most fashion brands derive less than 40% of sales from millennials.

One explanation is the way the new Gucci aesthetic, both edgy and retro, chimes with millennial values like creativity and inclusivity. Another is careful planning under Chief Executive Marco Bizzarri, who joined alongside Mr. Michele. The new boss relaunched Gucci's online stores and made aggressive use of social media. He also invested in more affordable products: Although millennials dominate Gucci's client list, they spend less than the average buyer.

Some elements of Mr. Bizzarri's playbook are now mainstream. Brands spent 30% of their ad budgets online last year, up from 24% in 2015, according to agency Zenith Media. The industry has also

been investing heavily in new ways of reaching consumers through social media, such as events for trendy Instagrammers.

Other elements can be seen in today's turnaround candidates. A bit like Gucci, Milanese fashion house Prada "priced itself out of

the market" with an ever tighter focus on high-end leather goods, says John Guy at brokerage Mainfirst. Now, its new leather bags are on average 24% cheaper than the previous range, he calculates, making them more competitive with similar products from Gucci, Fendi and Valentino. After years of decline, first-half sales were up 9% year over year.

Meanwhile, ailing U.K. trench-coat maker Burberry has hired a new chief executive and designer in an effort to reboot growth. A hint of their aesthetic came in an early August Instagram post that revealed a simpler, bolder new logo that eliminates the knight on horseback. If this is anything to go by, the new Burberry could look very different.

But investors



Gucci wooed millennials with an edgy new look.

should be wary of seeing either company as the next Gucci.

One problem is valuation. The Florentine brand's revival coincided with an upswing in the entire luxury industry as spending by Chinese consumers recovered from a clampdown on corrupt gift-giving and the 2015 devaluation. Without that upswing, Prada and Burberry are unlikely to see a Gucci-style surge in profits and stock-market value even if they win over consumers. Investors are already very bullish, valuing them at 29 and 28 times prospective earnings, respectively.

The other problem is that neither company can reset itself as radically as Gucci did. Prada is a family-controlled company whose two brands, Prada and Miu Miu, are both inextricably linked to its lead designer, Miuccia Prada, granddaughter of the founder. Her husband is the company's chief executive officer. As Erwan Rambour at HSBC points out, a strategic and design relaunch of the kind Gucci undertook is out of the question.

Burberry faces another barrier: It wants to move upscale. This will be tough as the wider industry subtly shifts in the other direction in search of younger consumers.

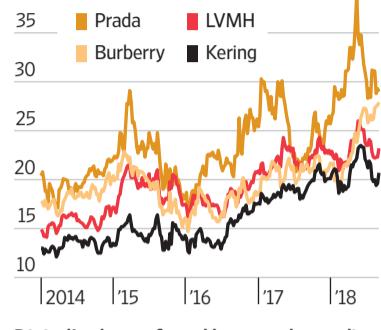
Investors may be better off sticking with the industry's stalwarts. Kering, the French holding company that owns Gucci as well as Yves Saint Laurent and a host of other brands, trades at just 21 times earnings. In time, Gucci's star will doubtless fade, but there's little sign of that happening yet, and other Kering brands, such as Bottega Veneta, could burn brighter. LVMH Moët Hennessy Louis Vuitton, the industry's other big portfolio company, changes hands for 23 times.

Both look expensive relative to their history, but these are sunny times for the luxury industry. When confidence fades, the established success stories will hold up

Bling Fling

Price / earnings ratios

40 times



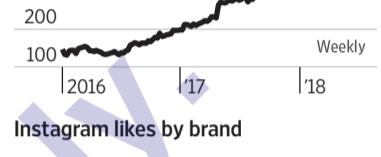
Digital's share of total luxury ad spending

30%

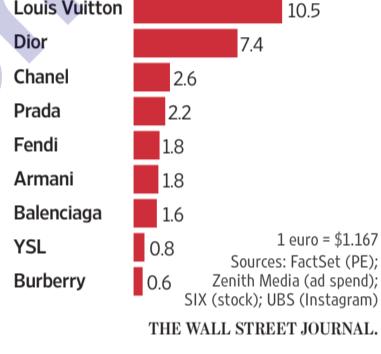


Kering stock price

€500



Instagram likes by brand



THE WALL STREET JOURNAL.

better than speculative turnaround hopes at companies like Burberry and Prada.

Chasing the next big thing is understandable in a fashion-driven industry. But it may pay better to buy the classics.

Broadcom Has Been Punished Enough

The chip maker's bid for CA puzzled investors, but its stock has been beaten down too far

By DAN GALLAGHER

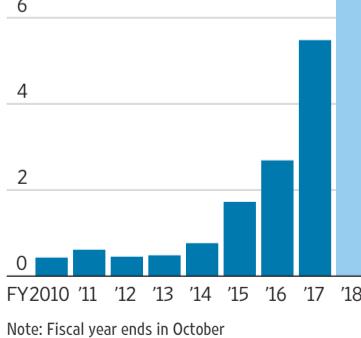
Broadcom's latest move left many investors scratching their heads. In that confusion may lie a buying opportunity.

In the nearly two months since Broadcom announced its plan to buy CA Technologies for nearly \$19 billion, the chip maker's market value has gone down by nearly \$15 billion. That equates to a 14% haircut for a stock that was already trading flat for the year—mostly due to the company's aborted attempt to buy Qualcomm. That makes Broadcom the worst-performing stock among major chip

Payback

Broadcom's free cash flow

\$8 billion



companies so far this year. Even Qualcomm—with its many challenges—has eked out a 7% gain.

Is that warranted? Broadcom's communication about the deal was terrible, considering that it marked an abrupt turn by the chip maker into the software business. The company held no call to discuss the deal publicly—a break from its practice with most of its past transactions.

That sparked a revolt among an-

alysts who have typically favored the company; at least seven have since cut their buy ratings on Broadcom.

But perhaps the move shouldn't have been such a shock. Broadcom's purchase of Brocade in late 2016 included that company's software business. And Broadcom was running low on options among chip makers. President Trump's order not to pursue Qualcomm effectively took that company off the market, and the growing trade dispute with China has made other large semiconductor mergers much less palatable.

So Broadcom bet on CA, which admittedly carries more risk than its past chip company rollups. Skill at running a semiconductor business doesn't automatically transfer to an enterprise-software business. And CA brings plenty of challenges in its own right. Mark Moerdler of Bernstein estimates that CA's mainframe software business, which accounts for about 85% of its operating profit, will decline at a rate of 2% to 3% a year.

But Broadcom typically doesn't buy companies at the top of their game. Rather, it targets businesses with strong cash flow and sells the extraneous parts. CA fits this bill.

Broadcom's fiscal third-quarter results slated for Thursday afford a new opportunity to explain its latest shift, which the company should take. And its core business is still doing well, particularly in chips used in data-center equipment. Most important, Broadcom's stock is trading just under 11 times forward earnings, which is its lowest level in five years and also one of the cheapest plays in semiconductors. At that level, a little talk could go a long way.

OVERHEARD

You will still be able to find a more wretched hive of scum and villainy, but Disneyland will be less wholesome starting next year.

Almost entirely alcohol-free since it opened in 1955, following Walt Disney's express wishes, his eponymous company revealed in a blog post that "Oga's Cantina" in its new Star Wars: Galaxy's Edge section will serve "famous concoctions created with exotic ingredients using 'other-worldly' methods, served in unique vessels." In other words, booze.

To operators of a modern theme park, the late Mr. Disney's aversion to serving alcohol seems like an idea from a long time ago and a galaxy far, far away. Disney World, Epcot and international parks serve adult drinks.

Parents who spend hours trudging around a hot, crowded park with their young children appreciate such things (if the jubilant social-media reactions to the Disneyland news are any indication).

But some people see it from Walt's perspective and are wary of the possible consequences. As one wrote on Twitter: "Just what we need, a bunch of drunks dressed like Wookies puking all over Mickey Mouse."

A jubilant Wookie.

Restaurants Will Feast On Trump's Tariffs

U.S. agriculture is suffering. That will eventually be good for restaurant chains.



Wall Street is expecting more from Dine Brands, IHOP's parent company.

By SPENCER JAKAB

The last thing restaurants want is a food fight. The one emanating from Washington may be an exception, though.

The response to President Trump's imposition of tariffs on China, Mexico and other countries has hit American agriculture hard. Casual-dining chains, which typically spend between 20% and 40% of revenue on food, have been pegged as beneficiaries.

Analysts' consensus earnings-per-share forecasts for 10 fast-casual or quick-serve chains have surged by 12% on average since December for this fiscal year, according to FactSet. Of that group, only Cheesecake Factory Inc. has seen forecasts drop. Dine Brands Global Inc., owner of Applebee's and IHOP, has seen the biggest boost.

While the prices of certain foods have seen some sharp drops—cheese prices hit multi-year lows, for example—David Manloni of restaurant-supply chain specialist ArrowStream says most chains have locked in most prices.

As long as trade tussles dissuade Americans from eating out in 2019, restaurants have a good year coming. Right now, they are just enjoying the appetizer.

MIKE NELSON/EP/SHUTTERSTOCK; OVERHEARD: ZUMA PRESS



The Church Crisis
Should the continuing scandals shake the faith of Catholics? **C3**

REVIEW

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The Collage Artist
Romare Bearden's quest for a visual equivalent of the blues **Books C7**



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SATURDAY/SUNDAY, SEPTEMBER 1 - 2, 2018 | **C1**

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The Impeached President

As independent counsel, **Ken Starr** led the investigation that almost brought down Bill Clinton. Now he tells his side of the story—and sees lessons for today.

TWENTY YEARS AGO THIS FALL, I sat down alone at the witness table in front of the House Judiciary Committee to present the conclusions of what was already known as the Starr Report, a document detailing why President Bill Clinton should be impeached for perjury, obstruction of justice and abuse of power in trying to cover up his relationship with White House intern Monica Lewinsky. I hadn't remembered how intimate the sprawling hearing room could be when filled to capacity. With standing room only, the chamber seemed to close in on me. I had practiced my testimony three days before with an old friend and colleague, to keep from erupting in righteous indignation at the questioning I expected of my motives. I sought to make it clear that my office, the office of the independent counsel, was strictly providing evidence and legal analysis and that it was entirely up to the committee what to do with our submission, including tossing it in the trash can.

In the end, the House supported only two of our 11 carefully considered charges as articles of impeachment, and the Senate ultimately failed to adopt either one.

I'm frequently asked whether I have any regrets about the four years I and others spent investigating the Clinton White House, first for investments in a failed land deal called Whitewater, dating back to Bill Clinton's time as governor of Arkansas, and eventually for his Oval Office trysts, unexpectedly unveiled by a witness in the Whitewater probe.

I do have regrets. One of them is that Congress enacted the independent counsel law in the first place.

I always saw it as violating the separation of powers and placing too much power in an unelected official.

And I deeply regret that I took on the Lewinsky phase of the investigation. As I still see it 20 years later, however, there was no practical alternative to my doing so. The president had to be investigated for perjury, and we were the logical shop for getting that done.

In the fallout from the president's misdeeds, the nation went through wrenching political turmoil. Much of the drama was tragically unnecessary, in my view, a self-inflicted wound by a talented but deeply

flawed president who showed contempt for the law, the American people and the women he had used. Yet ultimately, much of the nation readily forgave Bill Clinton and instead blamed the prosecutor: me.

For most of the next two decades, I resisted telling my story. But with the unexpected defeat of Hillary Clinton in the 2016 presidential election, the Clinton political era was suddenly over. And as questions of

impeachment and obstruction of justice have increasingly come up in the administration of President Donald Trump, many are rethinking the Clinton saga and looking for what can be learned from those tumultuous times. I concluded that, at long last, the time was right to talk.

When I accepted the appointment as independent counsel to investigate

Please turn to the next page

This essay is adapted from Mr. Starr's new book, "Contempt: A Memoir of the Clinton Investigation," which will be published by Sentinel on Sept. 11.

Much of the nation readily forgave Bill Clinton and instead blamed the prosecutor: me.

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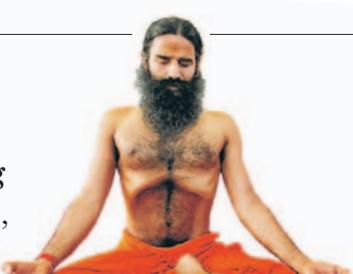
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REVIEW

The Prosecutor And the President

Continued from the prior page

Whitewater in August 1994, I anticipated taking six months to wrap things up. But it didn't turn out that way. Six months later, my lead Whitewater prosecutor, W. Hickman Ewing, pulled out a yellow legal pad as we ate waffles and bacon and drank a vat of coffee in a Waffle House in Little Rock, Ark., and began sketching an extraordinarily complex diagram of our investigation so far. At the top were the initials B.C. and H.R.—Bill and Hillary Clinton—with lines connecting them to a web of perhaps 30 associates.

Engaging with the White House was like walking in molasses, and the Clintons claimed to have virtually no documents. The investigation, including interviews with both Clintons, went on for another 18 months until, in May 1996, a jury found three key Whitewater figures—Jim and Susan McDougal and Arkansas Governor Jim Guy Tucker—guilty of multiple counts of conspiracy and fraud, leading Gov. Tucker to resign.

All told, we would win 14 convictions in Arkansas, but we didn't charge either of the Clintons. By April 1998 we had determined that the evidence against them in the Whitewater case did not meet the exacting standard in the independent counsel statute.

The sun could have set there on the Whitewater investigation, with just a few cleanup tasks remaining. But meanwhile, another Clinton case had emerged. In the spring of 1997, the Supreme Court had held that former Arkansas state employee Paula Jones could proceed with her lawsuit alleging that, while governor, Bill Clinton had cornered her in a hotel room and exposed himself.

On Jan. 12, 1998, prosecutor Jackie Bennett was working at our office about 9 p.m. when he got a phone call from a woman who at first declined to give her name. "So let me get this straight," Jackie said into the phone. "You've tape-recorded calls from a woman who had an affair with the president. She's lied about it in the Paula Jones case and is trying to get you to lie about it. People are helping her get a job to buy her silence. And Vernon Jordan is involved in it." Washington lawyer and power broker Jordan was known to be the president's close friend.

Jackie asked her a few questions. Then the woman dropped a bomb: "You know me. I'm Linda Tripp. I was a witness in the Vince Foster case." Now she truly had his attention: Foster was the lawyer in the White House Counsel's Office—and confidant of Hillary Clinton—who had committed suicide in July 1993. Tripp had been Foster's executive assistant, and we had already interviewed her as part of the Whitewater investigation.

Tripp explained that Monica Lewinsky, a White House intern, had struck up a relationship with the president during the government shutdown in November 1995, when interns manned the phones and delivered documents. Lewinsky, then 22, and Clinton began having sexual trysts in a hallway off the Oval Office. Working at the Pentagon the next summer, Lewinsky began confiding in Tripp, who had been transferred there.

Paula Jones's lawyers sent a subpoena to Lewinsky on Dec. 19, 1997, requiring her to appear for a deposition. Lewinsky said the president had told her she could get out of the deposition by submitting an affidavit denying any such relationship existed. Through Vernon Jordan, the president had arranged for her to get an attorney, and on Jan. 7, 1998, Lewinsky had signed a document affirming: "I have never had a sexual relationship with the President."

If what Tripp said was true, not only had Lewinsky committed perjury by filing a false affidavit, the president of the United States was also obstructing justice. But the tale sounded like the feverish fantasies of a Valley Girl. The White House was a goldfish bowl. It just didn't seem possible that he had carried on an affair with an intern.

I believed that the Tripp-Lewinsky matter was within our investigative authority under prior grants from the Special Division of the Justice Department. Tripp, a witness from earlier in our investigation, had come to us with credible evidence that the president was in the process of planning and committing crimes. The connection to Foster's death case gave us the necessary jurisdictional hook to carry on the inquiry. Attorney General Janet Reno quickly agreed, and so did the three judges who oversaw independent counsels.

On Jan. 13, 1998, Tripp was scheduled to meet Lewinsky for lunch at the Ritz-Carlton in Washington. FBI

agents outfitted Tripp with a microphone and a high-tech recorder that allowed the agents to listen as the women talked. Fresh from the gym, wearing purple sweatpants, Lewinsky arrived. At Tripp's prompting, she described a carefully constructed presidential plan to commit crimes against the fair and honest administration of justice. In return, she said, Vernon Jordan was helping her to find a job in New York.

FBI agents then swept in. In an upstairs room, the prosecutors explained to Lewinsky that she was facing federal charges of perjury and subordination of perjury. She could cooperate and receive consideration regarding whether and how we would charge her, including complete immunity. But Lewinsky refused to cooperate. She knew what she wanted to do and who she was determined to protect. She now lawyered up.

When the story of "The President and the Intern" erupted into the press through the Drudge Report, the White House issued a statement saying that President Clinton was "outraged by these allegations" and that "he has never had an improper relationship with this woman."

On Jan. 26, Clinton issued his strongest denial yet: "I did not have sexual relations with that woman, Ms. Lewinsky." He wagged his finger for emphasis. "I never told anybody to lie, not a single time. Never. These allegations are false."

Meanwhile, the barrage of charges aimed at me was un-

fied that the president rehearsed with her the circumstances of Lewinsky's frequent visits to the Oval Office: "You were always there when she was there, right?" he suggested. "We were never really alone." A lie. The two had actually been alone time and again.

The President's public repudiation of Lewinsky, we later learned, had devastated her. In short order, she decided to "flip." In mid-August, she disclosed to our team that she and the president had had 10 sexual encounters, which she faithfully documented on a calendar, and 50 or so late-night intimate conversations that sometimes included phone sex.

The president now had little choice but to submit to a grand jury interview on these matters. On Aug. 17, 1998, he appeared for questioning from our team. In his prepared statement, he admitted to "inappropriate contact" but not sexual relations, though he now admitted he had been alone with Lewinsky. That seemingly innocuous statement was an admission that he had obstructed justice in the Jones deposition.

After a short break, we pointed out to the president that he had just acknowledged being physically intimate with Lewinsky. Why had he allowed his attorney to tell a federal judge, "There is absolutely no sex of any kind"?

"It depends upon what the meaning of the word 'is' is," Clinton famously said. We were all astonished. "Do you mean today that because you were not engaging in sexual activity with Ms. Lewinsky during the deposition [in the Jones case], that the statement of Mr. Bennett [his lawyer] might be literally true?" our prosecutor asked. Clinton said, "I wasn't trying to give you a cute answer."

We wrestled with the number and order of counts of impeachable offenses to include in the referral. We began with the clearest charge—the president's perjury, in both the civil deposition and before the federal grand jury in the Jones case. With future judge (and now Supreme Court nominee) Brett Kavanaugh as chief wordsmith, the set of charges proceeded in a logical manner, from the first to the 11th and final count—abuse of power.

As we assembled the charges, a question arose: How detailed should we make the descriptions of their various sexual encounters? The female prosecutors who had worked most closely with Lewinsky insisted that we include explicit details, while Brett urged restraint. I concluded that we had to prove our case. The facts, sordid though they were, had to be detailed in order to prove the president's crimes.

The report and my testimony to Congress laid out the constitutional case step by step: President Clinton had employed the powers of his high office to stand in the way of justice and the rule of law. For self-interested reasons, he had invoked executive privilege. He had influenced members of the cabinet to lie to protect him. He had directed a White House employee, Betty Currie, to gather and hide evidence. Abuse of power stood at the center of the president's behavior; his other crimes would have sent an ordinary citizen to jail.

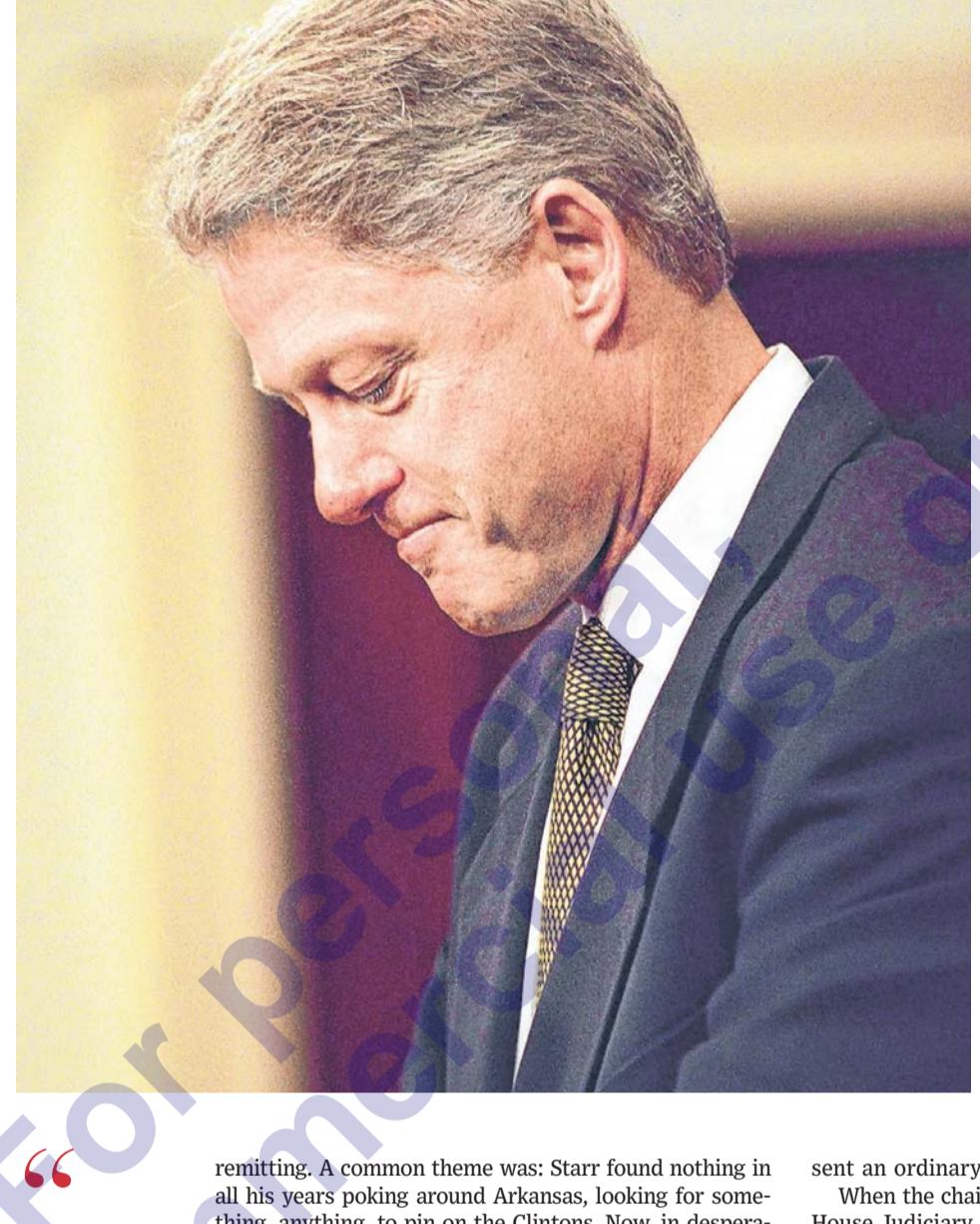
When the chairman adjourned my hearing before the House Judiciary Committee, it was around 11 p.m. I felt profound relief. I said a silent prayer of thanks. My strength had held up. I had never requested a recess or break, but now I was mentally exhausted.

My last significant official act was to testify on April 14, 1999, whether to reauthorize the independent counsel law. I reiterated what I had always thought: that the law should be allowed to expire. The 21-year experiment—born from the aftermath of Watergate—had come to a close. It was soon replaced by the "special counsel" regulations under which Bob Mueller was appointed in May 2017.

But even with the reformed structure for appointing and overseeing special prosecutors, the cries are once again heard throughout the land: "Witch hunt!" The struggle for assuring integrity and honesty in government is being played out all over again.

STEPHEN JAFFE/AGENCE FRANCE PRESSE/GETTY IMAGES

President Bill Clinton in July 1998, a month before he appeared before the Starr team for questioning about his relationship with Monica Lewinsky.



Abuse of power stood at the center of the President's behavior.

remitting. A common theme was: Starr found nothing in all his years poking around Arkansas, looking for something, anything, to pin on the Clintons. Now, in desperation, he is probing into the most private of human relationships. Someone should rein in this prosecutor gone rogue.

I turned to those who had authorized me, asking them to weigh in. I complained that the Justice Department should either rally to our defense, or if I had in their view gone off the rails, Attorney General Reno should fire me. But Reno didn't fire me, nor did she defend me. This was moral cowardice.

We were moving toward a head-to-head confrontation with the president. Perjury, we believed, constituted a "high crime or misdemeanor" within the meaning of the Constitution. Clinton's obstructionism simply added additional weight to our conviction.

Especially damning was the statement of the highly credible Betty Currie, the president's secretary. She testi-



"Seeding" is a familiar term from tennis and other sports, in which competitors are ranked in a tournament based on the strength of their previous records.

As with other Grand Slam events, the top 32 players in the men's and women's tournaments at the U.S. Open are distributed throughout the draw to prevent them from having to face off against each other until later rounds. (The Grand Slam Board has announced that tournaments will go back to seeding only the top 16 players next year, reversing a 2001 decision that doubled the number of seeds.)

The origins of "seeding" started off in tennis tournaments of the late 19th century,

Simona Halep of Romania lost on Monday. with the idea being that spreading around the most skilled players in a tournament

draw was akin to the sowing of seeds in a field or garden.

The word "seed" goes back to Old English, meaning "something sown" (and in fact has the same root in Proto-Indo-European as "sow" along with other words like "season," "disseminate," "seminal," and "seminary"). As a verb, it came into use by the late 14th century, meaning either "to produce seed" or "to plant with seeds." At the same time it developed more figurative shadings, as when Geoffrey

Chaucer wrote in one of his minor poems, "Your cheere floureth, but it wol not sede" ("Your cheer flourishes, but it will not seed").

"Seeding" began to thrive in tennis in the 1890s, when American enthusiasts experimented with different systems for setting up tournament draws. "For many years it has been an unwritten law that 'seeding' the best players through a draw is legitimate," a correspondent wrote in the *Amateur Athlete* in 1897.

In the Jan. 13, 1898, issue of the magazine *American Lawn Tennis*, J. Parry Paret, himself a top player, argued in favor of "seeding" the draws in tournaments. Paret acknowledged that this was strenuously opposed by James Dwight, the longtime president of the United States National Lawn Tennis Association (now simply known as the United States Tennis Association).

"Several years ago, it was decided to 'seed' the best players through the championship draw, and this was done for two or three years under protest from Dr. Dwight," Paret

wrote, referring to the U.S. National Championships, the precursor to the U.S. Open.

The following year, in 1899, Paret continued lobbying for "seeding" in the magazine *Outing*: "Personally I am heartily in favor of a certain amount of 'seeding' in the draws of important tournaments, and it is unquestionably practiced extensively in this country, whether legally or not."

It wasn't until 1921 that the powers that be in American tennis finally relented and allowed "seeded draws" in tournaments at all levels. Other countries followed suit, with England's Wimbledon Championships making use of seeding beginning in 1924.

As the system took root, "seed" also came to be used as a noun to refer to seeded players. "None of the top 'seeds' have anything to worry about in the second round," a reporter wrote about the 1931 indoor tennis championships, held in New York. Of course, as Ms. Halep proved, being a top seed does not necessarily imply a flourishing tournament experience.



WORD ON THE STREET

BEN ZIMMER

How a Term From Agriculture Took Root In Tennis

IT DIDN'T TAKE LONG at the U.S. Open Tennis Championships in New York City this week for there to be a major upset: Simona Halep, ranked No. 1 in the world and the top women's seed at the tourna-

ment, went out in straight sets to an unseeded player, Kaia Kanepi of Estonia.

In doing so, Ms. Halep made some dubious history, becoming the first woman to go into the U.S. Open as the No. 1 seed and lose in the first round.

[Seeds]

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REVIEW



A Crisis— But Not of Faith

Catholics must not let the seemingly endless sexual-abuse scandals overshadow their trust in Christian teaching. The Church is now called to a great purification.

BY GEORGE WEIGEL

In the ancient creed recited at Mass on Sundays, Catholics affirm their belief in "one, holy, catholic, and apostolic Church." It's not difficult to imagine hundreds of thousands, if not millions, of Catholics in the U.S. choking on that second adjective over the past several months.

Grisly allegations of sexually abusive clergy in Chile, Honduras, Ireland, Great Britain, Australia and the U.S.; the former cardinal-archbishop of Washington unmasked as a serial sexual predator specializing in the degradation of seminarians under his authority; clueless and bureaucratic responses to these crimes from some bishops seemingly incapable of sharing the rage being expressed by their people; unprecedented charges of inattention to sexual abuse against a sitting pope, first leveled by furious lay Catholics in Chile and then by a retired Vatican diplomat; stonewalling in Rome; unhinged polemics across the spectrum of Catholic opinion: Where is the holiness of the Church in all of this?

Little wonder, then, that some of my fellow-Catholics

have taken to the internet and the op-ed pages, not just to condemn gross failures of Catholic leadership but to confess to a crisis of faith. In this summer of nightmare, with the bad news by no means all out, the gag reflex of many Catholics is entirely understandable.

But that doesn't, or shouldn't, make it a crisis of faith.

The Catholic Church is such a large, fascinating, complex and storied institution, and Catholic life is so focused on institutions like parishes, schools and hospitals, that it's easy for serious Catholics to lose sight of something quite basic: Catholics aren't—or shouldn't be—

at Mass on Sunday because they admire the pope of the day, or their local bishop, or their pastor. Catholics come to Mass on Sunday to hear what we believe to be the Word of God in Scripture and to enter into what we believe to be communion with God because of Jesus Christ.

Friendship with Jesus Christ is where Christianity begins. To learn from Christ and to be fed by him in holy communion is the primary reason for Catholic worship. If Catholics lose sight of that, the awfulness that has come to light about some of the people of the Church, at all levels of Catholic life, can cause what might seem at first blush a crisis of faith.

Yet much as I share the anger and disgust of my fellow Catholics over what has surfaced these past months, I'd suggest to those imagining themselves in a crisis of faith that they're experiencing something different: a challenge to understanding what the Church really is. As the Second Vatican Council taught in the first sentence of its most important document, the Church, first and foremost, is about Jesus Christ, the "light of the nations." Catholics trust Jesus Christ; trust in the institutions of the Church follows from that. And when trust in the Church as an institution is broken—as it has been so many times over two millennia—it's important to refocus on the basis of Catholic faith, which is trust in Jesus Christ.

This is, in fact, a very old story. Catholics at Mass on Aug. 26 were reminded of it in the Gospel reading they heard. Although it was prescribed for that Sunday by an accident of the Church's triennial cycle of scripture readings, it seemed remarkably germane to the present moment.

Parishioners at Our Lady of Sorrows Catholic Church in Victoria, Texas in 2017.

At the end of the sixth chapter of John's Gospel, Jesus has caused a furor among his first followers by declaring himself the "bread of life," on which his friends and disciples must feed. Many found this a "hard saying," left the itinerant rabbi from Nazareth and "returned to their former way of life." Jesus then turns to his closest companions, the Twelve, and asks, "Do you also want to leave?" Peter answers in two sentences that every outraged or embittered Catholic today should pause and ponder: "Master, to whom shall we go? You have the words of eternal life."

That conviction is the reason to be a Catholic, the reason to stay a Catholic and the reason to bend every effort to reform the Church as an institution, so that it can be a credible witness to the Lord who offers communion with God and words of eternal life.

Fifteen years ago, during another shattering crisis of Catholic credibility, I was signing copies of my new book after giving a lecture at a Catholic parish in rural Indiana when a young couple approached me. They were much less dour than the figures in Grant Wood's "American Gothic" but were remarkably similar otherwise: honest, hard-working, uncomplicated farm folk. They said, quite casually, that reading

the book's candid description of ecclesiastical corruption and fecklessness, and my proposals for reform, had finally convinced them, after years of indecision, to enter the Catholic Church during what was then the worst crisis in U.S. Catholic history. Why, I asked? Because, they said, any Church that could be this honest about what's wrong with it had to be based on the truth and on Jesus Christ.

I've thought about that couple many times these past months. Their testimony has not only helped sustain me during this *annus horribilis*. It has, I hope, given me a deeper insight into the nature of the current crisis and what is required for its resolution.

Those of us who believe in God's providential guidance of the Church must wrestle with the questions, why is this awfulness going on and what are we supposed to do about it?

My answer, inspired in part by those Indiana farmers in 2003, is that the Church is being called to a great purification through far more radical fidelity to Christ, to Catholic teaching and to Catholic mission. Bishops who have failed in their responsibilities as teachers, shepherds and stewards have typically done so because they put institutional maintenance ahead of evangelical mission. Keeping the institutional Catholic machinery ticking as smoothly as possible, by compromises with truth and discipline if necessary, was deemed more important than offering others friendship with Jesus Christ and the sometimes hard truths the Church learns from Christ.

All that institutional-maintenance Catholicism must now end. There is little holiness there. Throughout the world today, the living parts of the Catholic Church are those where people have embraced Catholic teaching in full and have grasped that being a faithful Catholic means offering others the gift they have been given—friendship with Jesus Christ. These Catholics, who have been stirred to protest but have not been shaken in their faith, are those who will effect the reform the Church needs. They include those bishops, priests and lay men and women who have squarely faced the present wretchedness, who are determined to get answers to the questions that must be answered and who will not settle for that form of institutional maintenance called stonewalling—whether it comes from their local bishop in the U.S. or from Rome.

Happily, those Catholics exist in considerable numbers. This is their moment.

Mr. Weigel is distinguished senior fellow at the Ethics and Public Policy Center in Washington, D.C., where he holds the William E. Simon Chair in Catholic Studies.

The Perils of The Child Perfectionist

BY JENNIFER BREHENY WALLACE

AS THE SCHOOL YEAR kicks into gear, so does the pressure to achieve—and not just for students. For many families, adolescence is now organized around building the perfect college application—the best grades, test scores, extracurricular activities—and parents often struggle with how to motivate their children to succeed. To elicit a child's best efforts, many parents set a high bar for achievement, but some push for even more, setting a standard of near-perfection.

Psychologists see an important difference in how these approaches motivate and shape young people. Unlike hardworking people who enjoy striving for lofty goals and cope well with setbacks, perfectionists aim for high standards in order to demonstrate their worth to others, and then are brutally critical of themselves when they fall short. "It's like chasing a carrot that you never actually catch because what you achieve is never enough, there's always something more—better

grades, a bigger promotion, a higher salary—which leaves you with the feeling that who you are is never enough," says Ann Marie Dobosz, a San Francisco-based psychotherapist.

Perfectionism can lead to serious mental health issues, including anxiety, depression, eating disorders and even suicidal thoughts. And rates of perfectionism have increased significantly. A meta-analysis of over 40,000 American, Canadian and British college students published in December in the journal *Psychological Bulletin* looked at three different dimensions of perfectionism and found a 10% to 33% rise over three decades. The researchers point to several contributing factors, including "more unrealistic expectations and more anxious and controlling parents than generations before."

Lead researcher Thomas Curran of the University of Bath in the U.K. points out that many modern parents feel responsible for their children's achievements and deeply internalize their children's failures.

"There is absolutely nothing wrong with wanting kids to strive to be the best that they can be," he says, "but parents need to be careful about how they communicate that desire: what they praise, how they praise, and make clear that there is unconditional love and affection to their love and affection."

Parents play a central role in a child's development of perfectionism, according to a 2016 paper in the *Journal of Family Theory and Review*. Some children adopt perfectionist thinking and behavior by imitating the same types of perfectionism that their parents display. Perfectionism can also develop as a reaction to the conditional messages parents send, either explicitly—"I want to see all As on your report card"—or more subtly, when



they withhold praise for a less-than-perfect performance. Children internalize the belief that they won't be supported or loved unless they meet their parents' unrealistic and rigid standards, says lead author Katie Rasmussen of West Virginia University.

Research suggests that being too hard on yourself can actually inhibit high achievement, says Ms. Dobosz. Perfectionism causes stress and can over-activate the sympathetic nervous system, which makes it harder to think clearly. A 2015 analysis of more than three dozen studies of students, athletes and employees found that those who had high levels of perfectionism were significantly more likely to burn out from stress. A 2016 study found that perceived paren-

tal pressure to be perfect can make teenage male athletes more likely to cheat by using banned substances to enhance performance.

There are healthy ways parents can promote excellence. "When it comes to pushing a child, a parent's energy should be spent encouraging good study habits, not focusing on shiny outcomes," says Ohio-based psychologist Lisa Damour. Rather than obsessing about grades, parents can set high standards for how homework gets done—prompting a child to tackle it early in the afternoon, when they're freshest, without electronics or distractions.

And parents can put grades in context, reminding a child that a test is only a measure of their mastery of the material that day. It does not determine future performance, how much a teacher likes them, or how much their parents value them.

Parents also need to back up words with action, adds Dr. Damour: "We teach a child to see themselves not as a grade or a performance but as a whole and complex person when we as parents embrace the whole and complex person they are today."

Ms. Wallace is a freelance writer in New York City.

JAMES YANG

REVIEW

The Original Cool of TV's Peter Gunn

Sixty years ago, a new kind of detective made his television debut, introducing American viewers to the jazz aesthetic

BY MARC MYERS

The theme song said it all. First came the jaunty boom-chick of the snare drum and cymbal, followed by a twangy electric guitar riff. Then the brass picked up the riff and carried it to a dramatic crescendo, finishing with a French-horn wail. The instrumental was jazzy and confident, setting just the right tone for the show's protagonist.

Sixty years ago this month, "Peter Gunn" began airing on NBC, reinventing the private detective as a clean-cut, stoic hero. (All 114 episodes appear on "Peter Gunn: The Complete Series," a 12-DVD anniversary set released in August by Shout Factory.) Unlike previous TV gumshoes, Gunn was virtuous and understated—cast as a hatless young executive rather than a rumpled and morally flawed investigator running down facts.

But Gunn was more than that: He was TV's contribution to postwar cool, a relatively new aesthetic that slipped into the mainstream through America's jazz subculture. Cool was unemotional and solitary, a dry energy that emanated from introspection and attitude rather than from conceit and swagger.

By the late 1950s, cool had already begun to penetrate several corners of popular culture. Cool could be found in the sound of Miles Davis's trumpet, Jack Kerouac's prose and the quiet confidence of "damaged" movie characters played by Humphrey Bogart and Lauren Bacall. In all these cases, cool meant elegant minimalism and detachment from conformity and the status quo.

Driven by the interests of advertisers, most TV programming during this period promoted the virtues of suburban wholesomeness, through Westerns and sitcoms such as "Lawman" and "The Donna Reed Show." The Gunn character, by contrast, favored a nocturnal, urban world—a milieu that Playboy magazine would soon glamorize as it leveraged the bachelor lifestyle. Gunn's "office" was a table in a smoky jazz club called Mother's, where his girlfriend, Edie Hart, was the house vocalist. Gunn spent the series investigating crimes for clients and smoothly dodging Edie's romantic desires without losing her



RALPH CRANE/THE LIFE PICTURE COLLECTION/GETTY IMAGES

love or affection.

The cool demeanor of "Peter Gunn," which ran from Sept. 22, 1958 to Sept. 18, 1961, set new standards of sophistication for future film and TV private eyes. Gunn was the prototype for the suave film version of James Bond, who debuted in 1962, and for dozens of TV shows, from "Johnny Midnight" (1960) to "Moonlighting" (1985) and "Magnum P.I.," a 1980s series that is being rebooted this fall.

"Peter Gunn" was the creation of Blake Edwards, who at the time was a TV and B-movie director. In 1957, he decided to create a new detective series, with a lead character modeled after Cary Grant. "The guy at home is sitting in front of his TV set surrounded by wife, kids and responsibility," Edwards told an interviewer in 1959. "But he likes to imagine himself a lady-killer, a guy from everywhere, an omnipotent man free to do what he wants, say what he thinks and think what he wants."

To play Gunn, Edwards chose Craig Stevens. "Blake wanted me to be a Madison Avenue type versus a sloppy detective, clean and immaculate," Stevens said in 1993. This meant no rumpled suits, no loosened ties and no bad habits. But Edwards knew that he needed more than just the right actor. The show's music also had to play with contrasts—melodically catchy but also loaded with attitude.

Around the time he conceived "Peter Gunn," Edwards was producing a film for Universal called "Mr. Cory." One day outside the barbershop on the studio lot, he ran into Henry Mancini, who had been composing and scoring B-movies there for the past five years.

"Universal was dropping its music department when Blake asked Hank that day if he wanted to do a

Actor Craig Stevens as Peter Gunn.

Unlike previous TV gumshoes, Gunn was virtuous and understated.

new TV show," said Ginny Mancini, the late composer's wife, in a phone interview. "Blake was familiar with Hank's scores. Hank, of course, needed the work, but he told Blake he'd do it only if he could sustain a jazz score as background. Blake said he could do whatever he wanted."

Mancini set to work composing and arranging his relaxed jazz scores laced with icy vibes, hot bongos and suspenseful bass solos. The music was often tailored to Stevens's body language on the show, said Ms. Mancini.

"Edwards did an effective job of appropriating so many film-noir tropes to television in a way that hadn't been done before by keeping it elegant instead of seedy," said David Bushman, senior curator at New York's Paley Center for Media. "And Mancini's music came out of cool jazz, not the heavy European noir model." After its first season, "Peter Gunn" was nominated for eight Emmys, while Mancini's soundtrack album "The Music From Peter Gunn" was a runaway hit, winning two Grammys.

By the dawn of the 1960s, the success of "Peter Gunn" had catapulted Edwards and Mancini out of TV and into major movie careers. The pair would work together on more than 20 feature films, including "Breakfast at Tiffany's" (1961) and "The Pink Panther" (1963).

But despite the appeal of "Peter Gunn," James Bond and the Camelot White House in the early 1960s, the definition of cool would shift abruptly in 1964, as brooding detachment gave way to the emotional optimism of Beatlemania and Motown. Cool would soon be known as hip.

Mr. Myers, the author of "Anatomy of a Song" (Grove), is a regular Wall Street Journal contributor.

ASK ARIELY

DAN ARIELY

When Small Talk Gets Too Personal

Dear Dan,

I'm a single woman in my mid 30s. I get invited to a lot of cocktail parties, which I don't particularly enjoy, but I feel I have to go. To make things worse, during these parties people whom I know only superficially often feel free to ask me why I am so wonderful and yet unmarried. I have some real answers to this question (I didn't find the right person, I'm very excited about my career right now), but mostly I'm annoyed that they have the audacity to ask me such a personal and complex question as a form of small talk. How would you deal with this situation? —Jax

It is indeed odd that while so many topics are considered taboo for standard small-talk—how much do you earn? what are your sexual preferences?—others that should be considered just as personal, like marital status, are considered fair game. With this in mind, I think that your job is not to answer the question but to demonstrate to the people asking it how inappropriate it is.

I'd suggest that you respond by saying: "That's a very personal question. Before we talk about me, can you tell me what aspects of your life you wish were different?" It might be difficult to say this in the beginning, but my guess is that if you stick to it for a few cocktail parties, it will become second nature. A side benefit of this approach is that you might get invited to these parties less often.



Dear Dan,

I am Jewish, and my wife is agnostic. We are both economists and big fans of your work. Our first son was circumcised as a newborn. We are now waiting for our second boy, and we are not sure what to do. My wife prefers not to have him circumcised, and I prefer to have it done for ritual reasons. Any hint how to approach this decision? —Michael

On this question, there is a long list of very different pros and cons. Against circumcision is the argument that some people make that sexual pleasure is said to be greater for the uncircumcised—though this is difficult to measure. On the other hand, some authorities say that a circumcised penis is easier to clean, and there is data that suggests circumcision reduces the odds of contracting HIV, among other reported health benefits. In the end, of course, only you can decide how important the religious aspect of circumcision is to you. But since your first son was circumcised according to your preference, it would seem fair for your wife to make the decision for your second child.

Dear Dan,

What was the best advice you ever got? —Alison

It was when I was a Ph.D. student interviewing for my first academic job. I had a few offers, and one of my advisers suggested that I pick the department most different from where I had studied, in order to force myself to learn new things. I did, and I learned a lot over the next 10 years. It's good to think about such choices not as the immediate next step but in terms of how they will help us to develop in the long run.

Have a question for Dan? Email AskAriely @wsj.com

EXHIBIT

Animal Spirits

Photographer Traer Scott started her latest series on farm animals by googling the terms "cow" and "personality." All the results came

back with the word "personality" crossed out. Instead, the search engine suggested terms such as "production" and "output." In her new book, "Radiant: Farm Animals Up Close and Personal" (Princeton Architectural Press, \$24.95), Ms. Scott aims to change the perception of barnyard beasts—less living machines, more lovable friends. She was surprised that pigs, including Ben David (left), find food with their snouts instead of their eyes and that the sex of Chinese geese, including Peng (lower right), can be determined by the size of the knobs on their foreheads (ganders have larger knobs).

She was struck by the friendliness of donkeys, such as the Sicilian min-

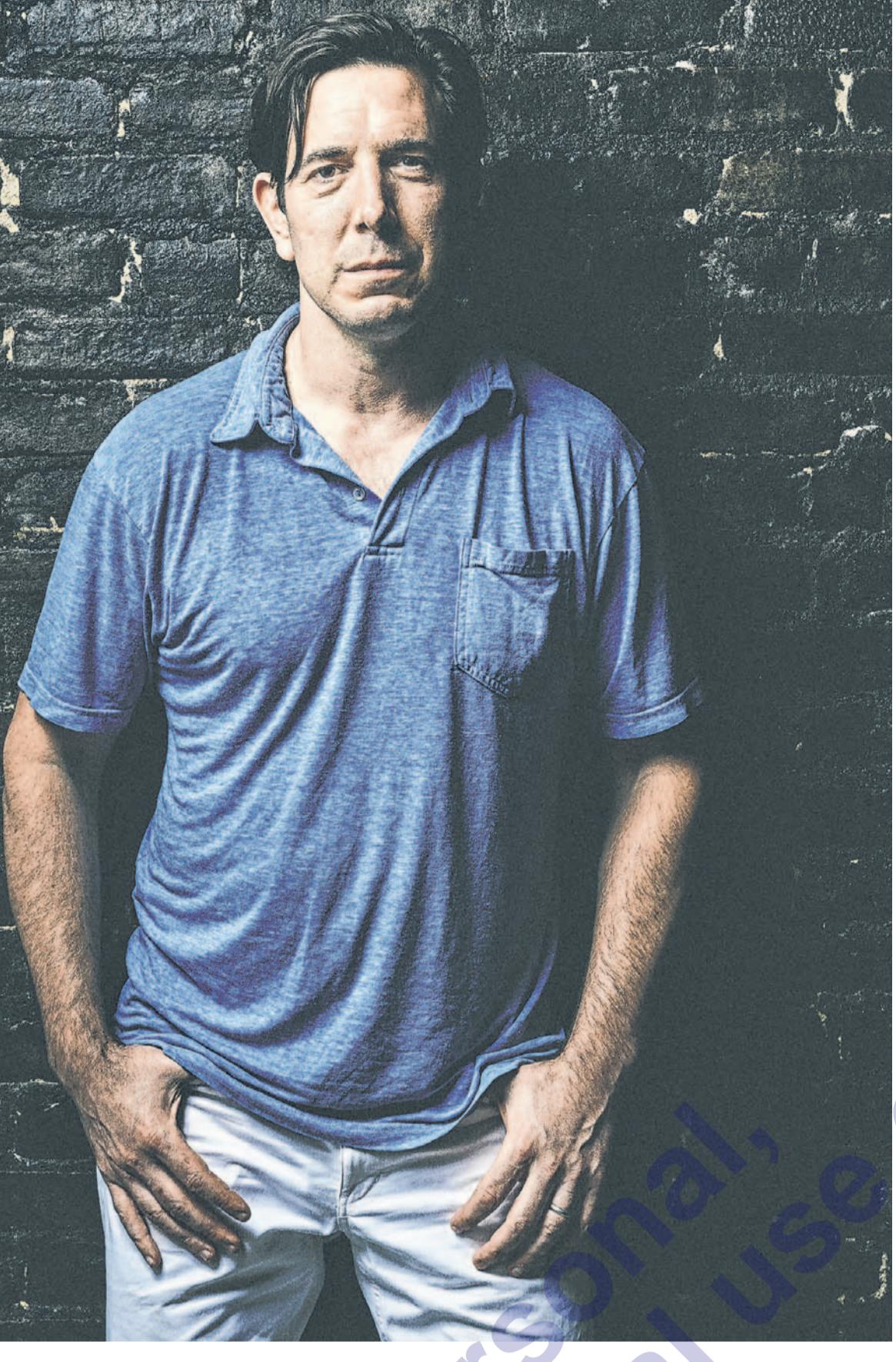
iature donkey Bianca (upper right), who liked getting her ears scratched. Ms. Scott writes about her subjects,

"They may not be as outwardly emotive as dogs, as cuddly as cats...but any farmer can tell you that they have just as much personality,

even if they're a little less portable and perhaps a mite stinkier.—Alexandra Wolfe

PHOTOS BY TRAER SCOTT

REVIEW



BRYAN DERBALLA FOR THE WALL STREET JOURNAL

WEEKEND CONFIDENTIAL | ALEXANDRA WOLFE

Bradley Tusk

From political insider to 'fixer' for tech

In August, Mayor Bill de Blasio signed a package of bills capping the number of cars driving in New York City for companies like Uber and Lyft and setting minimum pay for drivers. The mayor had long wanted such restrictions, but for years Uber had successfully pushed back, thanks in large part to strategist and venture capitalist Bradley Tusk.

"The problem is not only did this happen in New York, but now it's going to happen everywhere," laments Mr. Tusk, who worked as a consultant for Uber Technologies from 2010 to 2015, earning equity that was eventually worth around \$100 million. Under his guidance, Uber mobilized its users to lobby against the legislation and made the case that its service provided transportation to people in the outer boroughs and jobs to immigrants and minorities. As for New York and other cities, they argue that the influx of for-hire vehicles has caused traffic congestion and poor working conditions for drivers.

Since working for Uber, Mr. Tusk has helped other tech companies in similar political battles. As he sees it, politicians too often sacrifice their constituents' economic interests for their own political gain. "What's good for politician X isn't necessarily good for the busi-

nesses in his or her district," he says. "Without at least some people like us, innovation gets crushed by politics and corruption and that's really bad for the economy and for society."

This month, Mr. Tusk is coming out with a new book called "The Fixer," outlining how he helps startups navigate the world of politics and government. Part memoir and part manual, the book recounts how he went from being a political insider—working for, among others, former Illinois Gov. Rod Blagojevich and former New York Mayor Michael Bloomberg—to a tech adviser and venture capitalist.

Mr. Tusk grants that the book's title appears at an awkward time, considering the recent criminal charges against Michael Cohen, President Trump's alleged "fixer." While some think of a fixer as "the person on the inside who says I'm going to pave the way for the person in power to get what they

In his new book 'The Fixer,' Tusk explains how he helps startups navigate the world of politics and government.

want," he says, "my view is that you're a startup, you know the system is going to work against you. You want someone who can take on the system and allow you to compete and fix all the problems that get in your way."

Mr. Tusk, 44, got his start in politics early. At age 18, a friend of his father gave him a ticket to the 1992 Democratic Convention in New York. There he saw Ed Rendell, then the mayor of Philadelphia, sitting alone, so he went up and started talking to him. By the end of their conversation, Mr. Rendell had offered him a job as an intern.

Mr. Tusk worked for Mr. Rendell during his college years at the University of Pennsylvania, tailoring his class schedule around his office duties. After law school at the University of Chicago, he served for two years as Sen. Chuck Schumer's communications director. From there, he joined former New York Mayor Michael Bloomberg's administration as co-executive director of the New York City Charter Revision Commission.

In 2003, at age 29, he got a call out of the blue from an aide to Gov. Blagojevich of Illinois, asking him if he'd like to be deputy governor of Illinois—an appointed position. "What's a deputy governor and why are you calling me?" was Mr. Tusk's first response. As deputy governor, Mr. Tusk had to review bills and sign and veto legislation on behalf of Mr. Blagojevich, who, by Mr. Tusk's account, was largely absent. He thinks Mr. Blagojevich may have hired him with the expectation that because he was young and inexperienced, he wouldn't notice the scams his administration was running. In 2006, Mr. Tusk resigned; three years later, Mr. Blagojevich was impeached and removed from office, and he was subsequently convicted on corruption charges.

After serving as campaign manager of Mr. Bloomberg's reelection effort, in 2010 Mr. Tusk founded Tusk Strategies with the goal of running campaigns for companies and institutions rather than politicians. At the time, Walmart was looking for a way to enter markets without pushback from powerful unions. Mr. Tusk urged city councils, including New York's, to stop blocking its entry by polling customers, launching television ads and mobilizing constituents who wanted the choice of shopping at Walmart.

Then one of Mr. Bloomberg's former deputy mayors called him with a proposition: "There's this guy with a small transportation startup. He's having some regulatory problems. Would you mind talking to him?" It was Uber. The New York City Taxi and Limousine Commission had sent Uber a cease and desist letter, and its then-CEO Travis Kalanick needed someone who understood New York politics. Mr. Tusk mounted successful campaigns on behalf of the company in New York and other cities, including Washington, D.C., and Los Angeles.

In 2015, with capital from his shares in Uber, Mr. Tusk launched a new business called Tusk Ventures, now part of Tusk Holdings. He began advising other tech companies, including the fantasy sports company FanDuel and digital currency company Ripple, in exchange for equity or cash. Sometimes it hasn't worked, as in the case of MyTable, a startup founded in 2015 that aimed to be an Uber for food, allowing users to buy home-cooked meals from other users. Despite Mr. Tusk's efforts, health departments shut the company down in every city where it tried to launch.

Does he see himself as an example of the revolving door between politics and business? "I'm absolutely using the savvy I learned in the political world—just in a different way than most," he says. But he has no intentions of ever returning to government. "I felt like I could force more change on the system from the outside," he says. "Not only am I not doing politics, but most of my work is making politicians crazy."



JASON GAY

Friends,
strangers,
Mom:
they can
all be
silenced
with a
click.

To be clear: I am pro-cat videos. I happen to believe the cat videos are the last good thing about social media. That, and the mute button.

If you're not up to speed on the mute button, here's a quick explainer. From time to time—and by "time to time," I mean every minute of every hour—we encounter people in our social media feeds (Facebook, Twitter, Instagram) who irritate us. Maybe they're posting too much. Maybe they're loudly spouting nonsense. Maybe they're always showing photographs of their fabulous vacations. Maybe they're the president of the United States.

In the past, you could take the step of "unfollowing" these nuisances, but unfollowing came with risk—it's not hard for a social media account holder to determine who follows them and who doesn't, and what if this person notices you're no longer hanging on their every post? What if this unfollowed person is a friend? What if it's your Mom? Unfollowing your Mom is a first-class ticket to hell.

You could also take the step of "blocking" the person altogether, but that's the nuclear option, a maneuver to shut out the real creeps and menaces who deserve to have their phones thrown into the ocean.

A less combative approach is the mute button, which Instagram became the latest big social outlet to make available. (On Facebook, it's called "snooze.") Mute allows you to



eject a nuisance from your social feed: Press mute on an account, and you stop seeing the account's posts.

But here's the delicious part: The muted party can't tell he or she is being muted. The person will continue to howl and post dumb stuff and make other people miserable. They just won't bother you. Better yet, when they *think* they're bothering you, they're howling into the void.

It's brilliant and mildly devlish. I do not say this lightly: The mute button is one of the

great advances of humankind, right up there with fire and the frozen margarita machine.

They're jerks. They've taken the policing of social media into their own hands, since the social media companies barely seem to give a hoot.

I respect the Blockers' straightforwardness. It's just not my style. Muting feels like having a bad meal at a restaurant, paying and tipping well, and never returning. Blocking feels like picking up your plate and throwing it against the wall.

And yes: I'm assuming I've been muted, plenty of times. I can be annoying—just ask anyone in my family, especially my kids and our pets. I am sure I've been muted by people I've never met and by people whose faces I see several times a week. I've definitely been muted by people who think I have too many observations about European bike racing.

I'm OK with it. To be on social media in 2018 is to be muted. It's even possible I've been muted by my mother.

You haven't muted me, Mom, have you? Don't tell me. I cannot bear to know.



A Palace in Prague
Europe's turbulent century in five lives and one house C9

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BOOKS

THE WALL STREET JOURNAL.

A Naturalist at Large
Bernd Heinrich on plants, animals and their strategies for life C12



SATURDAY/SUNDAY, SEPTEMBER 1 - 2, 2018 | C7



'The Street' (1964), a collage by Romare Bearden. 'My aim,' wrote the artist, 'is to depict the life of my people as I know it.'

Picturing the Blues

Romare Bearden's task was to find a visual idiom in which to express the richness of African-American experience

An American Odyssey

By Mary Schmidt Campbell
Oxford, 443 pages, \$34.95

BY PAUL DEVLIN

AN AMERICAN ODYSSEY' is the first full-dress biography of Romare Bearden (1911-88), the African-American artist whose meticulously constructed collages and photomontages startled audiences in the 1960s and continue to dazzle and inspire. His works are in major museum collections (there are 20 at MoMA and four, including his panoramic Harlem street scene "The Block," at the Metropolitan) and are immensely popular with the art-loving public. August Wilson and Ralph Ellison have written in awe of his talent, and his example is routinely held up for all schoolchildren during Black History Month.

A self-deprecating genius who emerged from Harlem's high society, who knew Miró and Brancusi and collaborated with writers as different from one another as William Carlos Williams and Jayne Cortez, Bearden was humble enough to reduce his career-defining innovation—the result of 30 years of wrestling with form and

The paintings have such fantastic dignity . . . They are moving, and you say to yourself "Jesus Christ, I'm being moved by paper, not by paint!" That's beyond Matisse. It's even beyond Picasso. You can look at a Picasso painting and say, "This is about that." You can work it out in terms of the paint. But once you look at a Bearden, you assume the history that's there in the painting. And the movement inside you of looking at the painting is a profound experience. . . . You're talking about Whitman here, you know!

Who was this man who created the images that moved the canny Walcott to such effusive praise?

The author of "An American Odyssey," Mary Schmidt Campbell, is the president of Spelman College and dean emerita of the Tisch School of the Arts at New York University. She met Bearden in the early 1970s and wrote her doctoral dissertation on his art. She admires him greatly—her dissertation focused on the central, dignified place of women in Bearden's consciousness and visual vocabulary—and credits him with helping her to get the director's job at the Studio Museum in Harlem in 1977. Her book is a friendly tribute from a devotee to an artistic exemplar and onetime benefactor. It is less an updating of its most substantial predecessor, Myron Schwartzman's "Romare Bearden: His Life and Art" (1990), a long-out-of-print coffee-table book containing a biographical narrative interspersed with interviews and reproductions, than it is Ms. Campbell's agreeably personal take on Bearden's life.

Between the bookends of the Schwartzman and Campbell books stands a formidable shelf of erudite criticism, especially "The Art of Romare Bearden," the splendid catalog to the retrospective organized at the National Gallery of Art in Washington, D.C., in 2003, which settled any doubts about whether Bearden's work would endure. Ms. Campbell proposes few new ideas about the work, and so shies away from close engagement with the critical literature. She has not attempted a definitive biography either, but has added many valuable and vivid details to the record.

Bearden was born in Charlotte, N.C., the cherished only child of an ambitious middle-class couple. After much moving around, the family settled in Harlem, where Bearden's father became a government health inspector and his arts-loving mother, the first woman and first African American to be elected to the New York City school board, cut a figure as a social and political luminary. Bessie Bearden was, Ms. Campbell says, the "keeper of one of the most vibrant artistic salons of the time"; consequently, her son "spent his childhood at the heart of the New Negro Movement"—that is, in the hot-house atmosphere of the Harlem Renaissance, the poetry of Langston Hughes, the graphic art of Aaron Douglas and the swing of Duke Ellington (he and Bearden

content—to a humorous anecdote when interviewed on public television's "Inside New York's Art World" (1979). Bearden, a co-founder of Spiral, a consortium of established artists that came together in 1963 to respond to the civil rights movement, told it this way: On a particular Saturday, Spiral was going to make a group collage, but only he showed up—and so he proceeded on his own. This origin story simplifies a complicated path to the genre with which he is most closely associated today: mixed-media collages (incorporating found images, found objects, paint and painted paper) transmitting visions of African-American history and culture, sometimes personal, often oblique and always informed by art history. In a 2000 interview, Nobel laureate Derek Walcott described Bearden's work in enthusiastic terms:

shared great-grandparents). Bearden took his first private drawing lesson at 14 and was a journeyman cartoonist during his college years, first at the historically black Lincoln University, then at Boston University and finally at NYU, where he graduated with a degree in education in 1935. Excelling at baseball, he played briefly for the all-black Boston Tigers and, light-skinned like his mother, was pressed by a recruiter to "pass for white" and pitch for the Philadelphia Athletics. After college he studied under George Grosz at the Art Students League, and soon was contributing drawings to Collier's, the NAACP's Crisis magazine and the Baltimore Afro-American. He started painting in earnest in 1937.

In his early work (ca. 1935-45), Bearden depicted African-American subjects and themes; then, for a while, he didn't (ca. 1945-60); and then, in his later work, he did again. These three periods of artistic practice, Ms. Campbell notes, find analogues in a trio of essays he published over three decades; she does well by setting up these essays as traffic cones. In the first, "The Negro Artist and Modern Art" (1934), Bearden, then a student and draftsman, argues that black artists in the U.S. should not look to Europe and Africa for precedents and subject matter but should focus on life as they've experienced it. In "The Negro Artist's Dilemma" (1946), written when he was beginning to experiment with semi-abstract compositions referencing Western literary and artistic masterpieces, he argues against segregated art exhibitions: As black artists are a part of a wider culture, their art may not reflect the expected black themes. In "Rectangular Structure in My Montage Paintings" (1969), he expounds upon the method of composition he had lately developed as well as the formal antecedents of his fractured, flat images, asserting that his "intention . . . is to reveal through pictorial complexities the richness of a life I know"—that is, African-American life, especially in the South and in Harlem.

His conceptual breakthrough, leading to his career-making "Projections" exhibition of 1964—the show in which he first presented his collages and photomontages—resolved previous dilemmas of representation. It was in the early '60s that he began to render enigmatic visions of black experience (urban and rural, male and female, past and present) for which he would receive widespread acclaim. These works were informed by Picasso and by African art, but also by deep study of Dutch, Chinese, Byzantine and medieval Italian painting. As Ms. Campbell writes in her introduction:

The world Romare Bearden unearthed and reconstructed for the *Projections* [was] as disturbing as it was joyful. He celebrated the continuity of his past, the traditions and ceremonies of black culture, and connected its rituals to the rituals of other cultures. The organizing phrase

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The Man From Minnesota

Hubert Humphrey: The Conscience of the Country

By Arnold A. Offner

Yale, 490 pages, \$35

BY EDWARD KOSNER

IF THE DEMOCRATS ever want to sculpt their own Mount Losemore, they have plenty of eligible candidates for a monument to presidential defeat, among them: William Jennings Bryan, Al Smith, Adlai Stevenson, George McGovern, Walter Mondale, Michael Dukakis, Al Gore, John Kerry and Hillary Clinton. A prominent spot would have to be reserved for Smith's successor as "The Happy Warrior," Hubert Horatio Humphrey.

Unlike some of his fellow losers, Humphrey was actually qualified to be president of the United States. First as mayor of Minneapolis and then as the five-term senator from Minnesota, he was an eloquent and courageous liberal voice—a "liberal without apology," as he described himself—in the mid-20th-century Democratic Party, in which Southern conservatives still held significant power. It was his profound misfortune—and evidence of his own fallibility—that he became Lyndon Johnson's poodle in support of the Vietnam War, which destroyed LBJ's hope of re-election in 1968 and then doomed Humphrey as the Democratic candidate against Richard Nixon.

Humphrey is one of those eclipsed figures in American history, like Henry Clay or Robert La Follette, who were enormously influential in their time but never achieved the presidency. His brand of loquacious liberalism is increasingly out of fashion as the Democratic left tilts to a harder-edged neo-progressivism.

A dervish of energy and ambition, Humphrey led a remarkable American life. He could trace his ancestry to 17th-century Massachusetts Bay colonists, but he was no patrician. He grew up in hardscrabble South Dakota, the son of a small-town pharmacist, and worked at drugstores for years until he got into politics. After briefly pursuing a Ph.D. at his alma mater, the University of Minnesota, he went to work as a bureaucrat for Franklin Roosevelt's New Deal just before Pearl Harbor and was elected mayor of Minneapolis in 1945.

Once he got to the Senate in Harry Truman's upset of Thomas E. Dewey in 1948, there was no stopping him from reaching for the White House.

Remarkably, given all he achieved, there have been few full-scale biographies of Humphrey, who died of cancer at 66 in 1978. The new "Hubert Humphrey: The Conscience of the Country" by Arnold A. Offner, an emeritus professor of history at Lafayette College, is a painstaking and, as the subtitle suggests, a generally admiring portrait of a more complex and compelling political figure than the caricature his detractors draw of a gabby bleeding heart.

Mr. Offner perhaps overrates his subject as "the most successful legislator" in American history. His just-the-facts approach can be tedious, and few passages are worth quoting. But there are some surprising nuggets: Humphrey could claim to have originated the ideas for the Peace Corps and the "hotline" between Washington and Moscow, and he gave LBJ the key line ("Let us continue") for his first speech to the nation after the Kennedy assassination.

The narrative does gain heat as Humphrey contracts White House fever. He made his first splash at the 1948 Democratic convention in Philadelphia, with an eloquent speech urging the party to campaign on an aggressive civil-rights platform. This prompted a walkout by some Southern delegations and midwifed the Dixiecrat ticket headed by Strom Thurmond. Along with Henry Wallace's Communist-influenced Progressive Party, Thurmond and his segregationists bedeviled Truman's "Give 'em hell" campaign against Dewey.

As a freshman senator, Humphrey tangled with one of the leading Southern oligarchs, Harry Byrd of Virginia, and was quickly humiliated. He described himself as "lonely, broke,



Romare Bearden on 125th Street, Harlem, ca. 1950.
Photo by Sam Shaw.

content—to a humorous anecdote when interviewed on public television's "Inside New York's Art World" (1979). Bearden, a co-founder of Spiral, a consortium of established artists that came together in 1963 to respond to the civil rights movement, told it this way: On a particular Saturday, Spiral was going to make a group collage, but only he showed up—and so he proceeded on his own. This origin story simplifies a complicated path to the genre with which he is most closely associated today: mixed-media collages (incorporating found images, found objects, paint and painted paper) transmitting visions of African-American history and culture, sometimes personal, often oblique and always informed by art history. In a 2000 interview, Nobel laureate Derek Walcott described Bearden's work in enthusiastic terms:

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BOOKS

'What was unleashed upon Vienna was . . . the witch's Sabbath of the mob. All that makes for human dignity was buried.' —CARL ZUCKMAYER

The Life and Art Of Romare Bearden

Continued from page C7

he invented for that continuity—*The Prevalence of Ritual*—became the guiding principle of his collages. At the same time he set out to reimagine his past, he conducted an assault on the distortions of that past.

Ms. Campbell leans heavily on “the prevalence of ritual.” The idea is that through ritual, cultures attain universality. “My paintings can’t be only what they appear to represent,” Bearden told Ms. Campbell in a letter of the 1970s. “People in a Baptism, in a Virginia stream, are linked to St. John the Baptist, to ancient purification rites and to their African heritage.” He felt that this “continuation of ritual” made the works “something other than mere designs.”

Ms. Campbell’s tracing of Bearden’s artistic development is neatly done—it’s a tidy case of thesis, antithesis and synthesis—but even better is her chronicle of Bearden’s place in the ever-changing New York art world from the 1930s through the ’70s. Ms. Campbell’s prose gains vigor in passages about how Bearden was situated within the gallery and museum world, its controversies and machinations. Her narrative of Bearden’s sudden prominence, then sudden

decline, within the first iteration of Samuel Kootz’s gallery is superb. During that time, from 1945 to ’48, Bearden’s canvases depicted scenes from the Iliad, the New Testament and “Gargantua and Pantagruel,” and were soon thought out-of-step with the emerging non-representational Abstract Expressionism of his fellow Kootz artists, several of whom (including Robert Motherwell and William Baziotics) would go on to dominate American art in the next decade.

Few could have predicted in 1949, when Bearden was excluded from the second incarnation of the Kootz gallery, that by 1971 he would have a solo exhibition at the Museum of Modern Art. This story of rise, fall, and rise to greater heights is well told. In the interim Bearden studied in Paris, took a lucrative detour into songwriting (his tunes include “Seabreeze,” a hit for Billy Eckstine), was hospitalized for a nervous breakdown, had some success as a late-period Abstract Expressionist and, finally, achieved his mature style.

A sense of Bearden’s personal magic—of what it was like to be in the man’s presence—emerges slowly and only partially from Ms. Campbell’s pages. He was more than an artist, he was an eclectic intellectual—a theorist, poet, art historian, prolific diarist and more—well-remembered for his good cheer, his reverence for his artistic predecessors and his generosity to younger artists and writers. In old television interviews he can appear deceptively simple—or majestically serene. There was something of the mystic and visionary in him, and yet he also had the down-to-earth bureaucratic acumen to succeed as a social worker, his day job for almost three decades. Playwright Barrie Stavis once remarked, “My favorite metaphor for Romy is Thoreau’s description of John Brown—a volcano with an ordinary chimney flue.” This aspect of Bearden is largely missing here.

Instead of illuminating Bearden’s personality, Ms. Campbell conveys his times—that is, she offers little asides on Jim Crow, the Great Migration and other textbook moments of American history, not all of them pertinent to Bearden’s life. She is also cursory when discussing Bearden’s friends and collaborators: The names zoom by, checklist-style. The novelist and critic Albert Murray is called “a voice that Bearden trusted,” but the reader is not told why. The co-authors of Bearden’s “The Painter’s Mind” (1969), “Six Black Masters of American Art” (1972) and “A History of African American Artists” (1993) receive as little attention as do the books themselves. Those curious about Bearden and the filmmaker Sam Shaw, or Bearden and the drummer Max Roach, will need to consult Mr. Schwartzman’s book.

Late artistic breakthroughs are also given short shrift. Monotypes, which provided an important new direction for Bearden starting in the 1970s, get a single offhand mention from Ms. Campbell. He created his own style as a printmaker, producing blurred, swirling, atmospheric images by adding benzene to paint and printing them off glass surfaces. Indeed, Ms. Campbell’s treatment of Bearden’s varied and productive period from 1970 until his death in 1988—the time of his greatest fame—feels rushed compared to the attention she gives earlier decades.

While the definitive biography remains to be written, “An American Odyssey” is a valuable history of Bearden’s artistic development and his relationship with the art world. The 24 pages of color plates and the many black-and-white images sprinkled throughout the text are well chosen, and a pioneering bibliography of Bearden’s published writings, as well as welcome facsimiles of some of his handwritten letters to the author, round out this worthy study. Ms. Campbell’s book will be of interest to those just discovering Bearden as well as to experts, along with anyone interested in the history of American art in the mid-to-late 20th century. It is an admirable gesture of friendship from author to subject, one which, in its most closely observed pages, does justice to a remarkable life.

Mr. Devlin is the editor of “Murray Talks Music: Albert Murray on Jazz and Blues” and co-editor of the Library of America edition of Murray’s writings.



FIVE BEST MEMOIRS OF NAZI GERMANY

Julia Boyd

The author, most recently, of ‘Travelers in the Third Reich’

Safe Passage

By Ida Cook (2008)

1 This buoyant saga of a dark time concerns two London sisters whose addiction to opera led them to travel widely in pursuit of their favorite stars. So it happened that in Vienna one day the sisters came to understand the mortal danger confronting Jews under the Nazi regime. Using their passion for opera as a cover, they made numerous trips to Germany to help Jews by, among other ways, smuggling their valuables to Britain. The sisters would enter Germany plainly dressed, without so much as a wristwatch, then travel home by a different route—only now wearing the jewelry and furs of the Jews who wanted to flee Germany. The book, first published in 1950 as “We Followed Our Stars” under Ida Cook’s pen name, Mary Burchell, is rich in moments that reflect the times. One of the people that Ida and her sister Mary Louise helped save was a famous half-Jewish Berlin milliner. When the wife of Germany’s foreign minister offered to protect the milliner’s business if she divorced her Jewish husband, the milliner replied: “I think perhaps it is better I keep my husband and lose my shop.” The work of these sisters in the end amounted to drama more heroic than any ever dreamed of on an opera stage.

upstanding type” and were, she explains, “a branch of the National-Socialist-German-Workers-Party,” which, being impossible for everyday use, “has mercifully been shortened to Nazi.” Hamilton would doubtless have found it hard to imagine what this mercifully shortened term for those clean, upstanding lads would come to mean.

Flags in Berlin

By Biddy Youngday (2012)

3 There is a cheerful ring to this title utterly at odds with Biddy Youngday’s grim but enthralling description of daily life in Germany from 1928 to 1945. When the war broke out, this daughter of a distinguished British family was a Berlin housewife married to Willi, a working-class photographer. Both were members of the Communist Party and opposed to the Nazis. With Berlin under air attack, the family in 1943 escaped to a rural village. There they found relief but uneasiness. Youngday feared her neighbors and their suspicions. All around her, wives were receiving notices of husbands killed in battle. Everything would change when a snooping neighbor, upon learning that Willi was harboring an escaped prisoner, reported him to the Gestapo. Willi would be guillotined. The book is a harrowing read but one relieved with moments of humor and humanity all the way through to the end, when we find Youngday and her two little girls crowded into a pitch-black cellar, waiting—for the Russians.

True to Both My Selves

By Katrin Fitzherbert (1997)

4 At the age of 6, Katrin Fitzherbert (née Thiele) longed to join the Bund Deutscher Mädchen, the girls’ equivalent of the Hitler Youth. Except for her perceptive brother, everyone she knew believed in National Socialism. “The only qualification for being a member of the in-group,” Mrs. Fitzherbert writes, “was accepting the Nazi package. I did and it was the only time in my life I had no doubt that I



ANSCHLUSS Hitler at the Vienna Opera in March 1938. AFP/GETTY IMAGES

belonged.” After the war the family—minus Mrs. Fitzherbert’s much-loved, fun-loving Nazi father—moved to Britain, where, she writes, she quickly transformed herself into a “typical English schoolgirl.” One, however, who clung inwardly to the notion that “Nazism had been about building a new world order based on noble ideals.” Devastated by evidence of the Holocaust, she convinced herself that it had been perpetrated by “a special, secret, military squad without anybody else knowing.” Confronting the truth was a painful process and one that this fiercely honest memoir brings vividly to life.

A Part of Myself

By Carl Zuckmayer (1970)

5 This beautifully written autobiography by one of the most successful 20th-century playwrights writing in the German language records the cataclysmic events of his life. A much-decorated World War I veteran, Carl Zuckmayer was a literary celebrity with a happy life—until the Nazis marched into Austria. When he finally decided to flee, the Gestapo snapping at his heels, it was nearly too late. “The train at last began moving again, I became aware of how my heart was thumping.” He would escape safely to a farm in Vermont and ponder his circumstances with brilliant incisiveness. “Exile,” he wrote, “is the journey of no return.” Anyone who sets out on it dreaming of coming home is lost. He may return—but the place he will find is no longer the one he left, and he himself is no longer the one who left.”

Modern Germanies: As Seen by an Englishwoman

By Cicely Hamilton (1933)

2 Actor, writer and feminist Cicely Hamilton spent several summers wandering, looking and listening in Germany. An objective observer, as she considered herself, she praised the Germans for things like their unstuffy attitude to nudity. Of anti-Semitism she writes: “Envy, no doubt, supplies most of the motive-power of the *Judenhetze* [hatred of Jews]; perhaps the ugliest of human passions.” She is particularly struck by the Germans’ devotion to youth movements. And, she believes, their highly organized outdoor activities did much to nurture the best in the German character. “The Brown Shirts,” she wrote, were not “an unfavourable example. Their doctrines may be dangerous and their methods provocative but the lads themselves . . . are of clean,

Supreme Sacrifice

Indianapolis

By Lynn Vincent & Sara Vladic Simon & Schuster, 578 pages, \$28

By WALTER R. BORNEMAN

SOME STORIES resonate more deeply with each telling. They make pulses quicken and blood pound. Such is the case with the sinking of USS Indianapolis in the western Pacific during World War II. It is an event tinged with mystery, ineptitude and supreme sacrifice, all centered on the almost unspeakable horrors faced by hundreds of sailors who were violently cast into the sea and left for days in shark-infested waters.

It was hardly the Navy’s finest hour. The public was largely unaware of the ship and its fate until the 1975 movie “Jaws,” when the shark hunter Quint, played by Robert Shaw, spun one of the most gripping monologues in cinema history. For viewers, Quint’s survivor story raised the question: Was the tale essentially true? The answer is, all too much so.

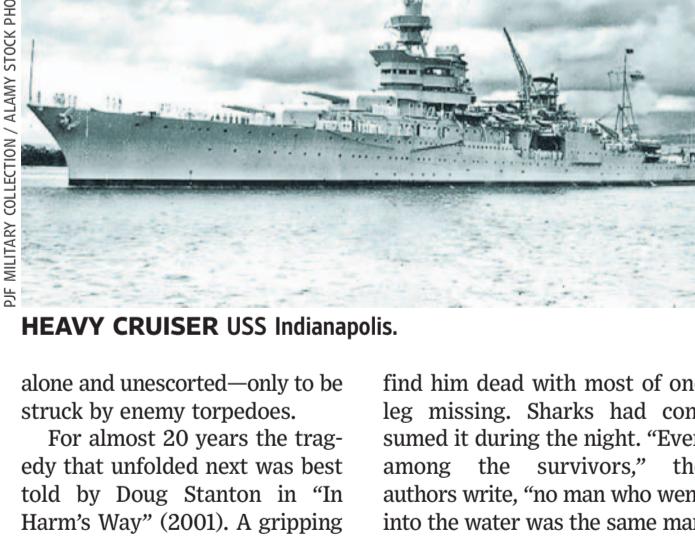
Although fast and heavily armed, the cruiser Indianapolis was an aging queen by the evolving technology standards of World War II. But it had a storied past. Commissioned in 1932, it was outfitted with quarters for an embarked admiral or dignitary. Franklin Roosevelt sailed aboard the ship during the 1930s, and Adm. Raymond Spruance made the Indianapolis his flagship when he became commander of the Fifth Fleet, in 1943. As such, the “Indy” carried him through the landings at Tarawa, the Marshall Islands and Saipan and into the epic battle of the Philippine Sea.

In the spring of 1945, off Okinawa, Spruance was on the flag bridge when a Kamikaze attacker slammed into the main deck. He transferred his flag, and the Indianapolis limped to the West

Coast. By mid-July, Capt. Charles B. McVay III and his crew were completing repairs and anticipating weeks of training.

The Navy, however, needed a sleek greyhound to deliver components of the first atomic bomb to the island of Tinian in the Marianas. Sailing alone, the Indianapolis set a speed record across the Pacific, delivered its top-secret cargo and then steamed for Leyte in the Philippines—still

PIF MILITARY COLLECTION / ALAMY STOCK PHOTO



HEAVY CRUISER USS Indianapolis.

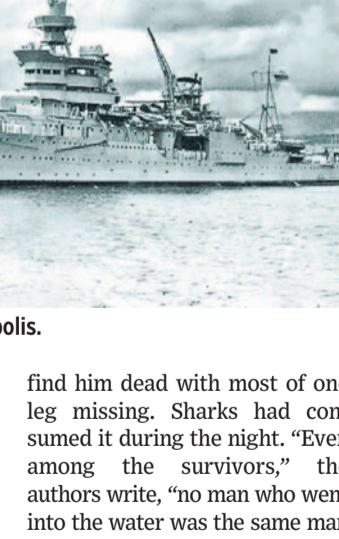
alone and unescorted—only to be struck by enemy torpedoes.

For almost 20 years the tragedy that unfolded next was best told by Doug Stanton in “In Harm’s Way” (2001). A gripping writer and dedicated researcher, Mr. Stanton is a tough act to follow, but in “Indianapolis” Lynn Vincent and Sara Vladic have done so admirably. Ms. Vincent is a Navy veteran and author; Ms. Vladic is a documentary filmmaker who interviewed more than 100 Indianapolis survivors and rescue-crew members over a period of two decades. Together they make a seamless team.

The survivors’ stories entrusted to Ms. Vladic form the backbone of the book. These men, in their late 70s and 80s at the time of the interviews, told Ms.

Vladic the grimmer side of stories recounted earlier, including outright viciousness among survivors rendered nearly senseless by thirst, the elements and the fear of being dismembered by sharks.

Those still sane made pacts that they would kill the next among them to go mad. Others simply gave up, lifted a hand in farewell and drifted off into the void. One sailor shook a comrade he had been checking on only to



find him dead with most of one leg missing. Sharks had consumed it during the night. “Even among the survivors,” the authors write, “no man who went into the water was the same man who came out.”

Along the way, the authors delve into controversies. Navy intelligence knew of Japanese submarines prowling the ship’s route, one or two of which had recently sunk the destroyer Underhill, but Capt. McVay wasn’t told of them. When he had asked to be caught up on the operational situation, Commodore James Carter had said: “Things are very quiet. . . . The Japs are on their last legs and there’s nothing to worry about.”

When it was hit, the Indianapolis wasn’t zigzagging, a decision that was later subjected to fer-

vent debate. The ship had in fact been zigzagging during daylight, but after darkness fell the captain deemed such maneuvering unnecessary. The controversy came over whether the sky had lightened sufficiently, about midnight, to expose the ship’s silhouette. Mochitsura Hashimoto, the commander of the submarine that sent its torpedoes into the Indianapolis, later said that it didn’t make much difference, since the ship happened to be heading straight for the sub. In the event, McVay became the only World War II captain court-martialed for the loss of his ship. His long-incoming redemption is part of Ms. Vincent and Ms. Vladic’s story.

The authors also write of the inexplicable circumstances in which a major warship could sink and go missing for almost a week without someone raising the alarm—despite the distress messages that had escaped the stricken ship. When a patrol plane spotted the dwindling numbers of survivors, it was mere serendipity. As 316 survivors recovered in hospitals on Guam, atomic bombs dropped on Hiroshima and Nagasaki and ended the war, but the timing only intensified the tragedy of their shipmates’ loss—879 dead out of a crew of 1,195—in the closing days of the war.

In a fitting epilogue, maritime archaeologists in 2017 located the final resting place of the Indianapolis, though the exact location beneath the Philippine Sea remains a secret. Somewhere down there lies a 6-foot model of the Indianapolis. Lt. Cmdr. Earl Henry, the ship’s dentist, worked for months to build it as a present for his newborn son. He planned to deliver it in person but never got the chance.

Mr. Borneman’s books include “The Admirals: Nimitz, Halsey, Leahy, and King.”

BOOKS

'In Rome the statues, in Paris the paintings, and in Prague the buildings suggest that pleasure can be an education.' —CALEB CRAIN

History Happened Here

The Last Palace

By Norman Eisen

Crown, 403 pages, \$28

BY CAROLINE MOOREHEAD

ALMOST 100 YEARS ago exactly, at the end of World War I, a cosmopolitan and cultured Jewish banker named Otto Petschek decided to build for himself a palace in the middle of Prague. His vision for his new home knew no bounds. The villa was to be a miniature Versailles, complete with domes, turrets, porticos, columns, wooden paneling with garlands of flowers, geometrically patterned floors and much priceless marble. It was meant to celebrate the promise of a newly independent Czechoslovakia, whose future seemed as bright as Petschek's: A happily married man with four children, he had made a fortune in coal mining.

In "The Last Palace," the turbulent fate of Petschek's extraordinary neo-Baroque and Rococo edifice provides Norman Eisen with a frame on which to hang the history of Czechoslovakia itself, as the country moved from the short flowering of independence through German occupation and Soviet invasion to communist rule and a divided country. It's a deft and fascinating narrative.

Drawing on ancient Greek and Roman sculpture, the Italian Renaissance and the French Baroque, Petschek erected a palace that proved too costly even for his own considerable wealth. While it was still being built, Petschek had the richly ornamented facade redesigned into a great curve to make it blend better with the landscape. He filled the gardens with 40,000 flowering bulbs and a sea of bluebells. The furniture, glass, porcelain, mirrors, tapestries and trees that he had dispatched back to Prague on railcars from all over Europe arrived at great expense.

Greedy for splendor, Petschek wanted too much. He soon ran out of money, long before the villa was finished, and had to take a loan from his prosperous brothers. To avoid bankrupting himself again, Mr. Eisen tells us, Petschek thereafter resorted to fakery: What were supposed to be marble columns would now be made of "metal cylinders, shaped and tinted to look like smooth stone"; paintings "would be forged in the style of Fragonard and then artfully aged, using heat"; exotic woods "would be replaced with plain ones, the grain carefully detailed in yellows and browns to give the impression of rare timber."

In June 1931, to the despair of Otto's family—who were appalled by the size and grandeur of their decidedly uncozy new home—the Petscheks moved in. Otto, however, had very little time to enjoy his splendor, to entertain opulently or to wander his gilded corridors. He soon fell mysteriously ill with crippling abdominal pains that no one could diagnose and, while on vacation in 1934, died in Vienna at the age of 51. Soon after, his wife and children, fleeing anti-Semitism and the Nazis, departed for America. Adolf Pokorný, Petschek's tall, silent and balding major-domo, stayed on to save what he could from looters and to bury all the best pieces of china and silver in a hole in the garden.

There was something about Petschek's palace that people would continue to find irresistible. During World War II Rudolf Toussaint, the Wehrmacht's plenipotentiary to



NAT FARBMAN / THE LIFE PICTURE COLLECTION / GETTY (2); ON COVER: U.S. EMBASSY PRAGUE



Prague, made the villa his headquarters. Otto's rooms would eventually see a succession of Nazi dignitaries pass through, even if Toussaint himself was no lover of Hitler. Then came the Soviets, who seized the building and did more damage to it in a few days, we are told, than had been done in six years of war—covering the lawns in a carpet of glass from the broken bottles of shooting competitions, throwing a piano down the grand staircase.

The next occupant to fall in love with Petschek's palace was Laurence Steinhardt, President Franklin Roosevelt's close friend and troubleshooter. Steinhardt served as U.S. ambassador to Czechoslovakia from 1945 to 1948 and, upon encountering the villa, the author writes, "was determined to rescue it." Steinhardt gleaned the villa's history from, among others, Pokorný—who was still serving as the palace's caretaker—and devised a plan to secure the property for the U.S. as war reparations. He fought doggedly and was

IT TAKES A VILLA The Petschek palace's entrance hall; at left, Laurence Steinhardt, who served as U.S. ambassador to Czechoslovakia from 1945 to 1948, with his wife and daughter.

ultimately successful in the final year of his ambassadorship, and since then the villa has served as the official U.S. ambassador's residence in Prague.

Of its other occupants, the most entertaining and surprising was Shirley Temple Black, who arrived in Prague in 1968 as an envoy for the International Federation of Multiple Sclerosis Societies. She was there the day the Russians invaded and, being accustomed to crowds and public attention, soon found herself leading a convoy of American tourists toward the safety of the German border. Mr. Eisen describes Temple Black lying on her hotel bed, poised for a quick getaway, dreaming of the dinner she had just chosen to forgo, given how little food there was for others in the group: "I lay there, listening to the crackle of gunfire," the author quotes her as saying, "staring out at my blank wall, musing occasional thoughts of melons, lobsters."

The adventure gave her a taste for both the city and the diplomatic life. Many years and jobs later, she returned in 1989 as U.S. ambassador and took over the Petschek palace. Using her considerable charm and determination, she constantly reminded the Czechoslovakian government of its treaty obligations, especially in the area of human rights. During Temple Black's tenure, Petschek's palace became a meeting place for Czech dissidents in the runup to the Velvet Revolution.

Mr. Eisen is excellently placed to write this book. A former lawyer and the son of a

Czechoslovakian survivor of Auschwitz, he was appointed in 2011 by President Obama to be the U.S. ambassador to the Czech Republic, taking his turn as official resident of the Petschek palace. Mr. Eisen soon found himself under the villa's spell and came to see in his new home the story of his own family. By the time he completed his term in 2014, he had become an authority on all things Czech.

"The Last Palace" is steeped in politics, military history, architectural lore and anecdotes. Mr. Eisen has combed state, private and military archives across Europe, the U.S. and Israel for his material. He has employed teams of research assistants, interviewed dozens of witnesses and Petschek descendants, and read numerous memoirs and war-crime trial files. The Petschek family documents in Prague, scattered in various locations, occupy several hundred boxes. The book's detailed source notes alone, downloadable online, run to almost 200 pages and are a proof of what there is to be found, in the telling of history, for someone with time, energy, resourcefulness, contacts and money. If it seems churlish to mention that, for all the vast scholarship, the narrative is peppered with historical details the author cannot possibly have known, it is also true that Mr. Eisen's easy, fluid style and the richness of his material make for very pleasurable historical reading.

Ms. Moorehead is the author of "A Bold and Dangerous Family" and "Village of Secrets: Defying the Nazis in Vichy France," among other books.



LOUD AND CLEAR Humphrey with Lyndon B. Johnson in the White House.

renomined in 1956, Humphrey made a stab at being his running mate, even though he knew Stevenson was doomed to an even bigger drubbing. He found himself in a scrum with John F. Kennedy, the rich, glamorous young senator from Massachusetts, and Sen. Estes Kefauver, the Tennessee populist and inquisitor of the Mafia who fancied coonskin caps and prevailed when Stevenson threw the choice to the convention.

Four

years later, Humphrey and JFK faced off again—this time for the presidential nomination, although there was still some sentiment for Stevenson, and Lyndon Johnson was lurking in the weeds, waiting for the front runners to falter. Humphrey hoped to stop Kennedy in West Virginia, overwhelmingly Protestant and a labor bastion. But Kennedy shellacked Humphrey on primary day, bolstering his genuine appeal to voters with generous "walking around money" from his father's fortune.

That defeat, as it happened,

opened the way for Humphrey. JFK chose Johnson as his running mate, and LBJ succeeded the murdered Kennedy. Humphrey spearheaded the new president's drive to pass civil rights legislation in the aftermath of the assassination—much of it reminiscent of his plea to the 1948 convention. Now Johnson's logical partner in the 1964 race against Barry Goldwater was the great Northern liberal hope, Hubert Horatio Humphrey. That didn't

stop Johnson from tormenting the eager Humphrey with demands for slavish loyalty and hints that he might pick someone else.

Vietnam was Humphrey's Waterloo. At the start of the new administration, the vice president and some of his dovish allies counseled LBJ against getting deeply involved in what was essentially a civil war between the South Vietnamese and the Viet Cong and their North Vietnamese sponsors. But the president was set in his course. Humphrey's memos infuriated Johnson, who froze him out and wiretapped his home and offices. It was excruciating punishment for Humphrey, who was, as Mr. Offner writes, "dependent emotionally" on his master's favor.

He quickly toed the line and, as Johnson escalated the war, grew more strident in his support. This further

alienated Humphrey from the liberals who had supported him for decades, including his protégé as Minnesota's junior senator, Eugene McCarthy. Worse for Humphrey, Robert F. Kennedy, now a senator from New York, became a darling of the burgeoning antiwar movement, spurring talk that Johnson would save himself by dumping Humphrey in 1968 and swapping in RFK.

Everything fell apart in the first months of '68. Johnson came so close to losing the New Hampshire primary to McCarthy and his peaceniks that he dropped out. The electrifying Kennedy was killed the night he won the California primary in June. The Democrats' nightmare of a convention in August traumatized the party and ultimately sent Humphrey, a Vietnam casualty himself, stumbling off to battle Nixon in the fall.

Johnson was no help. He sadistically undercut Humphrey and kept from him intelligence that Nixon was secretly urging the South Vietnamese to stall peace talks until he could get them a better deal. Starting far behind, Humphrey closed the gap in the final weeks but still lost the presidency to Nixon by barely half a million votes out of more than 72 million cast.

Would history have turned out differently if Humphrey had stuck to his instinct to oppose a land war in Asia? Perhaps, but it would have taken more will than he could muster to oppose Johnson and the national-security team he inherited from Kennedy—including Robert McNamara, Dean Rusk and McGeorge Bundy—and the generals within his own administration. The alpha male Johnson ruled Humphrey, who returned to the Senate and made a few feints at running for president in 1972 and 1976.

Humphrey missed the ultimate prize in American politics, but, aside from Vietnam, he was on the right side of history on most issues. Mr. Offner gives him the last word on his own career, and it's uncharacteristically concise. Told by his cancer doctor of his dire prognosis, Humphrey replied, "I didn't quite make history, but they knew I was here."

Mr. Kosner was the editor of Newsweek, New York magazine, Esquire and the New York Daily News and the author of a memoir, "It's News to Me."

Hubert Horatio Humphrey

Continued from page C7

and bitter" during that first year, Mr. Offner writes, and sometimes wept while driving home from the Capitol. Then he fell under the sway of Lyndon Johnson, the nascent Svengali of the Senate, and Humphrey's destiny began to unfold. First as leader of the minority and then as the masterful majority leader, LBJ bullied and courted Humphrey, using him to wrangle other restive liberals and rewarding him with access and plum committee assignments. Humphrey thrived. He began to see himself as presidential material and took a cram course in foreign policy with long trips to Europe and Latin America. A fierce opponent of Communists in the American labor movement, he evolved quickly into a scourge of the Soviets as well.

Ever broke, with his cloying bonhomie, motormouth, and off-the-rack suits, Humphrey knew that he would always be a long shot for the White House, but he couldn't resist. He'd been a fervent loyalist of Adlai Stevenson, the thinking man's Democrat and the big loser to Dwight Eisenhower in 1952. When Stevenson was

renominated in 1956, Humphrey made a stab at being his running mate, even though he knew Stevenson was doomed to an even bigger drubbing. He found himself in a scrum with John F. Kennedy, the rich, glamorous young senator from Massachusetts, and Sen. Estes Kefauver, the Tennessee populist and inquisitor of the Mafia who fancied coonskin caps and prevailed when Stevenson threw the choice to the convention.

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BOOKS

'Attention . . . is the taking possession by the mind . . . It implies withdrawal from some things in order to deal effectively with others.' —WILLIAM JAMES

Anatomist of Our Disorder

Attention

By Joshua Cohen
Random House, 560 pages, \$28

BY ZACHARY FINE

I AM WRITING from a hotel in Rapallo. The 7 a.m. church bells are tolling, and out beyond the Gulf of Tigullio a spine of milk-white sky is holding between the dark water and the clouds. My room is quiet, pale, and, with the windows open, the heavy summer rain has pushed inside a front of litoral air. There is now even a spray that's misting off the louvered shutters onto my knuckles as I type, at this shallow, gray, unlovable desk . . .

Joshua Cohen calls a number like this "hotel room prose," and the protagonist of his novel "The Book of Numbers"—Joshua Cohen—claims to loathe it. The "real" Cohen, the "I" of his essays and criticism, does a lot of loathing. He loathes playbills, the word "gravitas," editorial insistence that he put "the English poet T.S." before "Eliot" (for accessibility's sake), Jonathan Franzen and, above all, our current culture of distraction.

"Every critic," says the art historian Hal Foster, "needs a touch of resentfulness—it's his very salt—but too much produces embitterment." Mr. Cohen has the right amount, it seems. He's filled with just enough venom to want to understand our culture and to criticize it with bruising eloquence.

What does it mean, Mr. Cohen wonders, to live online, in a "land" without a common culture—that's *inimical* to a common culture—where facticity is under siege, where identities are worn and shorn and shed like clothing. Images of mass death, reports on the salubrity of butter, sound bites of the swallow's birdsong: "We click away, but then we return, but then we click away again." Distractions, expertly engineered, squeeze our attentions for profit all day, and then we return home tired, fumble through the dark and hunger for our screens again—another distraction in this unending, grim regress.

"To live in America today," Mr. Cohen writes, "is to sit slackjawed at a helpless recline, stuck between the external forces that seek to disempower and control us, and our own internal drives to preserve, protect, and defend our hearts and minds."

Mr. Cohen is 37 years old, New Jersey born, Jewish, the author of five novels—two of which are utterly mammoth in length—and a slew of short stories and miscella-



UNDISTRACTED Novelist Joshua Cohen has now collected his nonfiction.

neous pieces. He's received deserved praise from the right names and print organs, and proven his point that "In an age of excess, the more excessive the artist, the more important he seems."

"Attention," his first collection of nonfiction prose, is a 560-page doorstop, and any attempt at drawing a summary line around its variousness, its frightening range of ideas, or its abundance of voices would be like rounding up a pack of clever raccoons with a shoelace. There are long critical essays, short book reviews, reportage with a literary inflection, histories, missives, diary entries, aphorisms, parables, advice, dreams, a test, fictional excursus and, yes, lists. This is a collection that's destined, if not designed, to defeat book reviews. There are too many Joshua Cohens.

He is what Wayne Koestenbaum, taking a note from Susan Sontag, would call a "cosmophage": someone who eats the world. Mr. Cohen can choose a subject—see the cornerstone essay of the collection, "Attention! A (Short) History"—devour the mythological, theological, philosophical, scientific and historical literature on it, and then tear through Ancient Sumer, Leibniz, chronophotography and the history of the typewriter at face-melting speed. Where the historical record

is wanting, he introduces a few "case studies" on the experience of attention in other eras, effectively caulking the scholarly gaps with historically informed fiction.

Mr. Cohen's overglutted collection can be exasperating, but it's still cause for celebration and close study. He is experimenting with the essay form much more, and more cleverly, than any major American writer today.

Mr. Cohen has a particular genius for writing in triads. A number of the essays are simultaneously addressed to the past, present and future, and so the effect is that time is played like a chord and not so much strung up like a chain-of-causes. In a fragment, Mr. Cohen imagines a post-book future in which a child learns what a book once was; summons the history of books, touching on the bookmark and its rise in the 16th century; and returns us to our world of screens and the contemporary operation by which we "bookmark" a "page" online—that familiar historical echo whereby new technologies are birthed in the models of the old.

There is more than a touch of the German-Jewish philosopher-critic Walter Benjamin in Mr. Cohen's approach to history. Mr. Cohen, though steeped in Jewish history, doesn't share the same taste for

Messianic redemption and revolution, but, like Benjamin, he will hunt after neglected shards of the past, minor histories, and charge them with an immediacy in the present.

In "Top Ten Books About Online," it is the Talmud and Thomas Aquinas that have more to tell us about the digital age than Musk or Brin or Zuckerberg. And in an essay on the 2017 shuttering of the Ringling Bros. and Barnum & Bailey, it is the little-known history of the American circus that throws light on the circus of contemporary American political life. Mr. Cohen is keyed into our current entertainment-politics—where satirical news overtakes the sober sort, celebs vie for political office, etc.—and he shows through the circus that cultural history is not ancillary to substantive policy debates but rather the very wellspring and repository of political ideas.

If you could somehow freeze and anatomize the quicksilver Cohenite style, you'd find a love of repetition, assonance and lexical play ("the cant that ultimately can't"); the peppery Karl Krausian aphorism ("Judge your friends and lose them. Hate everything that lacks the ambition of estrangement"); the two-toned phrase with grinning parentheses ("I got some (expired) yogurt and (unripe) plums"); and, on the order of David Foster Wallace, a casual and occasionally debauched magniloquence.

Mr. Cohen also has a novelist's knack for slipping in out and of tongues, acrobats and argots—amphetamine-fueled, neuroscientific, Heideggerian, Hebraic, pleonastic, demotic. Overmastering imitation, more than parody, is a keystone of his criticism. He will assimilate the prose styles and elocutionary patterns of his subjects—whether Tom Wolfe or Gordon Lish or Bernie Sanders—showing how, in virtuosic fashion, that he can taste, dissect, and replicate anyone else's dish while preparing his own.

Criticism, in Mr. Cohen's book, does not limit itself to texts. There is always, in each of his considerations, a sense of some material substrate: the history of the bound volume in hand or the eye-feel of the screen on which the book appears. He is as concerned with the media by which ideas are transmitted and shaped as he is with the ideas themselves. He is loath to let you forget that he is leaning his body into the page, writing the words that you have received, and that you, yes you, are reading them. He demands your attention.

Mr. Fine is a writer from New Orleans, currently living in Brooklyn.

MYSTERIES

TOM NOLAN

Dusting Off Those Little Gray Cells

A NUMBER OF FICTIONAL detectives from past generations, including Sherlock Holmes and Philip Marlowe, have been resurrected by contemporary writers. *"The Mystery of Three Quarters"* (Morrow, 344 pages, \$27.99) is author Sophie Hannah's third "New Hercule Poirot Mystery" commissioned by the Agatha Christie estate. It proves to be the most satisfying sort of pastiche: faithful to its model in the essentials but flexible enough to allow for an animated plot and protagonist.

It's an odd puzzle that confronts the Belgian detective Poirot, living in London in 1930. Four people unknown to him have received letters bearing his name—accusing each of the murder of one Barnabas Pandy, a 94-year-old man whose bathtub drowning was ruled accidental. The reactions of the

recipients, some of whom knew Pandy and some of whom did not, range from irate to apathetic. Poirot himself is vexed to have been used in such a scheme—and concerned about greater mischief to come.

Ms. Hannah employs many Christie tropes but with a light touch. Yes, Poirot's "little gray cells" are called into play, but the sleuth insists that his greatest deductive facility is "knowledge of human nature."

Richard Hannay, the soldier-spy featured in five thrillers written by Scottish novelist John Buchan, is hardly the household name that Hercule Poirot is. But the first of those thrillers, 1915's *"The Thirty-Nine Steps,"* still resonates in the culture. Now author Robert J. Harris has brought Hannay back for a riveting World War II assignment in *"The Thirty-One Kings"* (Pegasus, 212 pages, \$25.95).

Our hero is dispatched to Paris in 1940 on the brink of the city's fall to Germany. His mission is to find an individual code-named Roland, who may have been captured by the Nazis. Hannay must track Roland down and spirit him back to London, along with certain information he possesses, upon which "the whole future of the war could hang."

By airplane, Hannay makes his way into France, aided by agents working undercover there. Daring measures and hairbreadth escapes are the rule in this first-person chronicle. The can-do spirit of Mr. Harris's book evokes a time when it seemed the fate of the world might hinge on the acts of a handful of brave souls. *"The Thirty-One Kings"* is old-fashioned in many ways—which is what makes it such a reassuring pleasure to read.

The Dangers of Chasing the Zeitgeist

**FICTION**

SAM SACKS

A good satire explodes its readers' biases. 'Lake Success' seems to celebrate them.

Central to doing this, evidently, is to spend a lot of time marveling at black people. Cohen explores downtown Baltimore and tries to mentor a down-and-out crack dealer. He cruises Atlanta with a former employee listening to OutKast, "a local African American group or band or something." On the bus outside Jackson, in a scene with the believability of a letter in *Penthouse Forum*, he meets a gorgeous, educated young black woman—"This was a real person. None of that New York 'sophistication,'" he

thinks of her—who soon after invites him into bed.

Mr. Shteyngart is an esteemed comic novelist, but what's the joke here? A white guy listening to rap music? Cohen's journey toward reinvention, which carries him to the West Coast, slumming it with "real" Americans all the way, is self-evidently bigoted and stupid, yet Mr. Shteyngart is strenuously determined to squeeze something redemptive from it. Countless pages are devoted to revealing Cohen's sensitive side—his pain over the death of his mother, his sadness at his inability to "harvest love out of sorrow." In one nakedly sanctimonious chapter set in El Paso just before the 2016 election, Cohen's eyes are opened to the evils of alt-right trolls. A secondary storyline concentrating on Seema's struggles to raise their autistic son gives away the novel's essentially moralistic nature. The characters are cartoons, yet we're supposed to find them representative and profound.

Which gave me a sickly feeling, I have to say. I don't like to bring politics into this column, but it's rare that I've encountered a novel that seemed so cynically engineered to pander to the biases of its readership, which in this case

will consist almost exclusively of NPR-listening East Coast liberals. A good satire explodes its readers' assumptions, but "Lake Success" unctuously celebrates them—the Republican banker is an overgrown child, minorities are soulful and authentic, poor people are ignorant but big-hearted. President Trump is bad and disabled children are good. At

one point Cohen observes that his success as a trader lies in his talent for spinning stories that potential investors want to hear. Mr. Shteyngart has learned that lesson far too well.

Stephen Markley's concerns in *"Ohio"* (Simon & Schuster, 484 pages, \$27) include the opioid crisis, Iraq War trauma and domestic terrorism, all of which make this ballyhooed first novel sound worrisomely topical, more a conversation piece than a work of art. Fortunately Mr. Markley comes to the zeitgeist honestly, and this is a book of genuine substance and style.

Its sprawling cast of characters went to high school together in the small Ohio town of New Canaan. One night in 2013, about 10 years after most of them graduated, there's an accidental reunion.

Bill Ashcraft, a belligerent political activist, has rolled in from Louisiana drunk and stoned and smuggling a mysterious package. Stacey Moore has returned to confront the mother of her ex-girlfriend. Dan Eaton is a wounded veteran who has come back to visit his childhood sweetheart. Their crisscrossing paths inevitably bring them together with acquaintances who never left "The Cane." Then there are the ghosts that haunt each interaction and highlight the town's open sores—one classmate died in Iraq, another from heroin overdose, another in an drug-related apartment fire.

Mr. Markley's skill is apparent in the novel's structure. Roving between points of view and snaking backward and forward in time, the chapters interlock like puzzle pieces, gradually revealing a series of violent crimes. Resentment and desperation eat away at the characters like rust on a vacant storefront, but so does a vertiginous feeling of nostalgia. "The sky over your home behaves like that moment when, as a parachutist, you pull the rip cord and the heavens snatch you back," Eaton thinks. Both a lament and a love letter, "Ohio" is a reminder of the wealth of stories hidden in small towns, and of how much "history and pathos could accumulate in errant pockets on any given night."

At the start of Lydia Kiesling's *"The Golden State"* (MCD, 292 pages, \$26), a

stressed mother named Daphne packs her baby daughter into the car and drives 10 hours from San Francisco to an empty family cottage in the northernmost reaches of California. The visit is precipitous. Daphne's husband is stuck in Turkey awaiting a green card and she has a vague idea that escaping the lonely grind of her routine will bring her a sense of clarity.

She's failed to clear the plan with her daughter, however, and from the first moment Daphne is engulfed by the non-stop work of keeping her baby fed and clean and protected and soothed and entertained. The harried run-on sentences of the writing simulate what Daphne calls her "mother machine brain," which, cyborg-like, is forever calculating risks and formulating duties ("diaper jammies milk story teeth bed"). Seeking serenity, she attends the local church but spends the service chasing her daughter through the aisles and hissing apologies. The depictions are remarkably faithful, like a trompe l'oeil painting of a single parent's mental state. Less persuasive are the plot lines that Ms. Kiesling strings together late in the book about a bizarre group of secessionists and an elderly stranger waylaid on a road trip. These stories need development, but as in life, it's the baby who gets all the attention.

BOOKS

The shared, simple acts of everyday life . . . are the realities on which international understanding can be built. In these we may, perhaps, place our hopes.' —IRIS ORIGO

A Tuscan Idyll Before the War

A Chill in the Air

By Iris Origo

NYRB, 184 pages, \$15.95

BY DAN HOFSTADTER

BORN IN 1902 into circumstances of almost unimaginable privilege, Iris Origo, née Cutting, grew up in Fiesole and Florence, the daughter of an Anglo-Irish noblewoman and an American millionaire. But the shy, warmhearted young woman eschewed high society and decided early on to devote herself to writing, especially to the art of biography. Though she wrote a life of the poet Giacomo Leopardi among other such works, she is now best known for the diary titled "War in Val d'Orcia," which she composed in 1943-44 during the Allied invasion of Italy and the fierce Nazi resistance to it. The manuscript, not originally intended for publication, Origo buried in a tin box in her garden for fear of its discovery by the Germans. After the war, when it was published, it received an enthusiastic response from readers.

The Val d'Orcia is an austere beauty part of Tuscany southwest of the hill town of Montepulciano, in the province of Siena. In 1924, when Iris moved there with her Italian husband Antonio Origo, its agriculture lay in a calamitous state. Together the pair bought a domain called La Foce, near the town of Chianciano, which comprised a big brick house, 3,500 acres of land and 25 struggling farms. Their aim, which they spent decades realizing, was to modernize and beautify this quasi-feudal property and to improve the education and material condition of its tenant farmers.

Origo did not regard herself as an Italian—in fact, her foreign accent grated on some ears—though she loved the country. While immersing herself in Italian civilization, she stayed aloof from local politics despite the Origos' acceptance of development aid from the Fascist government. She valued her friendship with a number of convinced anti-Fascists, including the art connoisseur Bernard Berenson and the historian Gaetano Salvemini, but the couple seems never to have discussed Fascism in their letters or even in conversation. This balancing act collapsed after Mussolini's ouster, in the summer of 1943, and politics could scarcely be ignored when the Val d'Orcia itself was overrun by retreating

German soldiers, their Partisan antagonists, escaped Allied prisoners of war and scores of civilian refugees. Shortly before the British occupied the zone a year later, Iris and Antonio, together with their family and staff, rescued 23 endangered children by conducting them, under peril of bombardment, on a march of 6 miles to safety in Montepulciano. "War in Val d'Orcia" concludes with this poignant, heroic episode, recounted in the author's usual restrained, modest manner: "Shells were bursting with a terrific din," she

BOOKS

'There is just as much beauty visible to us in the landscape as we are prepared to appreciate, not a grain more.' —HENRY DAVID THOREAU

The Habit of Taking a Closer Look

A Naturalist at Large

By Bernd Heinrich

HMH, 288 pages, \$26

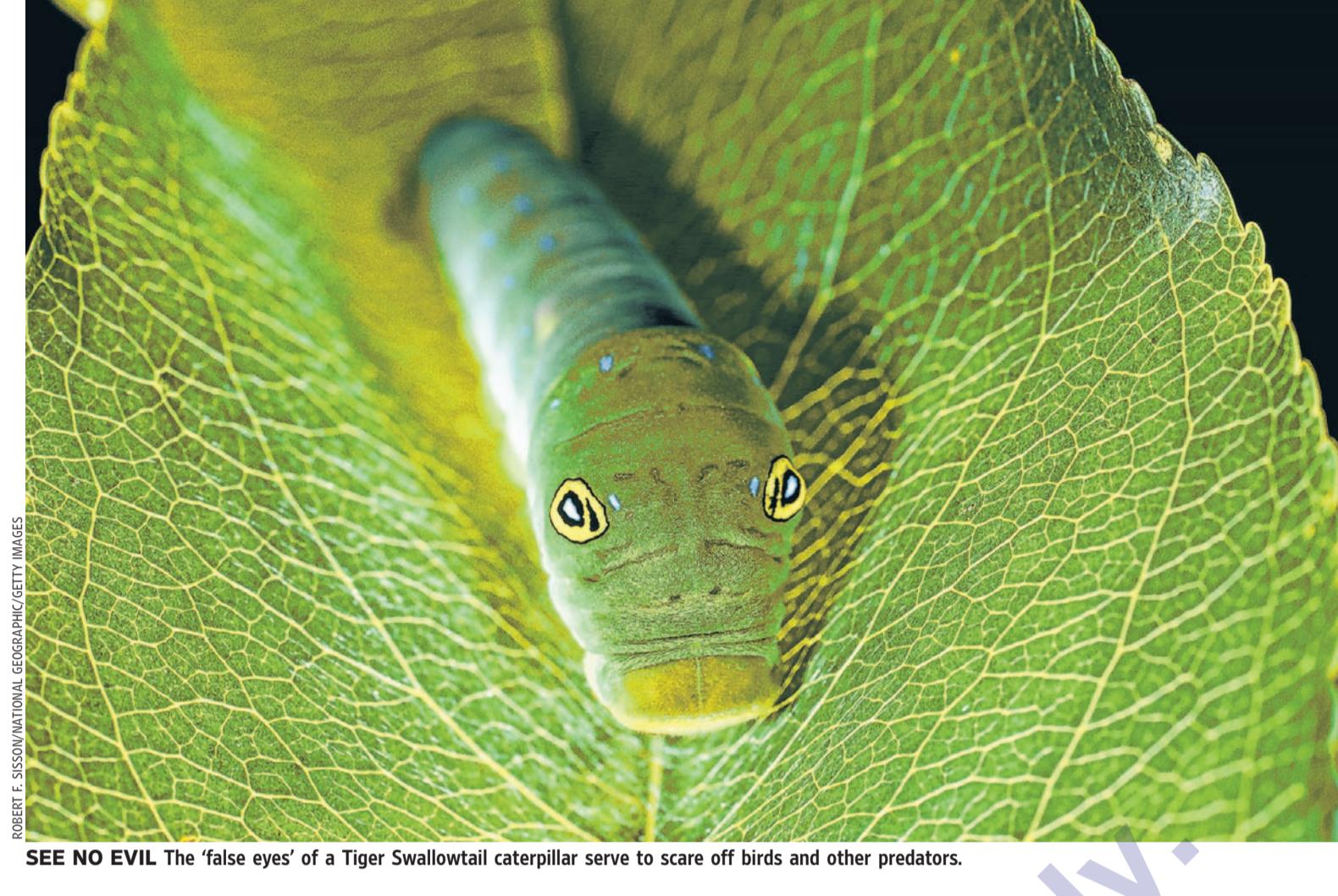
BY HUGH RAFFLES

THE TASK of the essay, wrote Virginia Woolf, is to "give pleasure." The work "should lay us under a spell with its first word, and we should only wake, refreshed, with its last." Bernd Heinrich's 21st book, "A Naturalist at Large," is the first to collect his essays. Most display his characteristic curiosity, clarity and ingenuity; many, too, meet Woolf's demand for pleasurable reading; some even succeed in drawing us in so fully that, as she suggests, we emerge revived and with our vision of the world a little altered.

Mr. Heinrich might be America's best-known living naturalist. Born in 1940 in Bad Polzin, a small Prussian town now in Poland, he fled, along with his family, from their prosperous rural estate in the final months of World War II, as the Red Army advanced on the disintegrating Nazi state. After a tense and arduous trek west, Mr. Heinrich, his sister and their parents ended up in a one-room cabin in the forest of Hahnheide, near Hamburg, Germany. For six years, they survived a precarious life of hunting and foraging until finally, in 1951, they traveled to the United States as refugees.

The author told this story in "The Snoring Bird" (2007), an expansive memoir of his relationship with his father, a pioneering entomologist and ornithologist as well as a reluctant Wehrmacht soldier and a complexly authoritarian parent. Mr. Heinrich is clear that the years in Hahnheide were formative: "I had, by force of circumstances, only the natural world as entertainment," he wrote. "I learned to navigate my way through the forest, and to notice details, which assumed great importance in my child's mind and in my adult mind too."

These days make a brief appearance at the opening of "A Naturalist at Large." Watching a vivid patch of green grass expand over the bare, black earth beside his cabin door provides the very young Heinrich with his "earliest moment of wonder . . . a moment of magic and mystery, maybe even of ecstasy, forever stamped into my memory." The striking image unfolds into a meditation on the virtues of being close to the soil that elegantly combines nostalgia for an idyllic forest childhood with intriguing descriptions of the behavior of carabid beetles; an extended digression into Henry David Thoreau's work habits, ethics and surprisingly lucrative finances; a brief detour through Henry Beston's New England classic "Northern Farm" (1948); and a reflection on the rewards of the digging and planting that Mr. Heinrich and his partner, Lynn Jennings, now carry out on their own land in western Maine. The au-



SEE NO EVIL The 'false eyes' of a Tiger Swallowtail caterpillar serve to scare off birds and other predators.

thor writes with disarming directness, following his intuitions, staying close to the ground ("Theory guides, but I prefer facts," he notes in another essay) and rarely succumbing to the clichés of lyricism that often derail other nature writers.

These essays range widely but don't meander. They are disciplined excursions—that as with the patch of grass—often begin with an accident or serendipitous encounter. Mr. Heinrich has a striking ability to recognize anomaly ("An unusual pattern is always interesting," he writes). These puzzling observations transform into genuinely interesting problems, problems that he usually solves before the essay closes—or, if the solution was beyond him when the essay was first published, in a coda that updates the discussion with more recent observations.

Every day, the author sees a caterpillar in the same spot. It grows larger but never seems to move. Does it feed after dark?

contemplation of previous caterpillar encounters.

In the style of much popular science, the author's reflections often draw on autobiography: "I have hunted and raised caterpillars, some of which I remember as individuals," he begins, before leading us through some of these encounters. Then he describes a blind alley he followed during his doctoral studies and his subsequent excitement as failure provoked questions that ultimately led to the groundbreaking work on insect thermoregulation, which launched his career. The details of insect behavior are intriguing but even

more so is the back-and-forth of Mr. Heinrich's method: Observation generates questions that, in turn, stimulate inventive experiment, new observations and further questions. Accepting his invitation to follow this process provides a lesson in the value of close attention and inductive thinking.

Much of the territory explored in "A Naturalist at Large" will be familiar to readers of Mr. Heinrich's previous work: bumblebees, owls, ravens and kinglets all make an appearance (sometimes several), as do red squirrels (tapping maple trees), elephants (blundering through forests) and

yellow irises (magically unfurling their buds). In these compact accounts, Mr. Heinrich's ability to convey dense ecological ideas through engaging storytelling compensates for the paring-down of detail. As distillations of more elaborate discussions, the essays serve as an introduction to his work and an encouragement to explore further.

These essays were first published between 1974 and 2018. Of the 35 included, all but eight appeared in *Natural History*, the house magazine of the American Museum of Natural History—which, for more than 25 years, also hosted a column by Stephen Jay Gould, the erudite and combative evolutionary biologist. Gould was never shy about tackling head-on what he saw as the inconsistencies and injustices of science, pseudo-science and anti-science. Mr. Heinrich, by contrast, rarely refers in these essays to critical issues that form the context for his life's work—climate change, pollution, the safeguarding of public lands—and does not discuss how the policies of the current government affect them. Yet his reflective, reverent writing offers a way of seeing and being in nature that provides a quiet complement to Gould's legacy.

Mr. Heinrich is a naturalist, a field-worker with an intimate and holistic view of the natural world. It's a strand of the natural sciences that appeared to be heading for extinction amid intense disciplinary specialization and

increasing technological sophistication. Indeed, there is something assertively old-fashioned about his work, as it is focused on deep context and largely informal field studies of a broad range of questions across a broad range of species. Yet this is still modern science. "Discoveries," he writes in one essay, "cannot be looked for." Instead the insights in which he specializes come about through the application of systematic knowledge to specific problems, and as the fruit of decades of study and experience. He might prefer facts, but he is more than capable of abstracting them into generalizable theory.

Mr. Heinrich's science is philosophical and aesthetic. Through his meticulous attention to living things, relationships come into view. At those moments, he recognizes coherence, "the closest thing there is to truth and beauty in the world." It's quite possible to dispute this classical claim: After all, there is truth and beauty in incoherence, too, as modernist painters and writers long ago showed. But it would be foolish to dismiss the impulse. In this age of heedless policies and unpredictably accelerating transformation, an attentive orientation to our beleaguered planet that privileges care and responsibility (as well as truth and beauty) is not only worth celebrating but also worth defending.

Mr. Raffles, a professor at the New School, is the author of "Insectopedia" and "In Amazonia."

Best-Selling Books | Week Ended Aug. 26

With data from NPD BookScan

Hardcover Nonfiction

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Girl, Wash Your Face Rachel Hollis/Thomas Nelson	1	1
Unhinged: An Insider's Account Omarosa Newman Manigault/Gallery Books	2	2
12 Rules for Life Jordan B. Peterson/Random House Canada	3	9
The Russia Hoax Gregg Jarrett/Broadside Books	4	3
Magnolia Table Joanna Gaines & Marah Stets/William Morrow & Co	5	5

Nonfiction E-Books

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Unhinged: An Insider's Account Omarosa Newman Manigault/Gallery Books	1	1
The Leangains Method Martin Berkhan/Martin Berkhan	2	4
Lincoln's Last Trial Dan Abrams & David Fisher/Hanover Square Press	3	New
Girl, Wash Your Face Rachel Hollis/Thomas Nelson, Inc.	4	2
Instant Pot Miracle The Editors at Houghton Mifflin Harcourt/HMH	5	-
Mountains Beyond Mountains Tracy Kidder/Random House Publishing Group	6	9
We Talk Pretty One Day David Sedaris/Little, Brown and Company	7	-
21-Day Ketogenic Diet... Rachel Gregory/Callisto Media Inc.	8	New
The Subtle Art of Not Giving a F*ck Mark Manson/Harper Collins Publishers	9	10
Originals Adam Grant/Penguin Publishing Group	10	-

Hardcover Fiction

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Texas Ranger James Patterson/Little, Brown and Company	1	1
StrengthsFinder 2.0 Tom Rath/Gallup Press	7	8
Educated Tara Westover/Random House	8	10
Liar, Leakers, and Liberals Jeanine Pirro/Center Street	9	6
The Plant Paradox Steven R. Gundry/Harper Wave	10	-

Nonfiction Combined

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Girl, Wash Your Face Rachel Hollis/Thomas Nelson	1	1
Unhinged: An Insider's Account Omarosa Newman Manigault/Gallery Books	2	2
Educated Tara Westover/Random House	3	4
12 Rules for Life Jordan B. Peterson/Random House Canada	4	9
The Russia Hoax Gregg Jarrett/Broadside Books	5	3
The Subtle Art of Not Giving a F*ck Mark Manson/Harper One	6	5
You Are A Badass Jen Sincero/Running Press Adult	7	6
Magnolia Table Joanna Gaines & Marah Stets/William Morrow & Company	8	8
StrengthsFinder 2.0 Tom Rath/Gallup Press	9	-
The Plant Paradox Steven R. Gundry/Harper Wave	10	-

Fiction E-Books

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Crazy Rich Asians Kevin Kwan/Knopf Doubleday Publishing Group	1	1
Pieces of Her Karin Slaughter/William Morrow & Co	2	New
Happy Dreamer Peter H. Reynolds/Oxford Books	7	6
The Outsider Stephen King/Scribner Book Company	8	7
Dog Man and Cat Kid Dav Pilkey/Graphix	9	10
Oh, The Places You'll Go! Dr. Seuss/Random House Books for Young Readers	10	9

Methodology

NPD BookScan gathers point-of-sale book data from more than 16,000 locations across the U.S., representing about 85% of the nation's book sales. Print-book data providers include all major booksellers (now inclusive of Walmart) and web retailers, and food stores. E-book data providers include all major e-book retailers. Free e-books and those sold for less than 99 cents are excluded. The fiction and nonfiction lists in all formats include adult, young adult, and juvenile titles; the business list includes only adult titles. The combined lists track sales by title across all print and e-book formats; audio books are excluded. Refer questions to Peter.Saenger@wsj.com.

Hardcover Business

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
StrengthsFinder 2.0 Tom Rath/Gallup Press	1	1
Emotional Intelligence 2.0 Travis Bradberry & Jean Greaves/TalentSmart	2	2
Extreme Ownership Jocko Willink and Leif Babin/St. Martin's Press	3	4
Total Money Makeover Dave Ramsey/Thomas Nelson	4	3
The Five Dysfunctions of a Team Patrick Lencioni/Jossey-Bass	5	5
This Is Day One Drew Dudley/Hachette Books	6	New
Bad Blood John Carreyrou/Knopf Publishing Group	7	7
Principles: Life and Work Ray Dalio/Simon & Schuster	8	8
Who Moved My Cheese? Spencer Johnson/Penguin Putnam	9	-
Measure What Matters John Doerr/Portfolio	10	9

PLAY

NEWS QUIZ DANIEL AKST

From this week's
Wall Street Journal**1. What is the only major email provider scanning user inboxes for marketing purposes?**

- A. Google
 B. Microsoft
 C. Yahoo
 D. Apple

2. For his latest novel, Gary Shteyngart spent four years immersed in another world—which?

- A. Republican politicians
 B. Firefighters
 C. Brain surgeons
 D. Hedge-fund managers

3. Kiron Skinner, ▶ a Carnegie Mellon professor, was chosen for an important role in the Trump administration. What is it?

- A. The State Department's top planner
 B. Secretary of Health and Human Services
 C. Vice chair of the Federal Reserve
 D. Undersecretary of Education for Higher Learning

4. Johnny Depp won a lawsuit that could change the way Hollywood does business. How?

- A. By encouraging handshake deals to be put in writing
 B. By keeping agents from packaging together multiple stars and directors
 C. By prohibiting movie studios from owning theaters
 D. By limiting commissions for lawyers and agents to 5%

5. California's legislature appears likely to approve a bill requiring major companies**Answers** are listed below the crossword solutions at right.**7. Sen. John McCain died at 81. Who was his Democratic co-sponsor on a ban of unlimited contributions to political parties?**

- A. Robert Byrd of West Virginia
 B. Al Franken of Minnesota
 C. Russ Feingold of Wisconsin
 D. Sam Nunn of Georgia

8. What are exhausted new parents now using to try to get their babies to sleep?

- A. Sominex
 B. Hypnosis
 C. Recordings of presidential addresses
 D. Sleep coaches



WSJ BRAIN GAMES

From Serhiy and Peter Grabarchuk (grabarchukpuzzles.com)

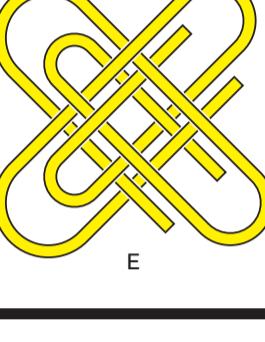
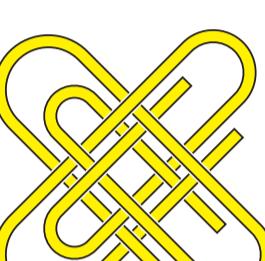
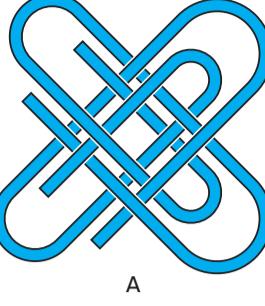
1 ★★★★☆

Ten paper clips make the five pairs (A-E), as shown. In every pair but one the clips are interwoven in exactly the same way. Can you find the "alien" pair of clips interwoven in a different way? Note that pairs are rotated and/or turned over after they are assembled.

2 ★★★★☆

by Helen Grabarchuk

Fill in the grid with missing numbers so that each row, column and stream contains different numbers (1 through 6).



E

3 ★★★★☆

How many times can the symbol shown

with the five black squares

be found in its

different positions in

the entire big shape?

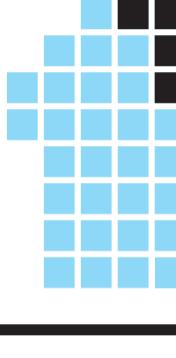
The traced symbols

can rotate and/or

partially overlap each

other, but they cannot

be mirrored.



SOLUTIONS TO LAST WEEK'S PUZZLES

Topic Secret

MILD	ALITAR	ABCS	PURIM
OGEET	PABLO	SEAT	INANE
CUBIC	SCOUT	PANT	CAKES
HARSH	ENMESH	AVAS	ESS
ANOMALIES	LAIDIN	WISE	SAN
MINT	TUTTLE	OHM	LAND
ANTIC	COLONY	AND	GALLIC
GOATEE	ORR	EBBED	STONES
ETRE	PISANO	TSARS	ONE
NTH	IRONIC	CURTAIN	JAR
DOE	DIP	KOREAN	LOGE
ABE	TOPPS	TIX	WAIVES
SELMA	ALA	CONICARTIST	SEL
UGH	ALL	LOWNS	RICE
CLASSIC	CLOWN	POSH	PER
HIDE	GREECE	GUSTATIVE	HIDE
ITA	SHEA	KRAALS	TONIC
LOGIC	CABIN	RUSTIC	BELT
LUISA	MENU	AGAIN	ARLO
STOAT	STAT	BERET	TOYS

Acrostic

L(eonard) Bernstein, "The Joy of Music"—"A conductor is eternally a student. Toscanini in his eighties studied just as hard before he conducted the Eroica for the five hundredth time as he did when he began his career. And he got just as nervous before he took the stage as he always had."

A. Larghetto; B. Bandstand; C. Edith Head; D. Ringtone; E. News feed; F. Serenades; G. Treasures; H. Esoteric; I. Iditarod; J. Nighthawk; K. Ted Hughes; L. Hit the hay; M. Entr'acte; N. Judi Dench; O. "Our House"; P. Yo-heave-ho; Q. Objective; R. "Fantasia"; S. Missoula; T. Utah Beach; U. Short fuse; V. Infidels; W. Crescendo

Varsity Math

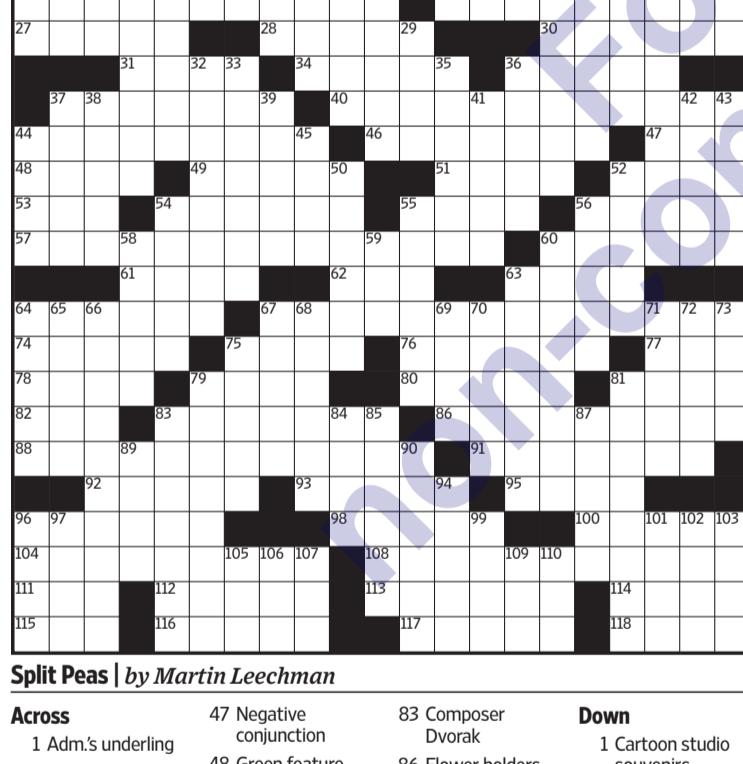
In **Paradoxical Averages**, the three families have 12 children, 3 children, and 3 children, or the three families have 9 children, 9 children, and 0 children.

In **Average Trial Length**, the expected number of rolls per successful trial is 1.5.

For previous weeks' puzzles, and to discuss strategies with other solvers, go to WSJ.com/puzzle.

Answers to News Quiz: 1.C, 2.D, 3.A, 4.A, 5.B, 6.B, 7.C, 8.D

THE JOURNAL WEEKEND PUZZLES edited by MIKE SHENK



Split Peas | by Martin Leechman

Across	47	Negative conjunction	83	Composer Dvorak	Down	1	Cartoon studio souvenirs
1	Adm.'s underling	48	Green feature	86	Flower holders on small porches?	2	Confess
5	Capacitor unit	49	Battery makeup	88	Microwave sound primed and ready to go?	3	King prawn of the Muppets
10	Christine of "Chicago Hope"	51	1941 role for Welles	91	Subject of the painting that gave Impressionism its name	4	Monograph
15	Al Smith's successor as New York governor, for short	52	Beastly fellow	92	Pinker inside	5	Iron, to Eiffel
18	At all times	53	Out of sorts	93	Apiarist's collection	6	Big fuss
19	Sentence reducer, at times	54	Blunder	95	Brown quickly	7	Repeated phrase
21	Elite group	55	Ice cream buy	96	Spotted prowler	8	Likely to fall over
22	Kent can	56	Appearance	98	Capital in the Willamette Valley	9	FORTRAN program feature
23	Graphical representation of a bounding gait?	57	Head of the buckle company?	100	Mongolian word for "ocean"	10	Milk, to Marcellus
25	Koi ponds?	58	Earned after expenses	104	Alternative to a kick in the butt?	11	One-time connector
27	Shock the prudes	61	Bulldog backers	108	Con game?	12	This miss
28	Hygienist's suggestion	62	Semicircular shape	111	Memorable stretch	13	Old inn
30	They may be decorated	63	Skin quality	112	Sweet sandwiches	14	Looms
31	Carpeting alternative	64	Persevere	113	Armpit, anatomically	15	Driving as fast as possible
34	Gimlet and screwdriver	67	Photographed for posterity?	114	Superior, e.g.	16	1996 loser to Clinton
36	Ping producer	74	Lyle Lovett song "If I Had ___"	115	Rep's counterpart	17	1996 loser to Bill
37	Domain of Faunus	75	Cries of insight	116	Honker	18	Fix a flat
40	Dessert with a full rounded shape?	76	Shakes off	117	Nats outfielder Adam	19	Take extra time at the mirror
44	Brittle wood?	77	Britney Spears's "Slave 4 U"	118	Gaelic tongue	20	Toward the mouth
46	Completely modest	78	Blubber	119	On ___ (enjoying success)	21	Wallop
		79	"Help ___ the way"	120	Superior, e.g.	22	Patriot's flag, e.g.
		80	Like some old characters	121	Rep's predecessor	23	Medicinal concoctions
		81	Superior sort	122	Nats outfielder Adam	24	Way hot, in slang
		82	To some extent, informally	123	Abba's group: Abbr.	25	Wasn't frugal

38 Nabisco wafer brand

39 Rowling's "Half Blood Prince"

41 Embedded spy

42 Like Loki

43 Avaricious impulse

44 Smart

45 Outback avifa

50 Kitchen collect

52 Surface

54 Alley challenge

55 Small frog

56 They're passed down from parents

58 "Love Story" writer Erich

59 Penna. neighbor

60 Rocket part

63 Soul-destroyin

64 Reagan's speci envoy to the Mideast Philip

65 Demean

66 1965 song wh title character "doesn't have a point of view"

67 Joyous cry

68 Martin Van Buren's wife

69 Together with

70 Litters' littlest

71 Lambrusco and Chianti

72 Play broadly

73 Unguent amounts

75 Daisy's cousin

79 Reciprocally

81 Whale's nostril

83 Regarding

84 Pupil surround

85 West end of th Hoover Dam

87 Home of Bosch "Garden of Earthly Delight

89 Lobster's feele

90 Upscale

94 Old photo tint

96 Metal sources

97 Make sound

99 Soften

101 King with three daughters

102 Sets the price:

103 "Oh, gotcha!"

105 Fresh start?

106 Sound from a building ledge

107 DDE's predecessor

109 Abbas's group: Abbr.

110 Highted tail

111

REVIEW



ICONS

Splendor on the Canals

The ambition and innovations of Tintoretto, on view in Venice, drew raves for centuries

BY JOHN HOOPER

The moment that changed Frederick Ilchman's career as an art historian came a generation ago in the church of the Madonna dell'Orto in a little-frequented part of Venice. Approaching the altar, "I looked up and saw these enormous pictures—they're 14½ meters [48 feet] tall—of 'The Making of the Golden Calf' and 'The Last Judgment,'" he says. "I'd never seen anything like that. And I thought: 'This is an artist with something to say.'"

The artist was Tintoretto (1518-1594). A younger contemporary of Titian, Tintoretto is widely seen as the last great artist of the Renaissance. Mr. Ilchman has since become a leading expert on his work.

To celebrate the 500th anniversary of Tintoretto's birth, retrospectives including 65 works in all are opening simultaneously this week at two sites in Venice. One, at Venice's most famous art museum, the Accademia, focuses on the young Tintoretto. The other, at the Doges' Palace and devoted to the artist's mature years, is curated by Mr. Ilchman, who is Chair, Art of Europe, at Boston's Museum of Fine Arts, and by fellow Bostonian art historian Robert Echols. Paintings from both shows will be part of a Tintoretto extravaganza at the National Gallery of Art in Washington from next March.

Giorgio Vasari, Europe's first art historian, thought Tintoretto—whose real name was Jacopo Comin and was also known as Jacopo Robusti—had "the most extraordinary brain that painting has ever produced." Plenty of others since then have stood in awe of the scale on which he worked, the economy and vigor of his brushwork and his speed of painting. He deployed perspective and light in innovative ways that prefigured both mannerism, which tends to distort and stylize reality, and the baroque style, which stresses drama and vivid color. John Ruskin, the 19th-century British critic, put Tintoretto on



A Tintoretto self-portrait, top left, from around 1588. Above, the artist's 'Saint Martial in Glory with Saint Peter and Saint Paul' (1549).

a par with Michelangelo, and Henry James compared his talents to Shakespeare's.

Since then, however, the Venetian master's standing has diminished. One reason is the sheer difficulty of staging a representative exhibition of his work outside Venice. Tintoretto seldom left the city, which still hosts most of his paintings. And many, including the Madonna dell'Orto paintings that stunned Mr. Ilchman, are too big to move. "Il Paradiso" in the Doges' Palace is thought to be the largest work ever committed to canvas. Completed by Tintoretto's workshop, it is more than 70 feet wide and almost 30 feet high.

Tintoretto's reputation suffered from the attribution to him of works executed by imitators or assistants. The curators have spent many years trying to

The director of the organization that manages the Doges' Palace and the other museums in Venice that come under its city council puts yet another slant on the show. Gabriella Belli, who has a background in modern art, stresses the inspiration that Tintoretto provided for 20th-century artists. "He developed this idea of energy—something that had a strong attraction for the American abstract expressionists in particular and the Venetian artist, Emilio Vedova."

Tintoretto, in short, was making frenzy central to his work more than three centuries before Jackson Pollock. As Henry James remarked in the 1870s, using the Anglicized version of the master's pseudonym, "Titian was assuredly a mighty poet, but Tintoret—well, Tintoret was almost a prophet."

FROM LEFT: MUSÉE DU LOUVRE, PARIS; CHURCH OF SAN MARZIALE, VENICE

MASTERPIECE | 'BARTLEBY, THE SCRIVENER' (1853), BY HERMAN MELVILLE

Debilitated, But Infinitely Human

BY JAMES GARDNER

In the 21st century, we have all the words we need to describe poor Bartleby, the luckless protagonist of Herman Melville's "Bartleby, the Scrivener," a long short story, or short novella, of 1853. Whenever Bartleby is asked to do anything, he delivers the famous reply, "I would prefer not to." Often he stands for hours looking out the window of the law office where he is employed, staring into infinite space. It is clear—to us at least—that he is depressive, Asperger-y or any of a hundred other terms for psychic impairment that roll so trippingly off the tongues of those of us who, in general, have no real idea what we're talking about.

In Melville's day as well it would have been quite clear that Bartleby was not all there, especially given his comportment in the story's later sections. He would have been described as melancholic or saturnine. But the rampant psychological reductivism of the present age—which defines a man as the sum total of his drives and aversions—had not set in yet in Melville's day. In consequence, Melville was able to approach his subject in a manner that is still available to us in theory, but that, in practice, has largely passed out of our understanding: He sees Bartleby as an integrated human being, debilitated, to be sure, but infinitely and essentially human.

Melville (1819-1891) had achieved early success as a writer, starting with "Typee," a



novelized account of his travels to Polynesia that appeared when he was in his mid-20s. "Typee" was followed in rapid succession by five larger novels, terminating in "Moby-Dick," published in 1851. But given that novel's disappointing sales, his publishers balked at bringing out his subsequent works and he gradually abandoned fiction and fame, devoting himself to poetry that had few readers and to a day job as a customs inspector.

It was during this unwelcome transition from success to failure that Melville wrote "Bartleby, the Scrivener," a work that, despite its rich humor, is shot through with existential sadness.

Although we should resist the habit of attributing modernity to a premodern work in hopes of establishing its right to a reading, there is something alluringly contemporary in this brief tale. Despite the unnamed narrator's elegantly bemused diction—a cross between Dickens and Washington Irving in the more narrative passages, between Thomas Carlyle and the King James Bible in the more discursive parts—all the cobwebs and conventions of mid-19th-century fiction have been swept away. The plot itself is schematically simple: Bartleby persists in his refusal to work, refuses even to leave the law office at night, and ends up in the local jail, where he eventually dies.

It is almost certain that Melville—at the time of his writing "Bartleby"—had never heard of, let alone read, the fiction of Lermontov or Turgenev, who, in the same period, were developing the notion of the superfluous man. But there is a clear, if purely fortuitous, convergence of themes in their writings and "Bartleby." Like such characters as Pechorin and Rudin, Melville's protagonist does not fit in with society. But in a sense, Bartleby goes these Russian compères one better: They fail in society, despite their energetic attempts to conquer it. Bartleby, to the extent to which he is not simply a luna-

tic, seems to sense the cosmic futility of all the accepted conventions of the world and will have no part of them. In an earlier age, religion might have consoled him, or at least his narrator. Perhaps Bartleby could have been conceived as a hermit in the making. But Melville finds no role, consoling or otherwise, for religion in his novella, and the despairing futility at its heart was unprecedented in American literature of the time.

But in its place is a radiant hint of something else, of human solidarity, of triumph in and through failure itself—failure not only in the crippling debility of Bartleby or the expiring literary dreams of his creator, but also in the very condition of humanity. It is this conviction that produces, in the conclusion of the novella, one of the finest and most moving passages in all of literature. The narrator provides us with one final parcel of information that he has learned about Bartleby, a rumor he has heard that before the young man entered his employ, he worked in the dead letter office in Washington, D.C.:

Conceive a man by nature and misfortune prone to a pallid hopelessness, can any business seem more fitted to heighten it than that of continually handling these dead letters, and assorting them for the flames? For by the cart-load they are annually burned. Sometimes from out the folded paper the pale clerk takes a ring:—the finger it was meant for, perhaps, moulder in the grave; a bank-note sent in swiftest charity:—he whom it would relieve, nor eats nor hungers any more; pardon for those who died despairing; hope for those who died unhoping; good tidings for those who died stifled by unrelied calamities. On errands of life, these letters speed to death.

Ah Bartleby! Ah humanity!

Mr. Gardner writes frequently on art and literature.

sift the wheat from the chaff. Their 2009 checklist of autograph works reduced Tintoretto's oeuvre (excluding portraits) by a third, to 313 individual works. That tally includes ones that the master had conceived but which, the curators concluded, his studio had largely executed.

A further reason why Tintoretto's star waned was that his paintings became progressively dingier. As with others from the Renaissance, the colors faded, and they acquired a patina of grime. Sometimes they were artificially darkened to give them an "old master" look.

Tintoretto's technique also contributed. Particularly toward the end of his career, he used a very dark ground onto which he laid brighter colors. "As the pigments on the brighter colors have aged and changed over time, they have become somewhat more transparent, which has resulted in an overall darkening," says Mr. Echols.

He believes the stars of the exhibition will be two little-known works restored specially for the show: altarpieces from the church of San Marziale, a few minutes' walk from the Madonna dell'Orto church, and from a building that originally belonged to a religious fraternity, the Scuola Grande di San Fantin. The works had emerged from restoration "looking absolutely spectacular," says Mr. Echols.

Mr. Ilchman singles out the exhibition's attention to Tintoretto as a portraitist. The artist, a dyer's son, "is simultaneously [a] painter with real solidarity with the poor and the humble, which you see in the patched clothing of his apostles in his Last Suppers...at the same time he is the painter of Doges and the most conservative aristocrats." A room will be given to Tintoretto's portraits, and the show will begin and end with two great self-portraits: a powerful early one and the famous picture of an elderly, bearded Tintoretto who, says Mr. Ilchman, "looks a little bewildered and is staring off into space."

The director of the organization that manages the Doges' Palace and the other museums in Venice that come under its city council puts yet another slant on the show. Gabriella Belli, who has a background in modern art, stresses the inspiration that Tintoretto provided for 20th-century artists. "He developed this idea of energy—something that had a strong attraction for the American abstract expressionists in particular and the Venetian artist, Emilio Vedova."

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CHRISTOPHER SERRA



'My Best
Worst
Job'

Memories from
Barbara Corcoran
and others **D8**

FASHION | FOOD | DESIGN | TRAVEL | GEAR

ON DUTY

THE WALL STREET JOURNAL.

Home Offices
That Make
The Cut
Design-pros on
the mistakes to
avoid **D10**



SATURDAY/SUNDAY, SEPTEMBER 1 - 2, 2018 | **D1**

The Work Issue

Farewell, Flannel

Once upon a time, women's suiting was drably designed to blend in with men. This fall, fashion is pivoting to more powerful, expressive suits that happily scorn conformity

BY HAYLEY PHELAN

HOW DOES a powerful woman dress? For decades, she conformed to pre-existing ideals—ones that historically were almost exclusively male. Power looked like a man in a dark, strong-shouldered suit; women who wanted to fit in had to suit up in kind. (Remember the itchy prevalence of shoulder pads in the '80s?) But in 2018, as women continue to climb the corporate ladder, with a record number gaining board seats, and as they speak out about harassment within the #MeToo movement, that image of power is finally changing—and with it, its sartorial implications.

So: How does a powerful woman dress *now*? The best way to answer that question is with another question: What does she *want* to wear to work—within reason, that is? Sweat shorts are still unadvisable for most offices.

Enter the new, rule-breaking suit, one that conveys all the professionalism of past iterations, with none of their blandness or outdated machismo. These are suits cut from thick silk or patterned brocade; they are purple and creamy beige, wide-legged, cropped and quirkily mismatched; anything but boring, the ideal vehicle for one's individual mood and character. Yet trivial they are not: Like any suit, these unmistakably telegraph power but do so through personality, not conventionality.

"They are loud," said Marjorie Jolles Ph.D., a women's studies professor at Chicago's Roosevelt University, of the expressive suiting trend, which made its presence known on fall runways at Dries van Noten, 3.1 Phillip Lim and Loewe, among others. But, she continued, "they aren't accidentally loud. There is a very intentional design aesthetic of loud. And I think there are receptors in the culture right now where the image of loud women, of angry women, has an opening to resonate."

When Phillip Lim was brainstorming for his fall 2018

Please turn to page D2

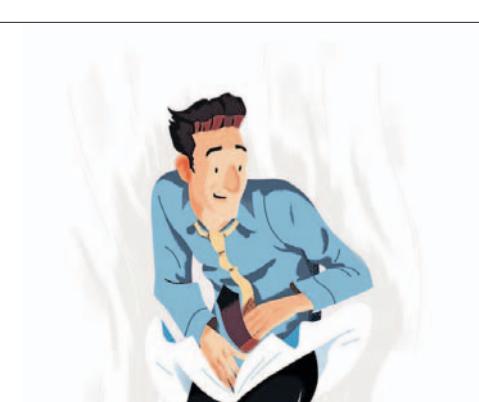
SUIT YOURSELF Dries Van Noten Blazer, \$1,240, Top, \$225, Trousers, \$685, Barneys New York, 212-826-8900; Loafers, \$795, The Row, 212-755-2017; Necklace used throughout, \$14,875, evafehren.com. Fashion Editor: Rebecca Malinsky

KALE FRIESEN FOR THE WALL STREET JOURNAL, HAIR BY ASHLEY RUEBELL, MAKEUP BY MARICO ARAI; MODEL: TANYA KIZKO/FORD MODELS; LOGO ILLUSTRATION BY JAMES GULLIVER HANCOCK

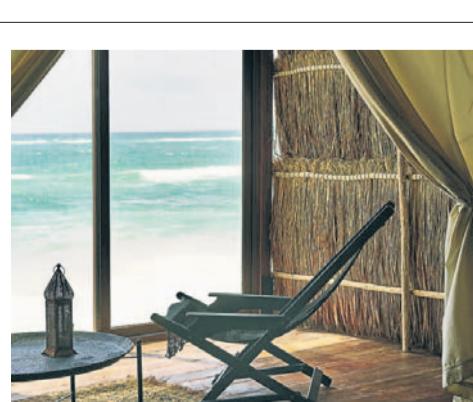
Inside



LUNCHES THAT WORK
End salad-bar ennui with easy recipes
for overachieving greens **D4**



DON'T GET IN A FLAP
A reasoned plea to—please!—tuck
in your shirt at the office **D3**



THE OCEANFRONT OFFICE
Workers with wanderlust mix business
and pleasure at new hotel 'private clubs' **D6**



DEVICE ADVICE
The etiquette of using smartphones in—
oh, sorry, we have to take this call **D12**

THE WORK ISSUE | STYLE & FASHION

SURVIVAL OF THE OUTFITTEST

Blazer, \$760, Trousers, \$440, *The Gigi*, 39-030-951-7685; Officine Générale Blouse, \$595, barneys.com; Wolford Socks, \$29, bloomingdales.com; Flats, \$925, jimmychoo.com; De Ville Prestige Quartz 27.4mm Watch, \$2,550, omegawatches.com

**The Pow Suit**

Continued from page D1

line, an idea to which he kept returning, he said, "was this shift away from trying to mimic power, to owning authority." Such ruminations led Mr. Lim to design an oversize suit cut from a rumpled viscose blend in dreamy pale lavender. "The silhouette gives gravity but also a posture of being relaxed," said Mr. Lim. "Putting it in this color, which is so not traditional for a man's power suit, conveys visually the idea that, 'This is for me, and not for who I'm supposed to be like.'"

Unexpected color and texture help define the trend. In the fall collections, this played out in a slouchy lipstick-red number at Valentino, a pale-gold corduroy ensemble at the Gigi and a patterned blue jacquard look at Dries van Noten. Designers imploded basic silhouettes, too: At Loewe, Jonathan Anderson sliced a blazer's sleeves into cape-like wings; and Miuccia Prada morphed traditional suiting fabrics into bustiers. Simone Rocha's bow-bedecked flannel suit might be too girlie for traditionalists, but imagine how fabulous those flouncy ties would look emerging from below a judge's dark robes. Such experiments give women a chance to choose a suit—which, Dr. Jolles pointed out, symbolizes "a controlled rational masculinity"—that telegraphs their individuality.

"I'd say about 50 percent of my suits are black, gray or navy, and the other half is color," said Helena Hasselmann, 35, a director of sustainable investing in New York. A suit, she said, "adds a certain level of formality, and it's not revealing." Bonus: It has the added benefit of shielding her from her company's overzealous air conditioning.

Having come up in the male-dominated field of finance, Ms. Hasselmann once felt like she needed to conform, but now she is confident enough to challenge gender norms within her industry. Her office's main client is a female investor who is passionate about gender equality, so Ms. Hasselmann works to help financial managers understand their own biases. "Traditionally, companies have valued the things that men may be better at than women but not looking at the ways in which women specifically can excel," she said. "This leads to women needing to behave like a man to succeed. And that's exactly one of the things that prevents women from getting to the top."

Like any suit, these unmistakably telegraph power, but they do so through personality, not conventionality.

That thinking, however, is slowly beginning to change as women are encouraged to play to their individual strengths, rather than struggle to conform to some preconceived ideal. And naturally, they'll need a new uniform for this changing environment—one that's sophisticated, with a side of sticking-it-to-the-man 'tude.

"Right now, the culture is saturated with a conversation about the dominance of the white man," explained Dr. Jolles. "So I think the idea of taking the white man's uniform and turning it on its head is resonating, as we begin to explore and think about how, on a wider scale, to take the culture run by the white man and turn it on its head too."

For Barrie Isaacson, founder and head of

Trousers, \$895, *Simone Rocha*, 646-810-4785; Socks, Wolford, \$29, bloomingdales.com; Pumps, \$590, santonishoes.com



Jacket, from \$2,450, Trousers, from \$1,650, Loewe, 305-576-7601; Top, \$350, *The Row*, 212-755-2017; Bracelets, \$11,400 each, Ring, \$15,000, Sidney Garber; 312-944-5225; Watch, \$2,550, omegawatches.com



Jacket, \$3,890, Dress, \$6,200, Trousers, \$1,790, *Valentino*, 212-355-5811; Loafers, \$795, *The Row*, 212-755-2017.



an eponymous talent management company in New York, the appeal of her own rule-breaking suit—a burgundy velvet number from Nili Lotan—isn't so much about what it says, but how it makes her feel. "I just feel cool in it," said Barrie, who is in her 40s. "Cool, confident and effortless." Read: a million miles away from the very 1988 pencil-skirted looks and, ahem, garter belt that Melanie Griffith's character squeezed into in "Working Girl." Women are finally edging their way into a position where they can define the look of success as individuals.

Consequently, there is no right way to wear this trend. Shoppers should opt for a look that makes them feel wholly individual, whether it be a mismatched plaid oversize suit or a periwinkle tux. Actress and director Tracee Ellis Ross, who has donned suits in just about every color of the rainbow, demonstrates that one needn't commit to just one style of suiting. Feel free to dabble.

Thom Browne, a master of unconventional tailoring who sent a bevy of tricked-out gray suits down his fall 2018 runway, had the following advice on how to nail the look: "For me, it's the play with proportion, the idea of the suit being made in the highest quality and the confidence in which you wear it." That said, keep a few guidelines in mind if you plan to wear your rule-breaking suit to the office: Streamlined, simple accessories are best, as is revealing a minimum amount of skin. Show your true colors but don't be a sideshow.

Dr. Jolles is quick to caution against getting seduced by the idea that such a trend reflects our current social and political reality. In terms of achieving true gender equality, a long road lies ahead. Women will have to roll up their sleeves and keep walking it, but wearing an unexpected, energizingly expressive suit may just provide that extra oomph to keep going.

THE WORK ISSUE | STYLE & FASHION

Better Tuck Next Time

American offices are falling into disarray as men let their shirttails flop free—whether out of laziness or because their shirts are ‘designed’ that way. Gentlemen, a call to action: Tuck in those tails

BY JACOB GALLAGHER

IN “THE SUN Also Rises,” Ernest Hemingway described bankruptcy as something that happens gradually, then suddenly. The same could be said for the casualization of men’s clothing. For decades, suits ruled the workplace. Then somewhere around the late 1990s, as “Casual Friday” became “Casual Everyday,” they didn’t. Indisputably, some offices still require suits. But in many workplaces around the country, ties are an endangered species, fleece vests are supplanting sport-coats and men have seemingly given up on tucking in their dress shirts.

Untucking, the laziest of styling choices, may have done more to irretrievably casualize the workplace than anything else. Like prep-schoolers liberated after the bell, men are letting their shirt tails fly everywhere now. (It’s one thing to untuck at a clam bake in Nantucket but quite another to do so for an M.B.A. meetup at the Tuck School of Business.) Suits may be going the way of the dodo and sneakers may be infiltrating the cubicle, but can a man at least deign to tuck in his shirt on weekdays? Apparently not.

For many men, it’s not sloth but an anxious desire to disguise a gut that’s behind their disinclination to tuck.

The threat of an Untucked Nation has been rising for over a decade. As early as 2004, the New York Times reported on the growing wave of businessmen and celebrities unfurling the bottom fifth of their shirts. Six years later, the trend was extended when Chris Riccobono, a former employee of GE Healthcare, started Untuckit, a brand with an evangelizing, call-to-action name that sells shirts designed to be worn all the way out. Mr. Riccobono’s tailoring strategy is simple: His shirts are cut shorter across the bottom with tails that dip less dramatically. The brand will have 39 stores this week with plans for more, and labels like J. Crew and the Gap also sell shirts conceived to defy a belt. The Great Untucking has taken hold.

“The new normal” is how Ian Anderson, 30, who works in apparel development in San Fran-

cisco, described the phenomenon: A tucked-in shirt, he said, “is becoming less of a thing out here with the hyper-casualization of the workplace,” adding that his own reluctance to tuck dates back at least five years. In dress-code-allergic San Francisco, he said, “just having a collared shirt at all is going to put you in the top 25 percentile of dressers.” Like many men, especially those who haven’t seen the inside of a gym since ’08, he finds it more comfortable to work without a taut shirt tugging at his sides. But heed these words: Comfort is the enemy of style.

According to Aaron Mack Schloff, vice president of New York-based clothing label Kent Wang, the issue with an untucked shirt is that once you sit down at work, “it wrinkles immediately, you look messy.” That clean look you had when you left the house? By your first morning meeting it’s gone, replaced by a chaos of crinkles that makes it look like you dragged your shirt off the floor.

“Instead of aspiring to look elegant, you look like it’s Sunday afternoon, you’re living in squalor or you’re still in college and are cramming for exams,” said David Coggins, author of “Men and Style: Essays, Interviews and Considerations.” The idea of a shirt designed specifically to be untucked, he added, justifies men’s worst lazy instincts.

Of course, for many men, it’s not sloth but an anxious desire to disguise a gut that’s behind their disinclination to tuck. But this borderline “maternity” look fools no one. Unless you are legitimately obese, a tucked shirt looks better. It’s no accident that men who frequently make Hollywood’s best dressed lists—Ryan Gosling, Brad Pitt, even the somewhat unvelte Nick Offerman—are all adherents of the neat tuck. But neat doesn’t mean a suffocating Urkelian squeeze. A proper shirt tuck needn’t be as taut as a bedsheet; you should be able to reach for your desk phone without feeling like you just pulled your back out.

If the Untuckit pitch has already won you over, at least go halfway on that tuck. Tan France, the style guru on Netflix’s “Queer Eye,” steers the show’s clueless contestants toward the “French Tuck”—front tails in, back tails out, a look also endorsed by Mr. Pitt. We still prefer a full tuck, but society is pretty far gone so we’ll reluctantly meet you halfway.



ILLUSTRATION BY STEVE SCOTT

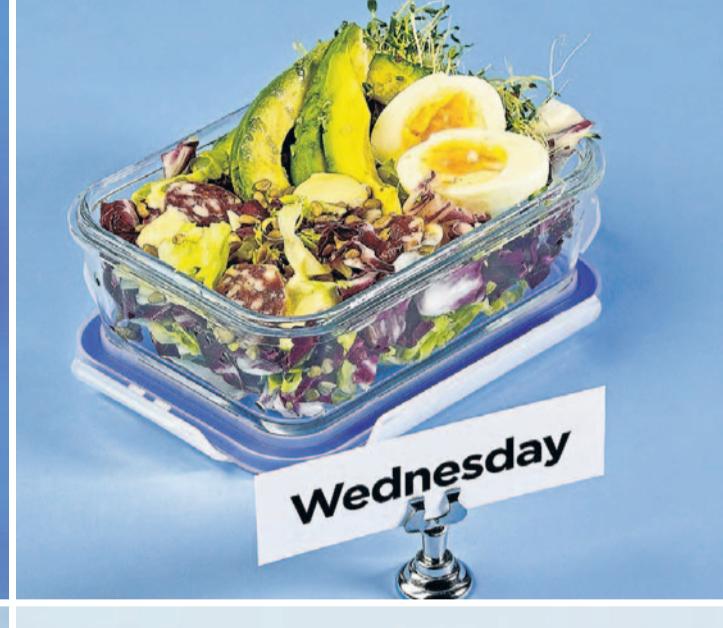
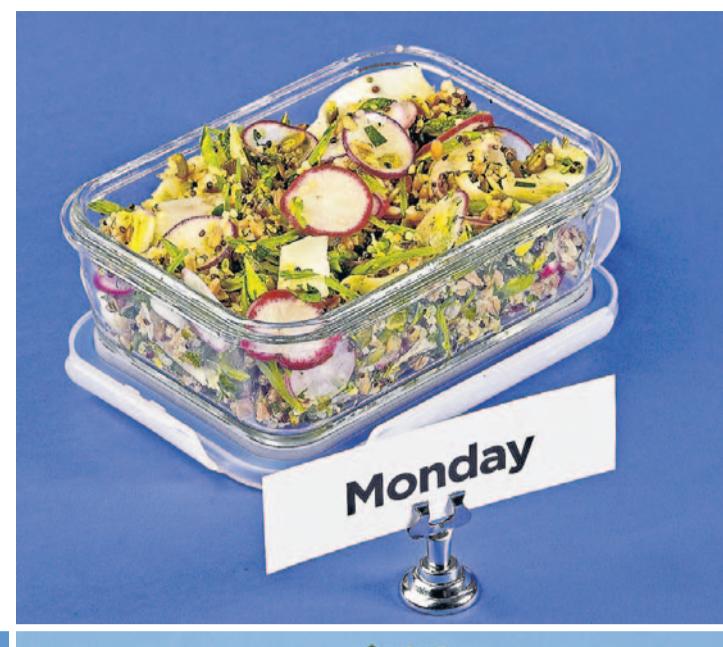
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PRADA.COM

EATING & DRINKING

Five Reasons To Skip the Salad Bar

Quick to toss together, sturdy enough to withstand the commute, wholesome and highly creative, these work-lunch recipes slay the midday slump



dium heat. Add $\frac{1}{2}$ cup chickpeas, drained and rinsed. Cover and cook, stirring occasionally, until chickpeas are crisp, about 10 minutes. Season with salt and $\frac{1}{2}$ teaspoon sumac. Remove from heat, place in a separate airtight container for transport and let cool to room temperature. // To large bowl with dressed noodles, add $1\frac{1}{2}$ cups thinly sliced cabbage, 1 Persian cucumber, thinly sliced, and $\frac{1}{2}$ teaspoon Aleppo pepper. Season with juice from $\frac{1}{2}$ lemon and salt to taste. Toss to combine. Transfer to lunch container and top with black sesame seeds and $\frac{1}{4}$ cup mint sprigs. // Before serving, top with chickpeas.

WEDNESDAY
Hippie Cobb Salad With Yogurt Dressing

Serves: 1 **Total Time:** 20 minutes

Bring a small saucpan of water to a boil over medium-high heat. Use a slotted spoon or spider to gently lower in 1 egg and cook 9 minutes. Transfer to a bowl of ice water and let cool completely. Peel egg and set aside. // In a small bowl, whisk together 1 tablespoon Greek yogurt and 1 tablespoon fresh lemon juice until smooth. Whisking constantly, slowly drizzle in 2 tablespoons extra-virgin olive oil. Set aside. // In a lunch container, combine 2 cups radicchio, cut into 1-inch pieces, $1\frac{1}{2}$ cups iceberg lettuce, thinly sliced, 3 tablespoons toasted sunflower seeds and 1 ounce dried salami, thinly sliced. Top with $\frac{1}{2}$ cup alfalfa sprouts, halved hard boiled egg and $\frac{1}{2}$ avocado, quartered lengthwise. Sprinkle flaky salt over egg and avocado. Squeeze juice from $\frac{1}{2}$ lemon over avocado and rest of salad to taste. // Before serving, spoon yogurt dressing over salad.

THURSDAY
Kale and Tuna Salad With Olives and Turmeric Sauerkraut

Serves: 1 **Total Time:** 10 minutes

In a medium bowl, combine 1 (5-ounce) can tuna, drained, 1 tablespoon extra-virgin olive oil and 1 tablespoon lime juice. Season with salt and freshly ground black pepper to taste. Toss to combine. // In a small bowl, whisk together $\frac{1}{2}$ teaspoon Dijon mustard, 1 tablespoon apple cider vinegar and 1 tablespoon extra-virgin olive oil. Season with salt and freshly ground black pepper to taste. In lunch container, combine dressing and 2 cups baby kale or roughly chopped kale, massaging dressing into kale. Add $\frac{1}{4}$ cup Castelvetrano olives, pitted and smashed, and $\frac{1}{4}$ cup turmeric sauerkraut or regular sauerkraut. // Before serving, top with $\frac{1}{4}$ cup seeded crackers, such as Mary's Gone Crackers brand, broken into bite-size pieces.

FRIDAY
Broccoli, Edamame Salad With Wasabi Peas and Ginger-Carrot Dressing

Serves: 1 **Total Time:** 20 minutes

In a medium bowl, combine $\frac{1}{4}$ red onion, thinly sliced, a pinch of sugar, a pinch of kosher salt and 1 tablespoon apple cider vinegar, and toss to combine. Set aside and let onions macerate 20 minutes. // Meanwhile, peel 1 (2-inch) piece carrot and 1 (2-inch) piece ginger. Finely grate carrot and ginger into a small bowl. Add 2 tablespoons fresh lime juice, $2\frac{1}{2}$ tablespoons extra-virgin olive oil, $1\frac{1}{2}$ teaspoons honey and salt to taste. Whisk together to combine and set aside. Finely chop stems of 1 bunch broccolini (about 7 ounces) or broccoli, and cut head into small florets. Pour dressing into bottom of a lunch container. Add chopped broccolini and stems, $\frac{1}{4}$ cup frozen shelled edamame, thawed, $\frac{1}{4}$ cup crumbled feta and pickled onions with their vinegar. (Salad can be made 1 day ahead and kept in an airtight container.) // Before eating, shake container until well combined. Top with $\frac{1}{2}$ cup wasabi peas before serving.

BY ELEAORE PARK

COME NOON, those sad, sad salads await in their grab-and-go containers at the corner deli. Alternatively, you could waste precious minutes, lemming-like, in the lengthy line at the pick-and-mix bar, defeating the entire point of eating at your desk. But why? In the time it takes to walk to the salad bar and cool your heels in that queue—all for a hodgepodge of humdrum ingredients that hardly deserves the name salad—you can put together a vastly superior version at home to tote along to work with you. Try adding pickles or preserved lemon for a bright boost, or deploy scintillating spices such as Urfa biber pepper or sumac. Nutty soba noodles take pasta salad to the next level, and whole grains like farro and quinoa provide the complex carbs you'll need to see you through the afternoon. Wasabi peas—why not? The crunch and the kick are fantastic. These recipes come together quickly the night before or even the morning of. Pop the top at the appointed hour and be the envy of all your office mates.

MONDAY

Endive and Grain Salad With Preserved-Lemon and Herb Dressing

Serves: 1 **Total Time:** 5½ hours (includes soaking grains)

In a quart container, combine $\frac{1}{4}$ cup dried quinoa and $\frac{1}{4}$ cup dried farro. Cover with $3\frac{1}{2}$ cups room-temperature water. Soak 5 hours or overnight. Drain grains. Bring a large pot of salted water to a boil over medium-high heat. Add grains and cook until tender, about 9 minutes. Drain and transfer grains to a paper towel-lined plate to dry. // Meanwhile, in a medium skillet, heat 2 teaspoons extra-virgin olive oil over medium heat. Add $\frac{1}{2}$ cup pumpkin seeds and toast, stirring, until fragrant and beginning to pop, about 2 minutes. Transfer pumpkin seeds to a mortar and pestle or small food processor. Add a pinch of flaky salt and $\frac{1}{2}$ teaspoon Urfa Biber pepper. Pound or pulse until mix resembles crushed pebbles. Set aside. In a large bowl, combine $\frac{1}{4}$ preserved lemon, seeded and finely chopped, $\frac{1}{4}$ cup chopped parsley, $\frac{1}{4}$ cup chopped mint and 2 table-

spoons white-wine vinegar. Drizzle in 2 tablespoons extra-virgin olive oil, whisking to combine. Add cooked grains and pumpkin seeds, and toss to combine. Transfer to a lunch container. Trim 1 cup snow peas and slice thinly on the bias. Cut 2 endives into $\frac{1}{2}$ -inch rings and thinly slice 3 radishes. Top grains with vegetables. // Before serving, toss in container.

TUESDAY

Soba Noodles With Cabbage, Chickpeas and Tahini Dressing

Serves: 1 **Total Time:** 20 minutes

Bring a large pot of salted water to a boil over medium-high heat. Add 4 ounces buckwheat soba noodles and cook according to package instructions. Meanwhile, in a large bowl, whisk together $\frac{1}{2}$ tablespoon tahini, $\frac{1}{2}$ tablespoon rice vinegar and 2 tablespoons extra-virgin olive oil. Drain noodles and rinse under cold water. Shake out any excess water and transfer to a large bowl. Toss with dressing. Set aside. // In a medium skillet, heat 1 tablespoon olive oil over me-



Advanced Desk Dining

The brown bag is so fourth-grade. These ingeniously designed accoutrements make a luxury of working through lunch

1. Coffee or Tea?
Soma Brew Bottle, \$40 for 12 ounces, drinksoma.com

2. Polished Packing
Prep Pack Lunchbox Set, \$69, shop.tastemade.com

3. That's a Wrap
Bee's Wrap Sustainable Food Storage, \$42 for variety pack, beeswrap.com

4. Thermos Power
Zojirushi Stainless Steel Food Jar, from \$27 for about 17 ounces, amazon.com

5. Sack It To Me
Waxed Canvas Lunch Bag, \$40, food52.com



THE WORK ISSUE | EATING & DRINKING



ON WINE / LETTIE TEAGUE



Will Work for Wine: Oenophiles' Second Acts

WHAT INSPIRES an accomplished professional to abandon a successful career in finance or law for an uncertain future in the business of wine? Whether starting over as a wine critic, wine merchant or sales agent, the allure is clearly quite powerful. Here are a few case studies of those who chose to make the leap into the world of wine in hopes of greater professional fulfillment—perhaps even happiness—and one doctor-vintner who juggles two demanding careers.

Allen Meadows, *financier turned wine critic*

When Allen Meadows left the financial world in 1999 after 20 successful years, he wasn't looking to retire but, rather, to launch a new career: Burgundy-wine critic. He started the Burgundy-focused newsletter "Burghound," following in the footsteps of another career changer, Robert M. Parker, Jr., the lawyer turned wine critic who founded "The Wine Advocate" in 1978. As Mr. Meadows put it: "I took my approach to Burgundy right out of Bob's playbook."

Mr. Meadows's goal was actually quite ambitious. Burgundy is one of the most complex wine regions in the world, and its wines are among the most complex, as well. The top

producers are famously private and press-wary too.

In 2000, when Mr. Meadows paid his first official visit as Burghound (also his nom de plume), the Burgundy boom was still a few years off and the region was comparatively untraveled, save by wine professionals and serious collectors. He gave himself two years to try his new ca-

'I was working too much and it was kind of killing me.'

reer, thinking that would allow him to return to the financial world if he failed. After that marker passed he "moved the goal posts to five years." By year five, he'd gained recognition and respect in the wine world.

Almost 18 years after his debut as a wine critic, the Los Angeles-based Mr. Meadows has purchased a house in Burgundy and is at work on his second book, "Burgundy Vintages—A History from 1845," to be published later this year. His quarterly newsletter endures, and his son, Christopher, has joined the business—though Mr. Meadows says it's

too soon to talk about a succession.

"I'd advise any would-be critic that what you're selling is your credibility," said Mr. Meadows. "If you lose it, you will never get it back." He added that when he launched his newsletter, his single-topic focus on Burgundy was a bit of an anomaly, whereas today wine drinkers don't expect a critic to cover all the regions of the world—they're looking for a deep dive into one area or country. "If I was going to do this again, I'd make it about Italy," he said. "Or perhaps the wines of the U.S." Aspiring critics, take note.

Gina Trippi, *attorney turned retailer*

There are plenty of reasons retirees flock to Asheville, N.C. Its slower pace of life appealed to Gina Trippi, a Washington, D.C., trial lawyer, and her husband, John Kerr, a financial analyst, in 2013, when both were on the verge of retirement. Wine was already a focus for Ms. Trippi and Mr. Kerr, then 59 and 60, respectively; they had previously launched a wine shipping business in Virginia. So when the real-estate agent who sold them their Asheville house mentioned that a former wine shop in town was standing vacant, that was the end of their retirement. Ms. Trippi and Mr. Kerr opened Metro

Wines the following month.

Ms. Trippi noted it wasn't an immediate success. It took time to adjust to retail life, especially for her. "I came down here with a little bit of an attitude," she admitted. "If you're a Type A, you don't mesh, you clash. You need to ratchet it down."

Fortunately her husband, who grew up in a small town, had a better idea of how to fit into the smaller city that was their new home. Five years on, Metro Wines is a popular and critical success, named top wine shop four years in a row by the local newspaper.

"It's the hardest work you'll ever do, every day," said Ms. Trippi. But it has also meant a great new circle of friends: chefs, winemakers and artists. "The Asheville chamber of commerce says we're a clubhouse that happens to sell wine," Ms. Trippi added with a laugh.

Cory Cartwright, *videogame designer turned natural wine wholesaler*

"I was working on a videogame and I was working too much and it was kind of killing me," recalled 38-year-old Cory Cartwright about the moment, in 2008, when he decided to exchange a career in videogame design for a life in wine. He finished working on the game Afro Samurai

(released in 2009) when he decided to give it all up. "That's the game that finally broke me," he said.

Before going into the wholesale-wine business, he took a few preparatory steps. While still designing games, he'd already begun writing a blog, called "Saignée," focused on natural wines. Later he took a job at Terroir wine bar in San Francisco, where he met Guilhaume Gerard, who became his business partner.

In late 2009, when the partners launched Selection Massale, an importer/online retailer focused on natural wine, they found it was "a little early." Many wine professionals didn't really understand or accept natural wines at the time. "People are going to come around," they reassured their producers. And they finally did, around 2013-2014, by Mr. Cartwright's recollection. The Selection Massale portfolio now has about 45 producers—three times as many as when he and Mr. Gerard began. Though the company now boasts a number of stars of the natural-wine world, the remuneration has yet to reach that of his previous profession. But Mr. Cartwright sounded hopeful: "I'm getting close."

Laura Catena, *emergency-room doctor and winery owner*

While some jettison one profession for a new career in wine, Laura Catena, a 51-year-old emergency-room physician, manages both—on two different continents, no less. She practices medicine in San Francisco while acting as managing director of two wineries in Mendoza, Argentina.

After 20 years of working six to eight shifts per month at two hospitals, Ms. Catena recently cut back to working four to six shifts at California Pacific Medical Center in San Francisco (10-14 shifts is full-time). And she continues to seemingly work around the clock in her role as managing director of both Luca Winery and Bodega Catena Zapata, one of Argentina's most important wineries, which she co-manages with her father, Nicolás Catena.

Also a mother of three, now 20, 17 and 13, Ms. Catena brought her brood along each year when they were young for a three-month sojourn in Argentina, enrolling them for a term in Argentine schools. She has two distinct advantages: her understanding spouse, Daniel McDermott, a full-time emergency-room physician; and her father, such a close ally that "we function as the same person," Ms. Catena observed.

Mr. Catena gives Ms. Catena full control over any aspect of the business she wishes—winemaking or personnel or even finance. "In most family businesses, your father would say, 'Your job is your job,'" she said. "My father isn't like that."

Though Ms. Catena isn't sure how long she'll be practicing medicine, she sees the benefit of combining the professions. Both require a science background and team work, but there is an important emotional aspect as well. "Medicine makes you work the empathy muscle," she said. "When my winery staff talks to me, I listen as if listening to a patient."

► Email Lettie at lettie@wsj.com.

SLOW FOOD FAST / SATISFYING AND SEASONAL FOOD IN ABOUT 30 MINUTES

**The Chef**

Ann Kim

Her Restaurants

Pizzeria Lola,
Hello Pizza and
Young Joni, all
in and around
Minneapolis

What She's Known

For Skillfully
and creatively
interweaving
strands of Korean,
American and
Italian cuisines.
Unexpected flavor
combinations that
nevertheless make
perfect sense.

Kimchi Fried Farro With an Egg on Top

COMING TO MINNESOTA from Korea meant a whole new life for Ann Kim's family. "It's a typical immigrant story," she said. "My parents came here with very little money. They didn't speak the language or know anyone. They wanted a better life for their daughters." Now the chef-owner of three celebrated Twin Cities restaurants, Ms. Kim took to heart the example set by her parents. "My father worked graveyard shifts and my mom was a cleaner in a nursing home. My work ethic absolutely comes from them," she said.

Growing up in a suburb of Minneapolis, Ms. Kim internalized the value of good home cooking, too. "Whenever my mom wasn't at

work, she was cooking. It gave her such pleasure." This recipe has become a comforting staple in Ms. Kim's own home. The stir-fry of farro, kimchi, carrots, peas, bok choy and scallions comes together fast. Finish with a fried egg on top and let the rich yolk ooze out and mingle with the other ingredients.

It's a riff on a dish Ms. Kim's mother and grandmother made, with rice instead of farro, whenever a quick, sustaining meal was in order. "Rice is cheap," she said. "We'd make kimchi in our basement, and we had a vegetable garden." Now she'll add bacon or leftover meat on occasion—whatever sounds good after a long day.—Kitty Greenwald

Total Time: 25 minutes
Serves: 4

3 heads of baby bok choy, halved lengthwise

3 tablespoons vegetable or olive oil

1 small onion, cut into $\frac{1}{4}$ -inch dice

2 medium carrots, cut into $\frac{1}{4}$ -inch dice

$\frac{1}{4}$ cup kimchi, finely chopped

1 tablespoon sugar

2 tablespoons butter

$\frac{3}{4}$ cup peas, fresh or frozen

3 cups cooked farro, cooled

3 scallions, sliced thin

Kosher salt

4 eggs

$\frac{1}{4}$ sheet toasted nori, thinly sliced (optional)

1½ tablespoons sesame seeds (optional)

1. Slice bok choy crosswise into $\frac{1}{4}$ -inch strips and separate leafy green tops from thick stems. Heat 2 tablespoons oil in a large sauté pan over medium heat.

Once hot, add onions and carrots and sauté until onion is translucent, about 3 minutes. Add white bok choy stems, kimchi and sugar to pan. Sauté until kimchi is aromatic, 1-2 minutes. Add butter and peas.

Sauté until peas turn bright

green, 1-2 minutes more.

2. Add farro and stir-fry until grains lightly crisp, about 4 minutes. Add bok choy leaves and scallions, and sauté until soft, 1-2 minutes more. Season with salt and set stir-fry aside.

3. Add remaining oil to a separate medium sauté pan over medium heat. Crack in eggs and fry, sunny-side up, until whites set and yolks warm through and thicken, about 3 minutes.

4. Divide kimchi fried farro among 4 plates and top each with a fried egg. Garnish with nori strips and sesame seeds, if using.



FIBER ART The nutty whole grain farro stands in for rice in this deeply satisfying stir-fry of kimchi and vegetables.

ADVENTURE & TRAVEL

'Meet Me at My Club...in Tulum'

Home to whiskey-themed networking events and dance-floor deals, a new crop of hotels caters to professionals

BY JAY CHESSES

One recent evening, guests at the new Curtain hotel in East London were treated to a surprise concert from Chance the Rapper in the hotel's private members club, which it touts as a "home for creative entrepreneurs." The club features a co-working space, screening room and roof bar, access to all of which comes gratis with a room reservation. Meanwhile, a similar professionally minded club at the new Eaton Workshop hotel, which opened this summer in Hong Kong, services "an inclusive tribe of changemakers and creatives," according to its recruiting materials, with its own 50-seat theater, recording studio and wellness center on site. A second Eaton property opens in Washington, D.C. this fall.

While big chain hotels often have club floors where their most loyal guests might get free drinks and a steam-table buffet, these new iterations offer insider access, eating and drinking venues and networking opportunities of a much higher caliber. The big advantage? They're places you might actually want to hang out in. Club programming, like screenings, concerts, lectures and mixers, is often included too.

"One of the ways you separate yourself in a crowded market is creating a sense of exclusivity and privilege," said the Curtain's founder, Michael Achenbaum, head of New York's Gansevoort Hotel Group. "The private club is our way of presenting that."

For travelers, the clubs deliver a built-in social scene, whether you're in search of a co-working desk to park your computer or a hot bar after work. The Curtain, with its focus on nightlife, might draw one type of guest, while Eaton House, which is hosting a women's conference in Hong Kong



ADRIAN HUSTON (CURTAIN), KEVIN J. MIYAZAKI/REDFUX (SOHO HOUSE)

component, the new hotel players have flipped the script. There's no easy formula, however, for building a genuine sense of community, with or without a private club. Hotels like the Ace in New York, which has turned its lobby into a full-time party and public workspace, inspire plenty of knockoffs, not all successful.

"A lot of traditional hotels try to build a social hub and, I won't name names, but two nights ago I stayed in one, a new brand, and the social hub was deadsville and it was a Saturday night," said Tony Kurz, CEO of Karl Lagerfeld Hospitality Group, who is developing a new hotel group with a private club component in a licensing deal with fashion designer Karl Lagerfeld. The first of these Karl Lagerfeld hotels, launching in Macau next year, won't have a club, but subsequent properties across east Asia and the Middle East certainly will (the next locations have not been announced).

The public spaces of the Sunset Tower in West Hollywood have the sort of buzzy, networking-friendly social scene Mr. Kurz is pursuing. Its celebrity-packed Tower Bar operates, essentially, like a private club (good luck getting a table if you don't have an in with the gatekeeper maitre 'd). For owner Jeff Klein, launching an entirely private hotel seemed like a next logical step. His San Vicente Bungalows, opening this fall in a former fleabag motel near the Sunset Tower, will have nine hotel rooms accessible only to members and their guests. Reconfigured by British designer Rita Kong, the palm-shrouded property will also consist of a restau-

PERK UP From top: The drinking den at the Curtain, a hotel and private club in London; the view from a room at Habitas Tulum, Mexico.

rant, bar and a garden pool surrounded by lounge spaces, all well suited for confidential deal-making. A public-facing sister property, 850, will open across the street. But a room in the one won't gain you access to the other. "If I were a club member paying a couple of thousand a year I would be annoyed that anybody could get access by just going online and booking a room," said Mr. Klein.

The growing appeal of private clubs—Soho House has been expanding at the rate of two new outposts a year—reflects the increasingly mixed-up way we work and play. "There has been a movement away from the traditional, nine-to-five way of life," said Soho House's Mr. Jones, "and people instead want more flexibility as work and personal time merge. They also want space to meet and exchange ideas." Katherine Lo, the young hotelier behind Eaton Workshop who plans to launch the brand in Seattle and San Francisco in the next couple of years, is driven by a similar philosophy: "People are getting more hybrid not only in our careers, but in how we live and travel."

A business meeting is as likely to take place on a chaise by the pool as in a corporate boardroom these days. A startup may be born on the dance floor or in a dusty tent at Burning Man, which is where Habitas, another new club-hotel mashup, first started to gestate.

The company's three founders, who met at the annual music and art gathering in Nevada, launched their first hotel, a beach-front property in Tulum, last year. Urban clubhouses—with work spaces, gyms and kitchens, but no guest rooms—followed shortly thereafter in New York and Venice Beach, Calif. Though you don't have to be a member to book a room, their rapidly expanding hospitality group focuses on encouraging social interaction among all of its guests.

"At most hotels, the experience is very similar," said CEO Oliver Ripley. "You check in, get your key, go to your room, go downstairs for breakfast, choose a table by yourself, go down to the beach, choose a sun bed by yourself. Meanwhile the whole world has been moving toward shared living, shared working. Why has the hotel experience not evolved?"

The New Clubhouse Hotels

THE CURTAIN / LONDON

This 120-room hotel, which opened



last year in the Shoreditch section of East London, features a pool on the roof and nightclub in the basement, along with an outpost of chef Marcus Samuelsson's Harlem restaurant Red Rooster. Hotel guests have access to most of the spaces in its 1,700-member club, which hosts whiskey tastings, intimate concerts and new movie premieres. The Gansevoort Hotel group, which is behind the place, hopes to launch a sister club in New York eventually. *Rooms from \$250 a night, membership dues from \$1,200 a year, thecurtain.com*

HABITAS / TULUM

The founders of Habitas started calling their first hotel in Tulum a "home," an apt enough description: Members can leave behind clothes and a toothbrush for the next time they come through. Members also

get access to the Habitas clubhouses in Venice Beach, Calif. and New York, but only the Tulum branch doubles as a hotel (for now), with a castaway vibe fit for an aspiring tech mogul. Thatched huts on the beach and luxury tents in the jungle are all outfitted with air conditioning, high-speed internet access and 400-thread-count sheets. Communal meals, jungle concerts and outdoor screenings encourage mixing with fellow travelers. *Rooms from \$300 a night, membership dues \$2,200 a year; habitastulum.com*

LA GRANJA / IBIZA

A 200-year-old farmhouse in the wild heart of Ibiza has been transformed by the founder of the Design Hotels group into a luxurious members-only retreat with a techno-music soundtrack. Bookings, available only by phone, include membership for the night in the hotel's Friends of a Farmer club named for its agricultural setting (much of the food at the vegan-friendly restaurant is grown on site). Holistic activities pitched as "rituals" include yoga, meditation and slow-food cooking classes. La Granja is above all a leisure retreat, but a more business-oriented sister property is slated to open in Berlin in 2020. *From \$400 a night, lagranjaibiza.com*

EATON HK / HONG KONG

Katherine Lo launched the Eaton Workshop brand as a youthful adjunct to her family's luxury Langham hotel chain, adding a private club, Eaton House, which draws entrepreneurs, artists and activists. The first, 465-room branch, which opened in her native Hong Kong this summer, features murals painted by artists-in-residence, its own radio station and a dining space filled with street-food stalls. A second outpost opens in Washington, D.C. this fall. *Rooms from \$160 a night; membership dues from \$320 a month; eatonworkshop.com*



SUN AND WEB-SURFING For a new breed of worker, Soho House Chicago functions as both a hotel open to all and a members-only club.

THE WORK ISSUE | ADVENTURE & TRAVEL

Many Appy Returns

Six less obvious smartphone add-ons to help business travelers sleep soundly, dine wisely and steer clear of trouble

MIND YOUR MANNERS, SARGE

The Air Force Culture Guide

Developed by the Air Force to help its officers acclimate overseas, this exhaustively researched app focuses on etiquette, traditions and politics, primarily those in Africa, the Middle East, Southeast Asia and Eastern Europe. Categories like Personal Space and Eye Contact, Conversational Topics, Natural Hazards and Dining Customs come in handy for civilians too. The deep dives cover everything from how to shake hands with a Bulgarian, why Indonesians typically eat with their right hands, which gestures are considered impolite in the Congo (word to the wise: avoid the "thumbs-up") and how you risk breaking the local law by engaging in certain discussions of the Thai monarchy. The advice may not be quite enough to replace a semester abroad, but it should keep you from triggering an international incident. culture.af.mil

BAG THE JET LAG

Timeshifter

Anyone battling jet lag might enlist countless remedies, ones as ancient as crystals and as newfangled as I.V. vitamin infusions. Timeshifter's strategy is simpler: Manage light exposure. The app's advice was informed by input from Dr. Steven Lockley, an associate professor of medicine at Harvard Medical School's Division of Sleep

Medicine. Travelers type in info on their departing and arriving airports, dates and times of each flight and whether they're early birds or night owls. An algorithm sets an hourly schedule starting a couple of days before the trip, indicating when to seek or avoid light, when to nap and optionally when to incorporate caffeine or melatonin. Does it work? You can try it for free the first time, and if it does the trick, pay \$10 for each additional trip. timeshifter.com

SOUND SLEEPER

Binaural

Use Binaural to drown out all that ruckus—rowdy wedding parties, blaring televisions on the other side of the wall—that typically gets in the way of a restful hotel stay. Sparing you the need to pack a separate white noise machine, the app generates soundwaves designed to boost concentration, relaxation and sleep. Swipe across the app's softly colored stripes to dial up, for example, "gamma" frequencies that activate the problem-solving part of the brain or "delta" frequencies that target the deep slumber part. The science behind these "binaural beats" is a bit inconclusive, but the droning tones, which can be layered with the patter of rainfall, are certainly less disruptive than noisy neighbors or the rumbling of the elevator down the hall. giorgiocalderolla.com

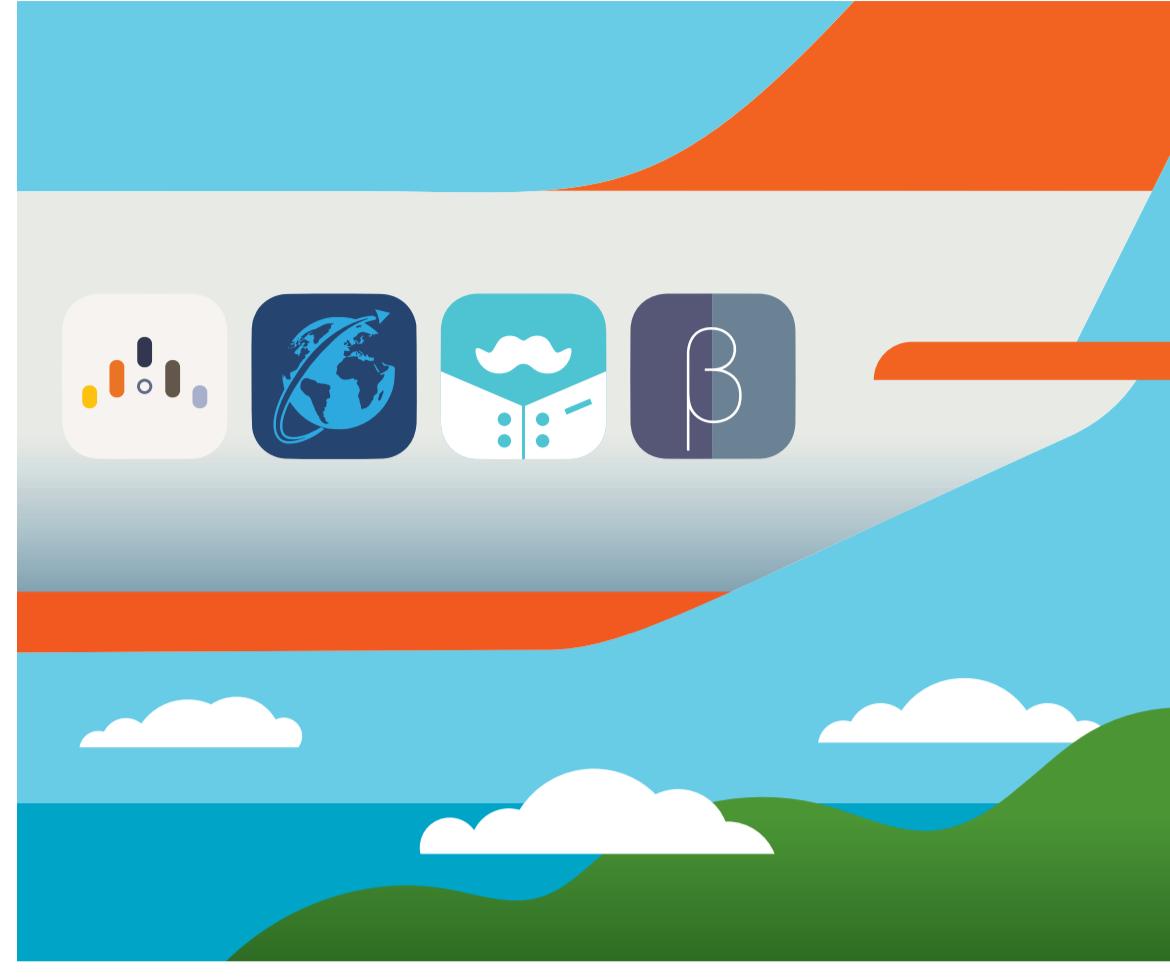


ILLUSTRATION BY ROB WILSON

GETTING TIPSY

GlobeTips

European restaurant workers are nuts about travelers from the U.S., said Anton Anisimov, co-founder of GlobeTips, since Americans have a reliable tendency to overtip abroad. His app helps visitors avoid inadvertently excessive generosity by cataloging gratuity practices in more than 200 countries and regions. If you're just an armchair tipper, you can poke around the app's atlas to learn, say, what to give a porter in Tunisia or a taxi driver in El Salvador. For those who are sweating over an unintelligible bill just dropped at the table, a built-in receipt scanner checks the phone's GPS before pulling the local gratuity guidelines into its calculator. The calculator then clearly spells out what, if anything, should be left behind. globe.studio/globetipping

SAFETY FEATURE

Crime and Place

This app has a rather morbid sense of humor that starts with the punny name, Crime and Place, and manifests in the app's main feature, a compass that directs an out-of-towner out of harm's way, or at least out of the likelihood of harm's way. The app uses the FBI's Uniform Crime Reporting database and the U.S. census to map crime statistics nationwide. When you walk or drive into an unfamiliar neighborhood, a half-mile radius around a pin of your current location gets segmented into green, yellow and red rings depending on the recorded number of murders, robberies, car thefts and so on. Navigating the app feels like running through a videogame: A warning pops up when you're "entering a high crime area!" The compass then directs you back to safer environs. crimeandplace.com

DINING DISH

The Infatuation

User-generated restaurant reviews can often get bogged down with irrelevant sagas of 20-person boozy brunches that don't help you find a lunch spot for a colleague. For its eponymous app, the Infatuation, a dining-advice juggernaut that acquired Zagat earlier this year, rates restaurants in 31 major U.S. and international cities with a reliable editorial perspective. The "Nearby" map view is handy, as is the ability to save favorites to a "Hit List." Amusingly specific themed roundups—"Where to Eat With Someone Who's Cooler than You," "Where to Go on a Date When You Haven't Met This Person Yet," "Where to Eat after a Bad Week"—are more consistent and actionable than all that wayward Yelping. theinfatuation.com

—Ryan Haase



Coffee, Tea Or a House Of Gin?

Flying premium class has its perks. Here, a few favorite giveaways



DESIGNER DUVETS, fluffy pillows, elegant tableware—premium-class passengers these days might feel like they've just stumbled into a White Sale at Bloomingdale's. A fully flat bed is now de rigueur in international first and business cabins, and airlines are piling on perks to help you sleep better, feel better—and even smell better when disembarking from an overnight flight. "The trend is for high-quality items from well-known companies," said Henry Harteveldt, a travel industry analyst at Atmosphere Research Group. Whether the goodies are a gift—most airlines let you keep the p.j.s—or simply on loan during the flight, like British Airway's White Company blankets, the swag is yet another bid for the loyalty of the expense-account crowd. Here, a sampling of amenities showing up in the front of the plane.

—Barbara Peterson



It-Bags Air France partnered with skin-care line Clarins for their business-class kits (above) packed with itty-bitty moisturizers and lip balms. Not to be outdone, Qatar Airways offers hard-shell Brics kits, while Emirates' bags hold a cluster of Bulgari fragrances and creams.



Slumber Style Hong Kong-based Cathay Pacific flies some of the world's longest routes, so it's natural it would offer covetable in-flight pajamas. Alas, they're only for first-class passengers. The sleep sets, slippers and all, are made by PYE, a top Hong Kong label.

JOSHUA SCOTT FOR THE WALL STREET JOURNAL, STYLING BY ANNE CARDEN



STAND UP TO CANCER™
10 YEARS OF IMPACT

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THE WORK ISSUE | ADVENTURE & TRAVEL

On the Clock, Off the Grid

Backpackers and heiresses spend months, even years, traveling the world. Now working stiffs can too



JULIEN PAGAUD

BY ELIZABETH G. DUNN

LIFE WAS GOOD for Krista Jancik. At 35, she was working as an art director at an advertising agency and living in the trendy West Loop neighborhood of Chicago. Still, she said, "Everything was feeling a little too routine." Initially, Ms. Jancik considered planning a big vacation—China, maybe, or Australia—but then she came across an ad for Remote Year: a fledgling travel company that spirits groups of remote workers away on a year-long journey around the world. Though Ms. Jancik's job was not conceived as a remote position, within weeks, she'd sold her company on the benefits of such an experience, broken her lease and boarded a plane to Malaysia. Now, she lives in a new city each month—Kuala Lumpur, Prague, Marrakesh—and fits in island-hopping excursions in Thailand or camping trips to the Sahara around her normal workload. "I feel constantly in motion," she told me via video chat from Belgrade, Serbia. "I feel more productive, more active, more creative."

Long-duration travel has historically been the purview of backpackers roaming the hostel circuit, or a class of moneyed jet-setter with no apparent need for a regular paycheck. Recently, though, a new crop of companies has emerged with the aim of helping working stiffs take

their jobs on the road.

Remote Year, the leader in the field, was started in 2014 by two Chicago roommates, a strategy consultant and a venture capitalist. On a whim, the duo posted an ad online broadcasting the opportunity to work remotely and travel with a community; within a month, they had collected 50,000 email addresses. "We realized we were onto something," said Sam Pessin, one of Remote Year's co-founders. The company scooped up \$12 million in

She's living in a new city each month and fitting in camping trips to the Sahara around her normal workload.

venture funding in 2016, now has teams on the ground in 14 cities around the world, from Cape Town to Medellín, and will put 10 groups of around 50 travelers on the road this year.

For a \$5,000 lump sum and fees of \$2,000 a month, Remote Year provides its customers with a year's worth of flights from city to city, and everything they need to hit the ground running in a new locale: a place to live, a co-working space and local staff for troubleshooting and sightseeing tips. The company

also hosts regular social events, like wine tastings or neighborhood walking tours. One month, you might find yourself taking surfing lessons in Lisbon. The next, zipping around Hanoi by moped.

Mr. Pessin said Remote Year can squeeze a lot out of the modest fees by focusing on cities where the tourism appeal is high, but the cost of living is low; think Hanoi and Lima, not Hong Kong and London. The company negotiates long-term apartment leases in bulk. Participants said their living quarters varied in quality from place to place—a swanky high rise in Bangkok, a "dank" basement apartment in Lisbon—and tend to be centrally located and clean, albeit basic. You might have your own studio or a private bedroom within a house or apartment shared between members of your travel cohort.

A handful of other services offer their own tweaks on a similar theme. Hacker Paradise organizes one- to two-month residencies everywhere from Bali to Buenos Aires, and draws a tech-centered crowd of entrepreneurs, web-developers and creative types. Wi-Fi Tribe offers flexible drop-in, drop-out communities in dozens of locations; Unsettled, which puts together two-week and one-month retreats around the world, has found a niche among midcareer professionals thinking through their next move. What they all have in common is their appeal

to so-called "digital nomads": people who can work from anywhere, so long as the Wi-Fi signal is good.

The rise of this untethered lifestyle has been fueled by the convergence of a few complementary trends. The growth of the gig economy and telecommuting are only some of the factors. Mark McSpadden, vice president of digital experience for Sabre, a travel technology company, said that declining rates of home and car ownership, marriage and procreation among people in their 30s—the largest demographic for this kind of lifestyle—have freed up money for travel, and given young professionals less to stick around for.

The clientele of companies like Remote Year include lots of entrepreneurs and freelancers—writers, graphic designers, marketing consultants—but a surprising number of Fortune 500 employees participate, too. Mr. Pessin said that half of his customers are employed full-time while on the road, and that Remote Year has teams dedicated to selling companies on the benefits of this type of working gap year as a tool for both recruiting and leadership development.

All of the programs are selective and favor applicants who seem eager to contribute to a communal lifestyle, whether through hosting a talk on machine learning or pitching in with potluck dinners. Few couples tend to apply, and only Hacker Para-

dise and another such service called the Remote Life can accommodate families. Unsettled and Hacker Paradise overtly target personal and professional growth through activities like goal-setting sessions, local networking opportunities and workshops. "The main things that we look for... is someone who shows up with intention," said Michael Youngblood, a co-founder of Unsettled. "We don't necessarily care what that intention is, whether they're starting a new bitcoin company or trying to figure out the meaning of life."

All that focus on the community can be a double-edged sword: It staves off the loneliness of solo travel but can also be wearying, and hinder immersion in the local culture. "It's very easy to spend your time with no one but Remote Year people," said Kate Bagoy, who traveled with the company in 2017, and has been living out of a suitcase while working as a business coach ever since. Ms. Bagoy said she misses the logistical support that Remote Year provided—she now spends hours each week managing travel details—but ultimately, she has realized that she prefers to move around the world at a slower pace, and without traveling as part of a herd. "You can get burned out on travel," she said. "Now, I'm grocery shopping, I'm trying to get my exercise in, I'm really trying to understand a culture more. I'm living my life, just in a scenic backdrop."

LATITUDE MOVE / COMPANIES THAT CATER TO NOMADIC PROFESSIONALS

Hacker Paradise

Organizes one- to two-month residencies for techie travelers in places like Cape Town, Seoul, and Buenos Aires. From \$450 a week for accommodations, workspace, SIM card and local events; hackerparadise.org

The Remote Life

Groups of around 20 set up shop in a new location, such as Bali or Siem Reap, each month. Travelers can join for as little as a week, but three months is average. From \$2,000 a month for accommodations, workspace, SIM card and local events; theremotelife.com

Remote Year

The category leader, and the biggest commitment. Offers four and 12 month itineraries exploring a new city each month. From \$11,000 for four months for travel between cities, accommodations, workspace and local events; remote-year.com

Unsettled

Shorter-duration retreats designed for midcareer professionals in places like Mexico City, Tuscany and Nicaragua. From \$1,700 for two weeks for accommodations, workspace and local events; beunsettled.co

Wi-Fi Tribe

Divides the year into several "chapters" in a range of different locations, from Berlin to Malaysia. Members have the flexibility to join for as little as one, or as many as 10. From \$900 for four weeks for accommodations, workspace and local events; wifitribe.co

POP THE QUESTION

Those Were the Pay Days

We asked three busy bees: What was your most satisfyingly grueling job away from home?

Barbara Corcoran,
Founder of the Corcoran Group and host of the new podcast 'Business Unusual'

"When I was 16, I talked my parents into letting me go waitress at an all-inclusive place in the Catskills. There were six of us in a bunk room. We worked

from 7 to 7, and went partying every single night. By the end of the summer I had enough money to pay for a third of my college tuition. I got in with a guy who was a dead ringer for Steve McQueen; he gave me rides around the Catskills on the back of his motorcycle. That was the summer I put on a solid 30 pounds because the kitchen was never locked, so every time I came home from the party I would help myself to a giant bowl of ice cream with chocolate syrup."

Ken Burns, Film-maker; co-director of 'The Mayo Clinic' (Sept. 25 on PBS)

"In the mid-70s, just after we graduated college in Massachusetts, my friends Roger Sherman and Buddy Squires and I were hired by a guy in New Hampshire to make this film with

an inane plot. It was raunchy, and I have never laughed as hard as I did—I can remember literally collapsing in laughter around the tripod. The technical guy bought as much black powder as you could legally buy in New Hampshire and kept blowing things up: We blew up a boat; pieces of an outhouse flew right at the camera and I had to duck. I lost all the hair on both my forearms and we ended up earning 3 cents an hour by the time we were finished, but we'd made friends for life."

Christina Tosi,
Founder of Milk Bar and Author of 'Milk Bar: All About Cake' (Oct. 23)

"When I was in college I studied abroad in Florence, Italy. I found a job as an assistant at an ambulance company. Every day after school I

would show up at the ambulance headquarters in this beautiful old church. In Italy, the ambulatory services provide free transportation for the elderly, they act as buses for kids with special needs and you never know when you're going to show up to the scene of a motorcycle or car crash. They knew me for my baked goods even back then—I'd go home and bake late at night in my little apartment. I'd help tourniquet someone's arm, then give them a cookie." —Kathryn O'Shea-Evans

DESIGN & DECORATING



FROM TOP: WILL ELLIS (3); CATHERINE TIGHE

NOOK SMART

The library in the offices of a New York financial firm boasts an acrobatic level of flexibility. A group can meet informally over coffee in the comfy chairs or conduct a teleconference with better posture at the glass Norman Foster table. "The clients even said they might gather here to watch the World Cup one morning," said the space's designer/architect Deborah Berke. The room, though, remains respectable. "I think spaces can be young and still dignified, if there's attention to material and a historic pedigree to the furniture and art," she said. Should a worker decide to clear her brain by spending 20 minutes with the fiction, nonfiction or art books stocked on these shelves, she could prop her feet on a Poul Kjaerholm PK65 table and curl up in a red leather Le Corbusier chair. Not too shabby.

OFFICE TOUR

Hybrid and Mighty

New workplace design combines the best of conservative, corporate culture and startup loosey-goosiness. Take a look

BY TIM GAVAN

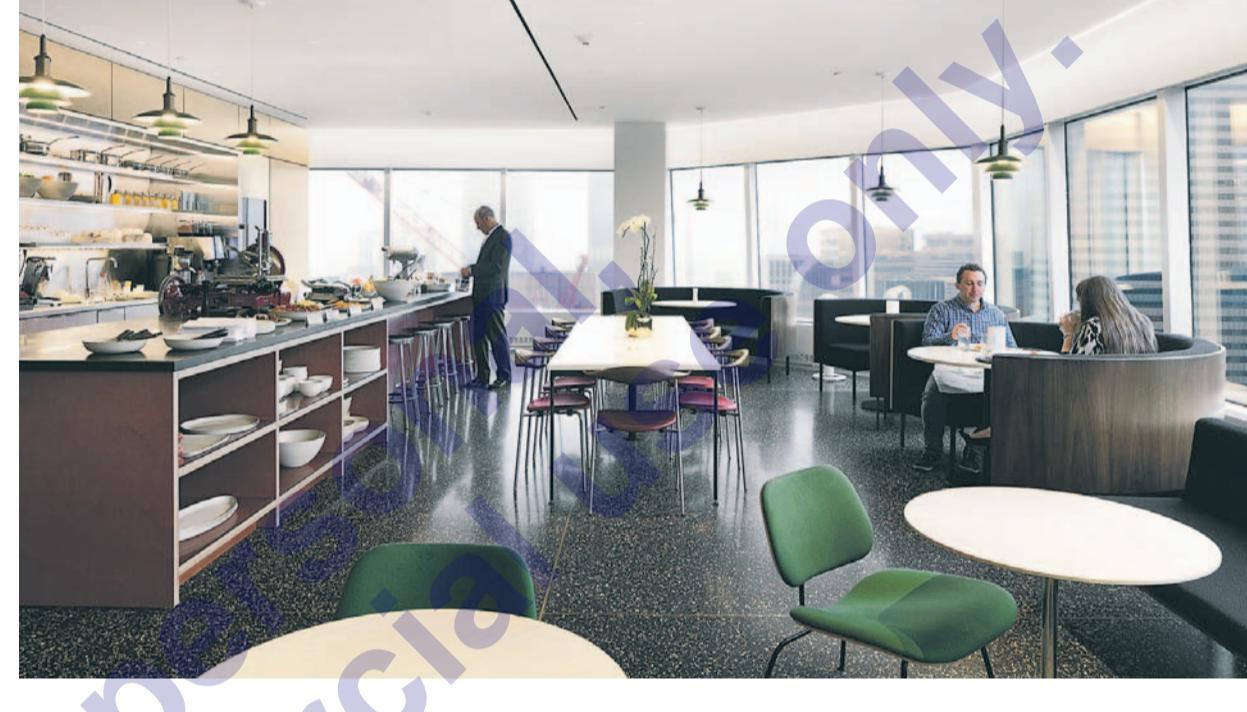
WHETHER YOU'RE languishing in a plastic cubicle several floors below the executive suites or trying to navigate the tube slides and trampolines of a Silicon Valley startup, workplace options seem to range from soul-crushing to stroke-inducing. But in a boutique financial firm in Midtown Manhattan, Deborah Berke—dean of the Yale School of Architecture and founder of an eponymous architecture and design firm—created a combination of structure and comfort that transformed the view from the water cooler from flat to sparkling.

"On the spectrum between Google's open office with foosball tables and Park Avenue law firms with senior partners in the corner offices, I think this space is exactly in the middle," Ms. Berke said of the 10,000-square-foot workplace. The client wanted "a sense of transparency and community balanced with a respect for privacy and concentration, and a non-hierarchical, less corporate, more residential look that would still feel dignified."

Communal spaces include a fully-stocked lounge and library that provide a variety of environments and experiences, including relaxation, a notion borrowed from the dot-com world, without being slouchy or juvenile.

Sweeping glass walls rather than solid partitions separate rooms. The glass that demarcates individual offices is covered with sheer curtains to provide privacy without alienating anyone—even in the partners' offices, none of which are sited in corners. The design honors the team. "It says, 'If you work here, we work together, aiming for the same goals, and your opinion matters,'" said Ms. Berke.

Here, the specifics of how it's done. CC: your boss.



DEMOCRACY IN ACTION

In a break from traditional office structure, Ms. Berke made any room that might have been a status-conferring corner office into communal space, as with this eating lounge. "Many business leaders understand that a less-stratified workplace is more productive," she explained. The room's furnishings allow for many types of activities: social or working

lunches at a long table, lunch by yourself at the counter, afternoon coffee with a colleague in one of the custom-made banquets under Poulsen pendant lamps. "The same person can go to the lounge multiple times a day and not have the same experience," Ms. Berke said, illustrating how a space doesn't have to feature an excess of stimuli to be continuously interesting. It need only be versatile.

PROPER BUSINESS ATTIRE

The conference room is among the more conventional spaces, noted Ms. Berke, but a few factors place it in the 21st century. The handles on the sliding glass doors are wrapped in leather, "another instance of unexpected softness and attention to detail," she said. Around the Carlo Scarpa table sit vintage Frederick Scott chairs, with their remarkable chrome backs. "When you walk past the room in the hallway you see that beautiful reflective surface." Overseeing the scene is a commanding painting by New York painter Joe Bradley. "The art shows employees a level of respect, much more than some generic piece that just gets thrown on the wall."

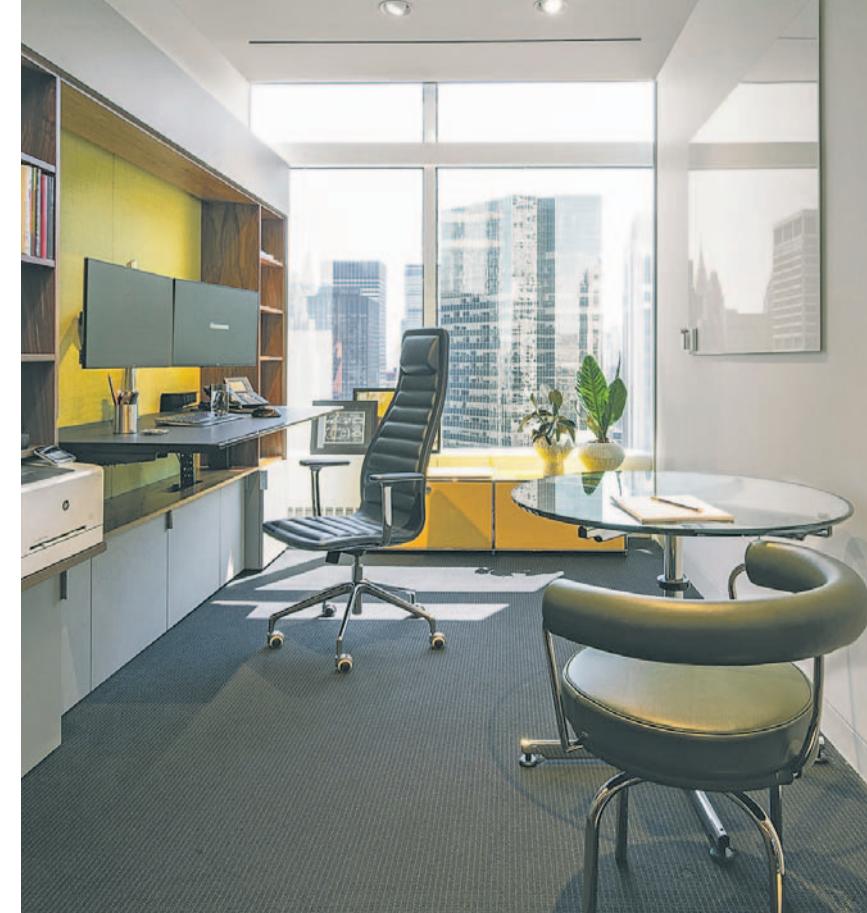


ADJUST YOUR SET

"I think that today we work in many modes of thought, documentation and idea provocation," said Ms. Berke. "It's not all screen based." She describes this industrial scenario: The person in this somewhat traditionally set up private office could be on the computer either sitting in his chair by Jasper Morrison or on his feet before the standing desk. He could be talking to someone sitting in the Le Corbusier LC7 chair at the height-adjustable glass table. And he could get up to scribble notes on the white board. "People think in a lot of different ways simultaneously," said the architect. Throughout the office, greenery appears in midcentury pots of different size and scale. "The plants are more than just beautiful," she said. "Someone has to keep them alive, and an office should give the impression that care is taken in all aspects."

CURTAIN CALL

The firm's private offices temper the transparency of glass walls and doors with Knoll drapes, whose soft, floor-sweeping lamb's wool feels more residential in character than shades would. Not only do the curtains contribute to acoustic privacy by dampening sound, they can shut out distractions in an instant. "One reason we chose to go sheer was that a degree of light can still come through, and the glow creates a sense of warmth and inhabitation on both sides of the glass," Ms. Berke said. This lets employees know that they're not the only ones burning the midnight oil. "You feel part of something beyond your little space." The pale vertical surfaces also provide contrast to the rich and bold hues found elsewhere. Within the offices, pops of color were introduced in the form of cheery file-storage benches from USM. "People have different colors in their offices, yellows or greens. There's consistency because it's part of a scheme, but it's also surprising—not just endless repetition."



THE WORK ISSUE | DESIGN & DECORATING

Keys to the Home Office

We asked hundreds of pros where people typically go wrong when designing their residential workspaces—and what the smartest fixes are

BY CATHERINE ROMANO

WHEN QUIZZED on the mistakes they see most in home offices, designers and architects list both aesthetic and practical flubs. For New York designer Mikel Welch, who often sees lapses in taste in the workspaces of otherwise stylish homeowners, what comes to mind is "those dated, black-handled, hand-me-down scissors. Swap them out for antique gold versions."

Another error folks make is failing to consider the ways they're most productive. One of Manhattan designer Kati Curtis's clients realized she really prefers to work in bed. The two scrapped plans for built-in storage and a desk in a second bedroom, opting instead for an upholstered bed. "It serves as a space to work that's not her bedroom and doubles as a guest room," said Ms. Curtis. "Win/win." Here, more solutions to common home-office missteps.

paper. In a Dublin project, New York designer Phillip Thomas painted an unexpected emerald green inside dark blue cabinets. "It is this level of detail that elevates the home office from just a place one goes to work to a space where one wants to be," he said.



▲ Go Beyond the Task Light

Natural illumination beats all other types, and when it's available, the office layout should work around it, said Steve Delfino, vice president of office-furnishings and technology company Teknion. If windows are in short supply, Princeton, N.J., architect Joshua Zinder warned of eyestrain, emphatically cautioning, "A computer monitor does not provide enough light to read by." Lighting should be adequate and layered. New York designer Andi Pepper advised a combination of overhead lights, table and floor lamps and sconces. "LED lighting, very energy saving, must be carefully selected because it can be eerily blue," said Los Angeles architect Raun Thorp. Many design pros recommended hanging chandeliers. "They offer warm pools of soft lighting," said Mr. Delfino.

▼ Bring in the Outside

International firm NBBJ is responsible for the design of the Amazon Spheres recently opened at the center of the online-retail giant's Seattle campus, a sort of rain-forest-cum-lounge for 800 people at a time. Guided by research concluding



▲ Make It Chic as Your Home

"If a space doesn't have good energy, I promise you will find other things to do at home than get work done," said designer Amanda Lantz, in Carmel, Ind. "Add residential elements like carpeting, color, pattern and texture." Load on the willfully unbusinesslike personal effects such as a collection of cut cranberry glass. "I want to look at what I love and find inspiring," said New York designer Starrett Ringbom. "I put one of my favorite pieces of art over my desk, a Josef Albers print, and chose the wall color and curtain fabric around it." Think of what you see in insipid corporate offices, and do the opposite. Paint the back of bookshelves or line them with wall-



THE EYES HAVE IT A Sagaponack, N.Y., setup by architect Guillermo Gomez includes two essentials: a sight-saving view and an ergonomic chair, in this case Knoll's Generation model.

ALEC HEMER (OFFICE), ILLUSTRATIONS BY MATTHEW COOK

ing that access to nature reduces stress and helps us work more effectively, designers filled the three transparent spheres with nearly 40,000 plants from all over the world. NBBJ architect Jonathan Bahe suggested homeowners might apply these insights by bringing plants and greenery into their home studios. You can dip your toe in so-called biophilic design with two of the plants NASA research shows scrub the air of toxins most effectively: the peace lily and variegated snake plant. They are also nearly impossible to kill.

Get Off the Wall

Though many people think showing their large furniture pieces against the perimeter of a room frees up space, Caitlin Murray of Los Angeles firm Black Lacquer Design argues that it can make a space feel "cramped." Floating a desk in the middle of a room is sophisticated, but unless you work on only a Wi-Fi-connected, battery-driven laptop, you face a power-source dilemma. M.A. Allen's preferred arrangement: "I like to do built-ins against a wall incorporating a work surface with knee space, then float a more



open table desk in front," said the Raleigh, N.C., designer. "Everyone wants the look of the floating desk, but desktop computers, dual monitors, printers need to be plugged in." To minimize the dusty jumble of cables that inevitably accretes, many designers turn to furniture with built-in charging and electrical plugs.

Consider, too, your hardworking eyes. "It is important to provide people working on computers with something further away that helps to refocus tired eyes and is pleasing to see," said Mr. Phillips, who recently repositioned a desk, which had been against a wall opposite a window, to be perpendicular to that aperture, so the clients

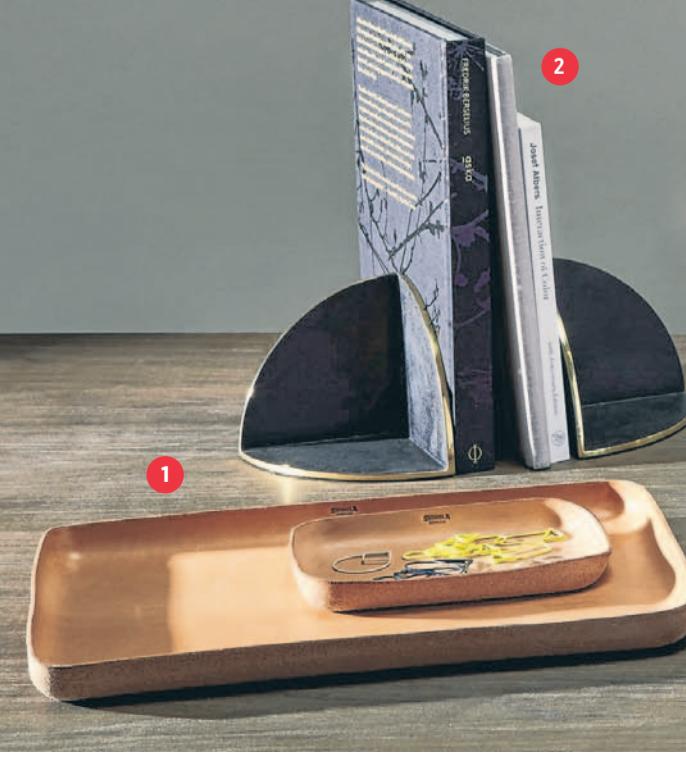
could enjoy a view. Where an outdoor vista isn't available, "orient to views of larger spaces within the home," suggested Mr. Delfino.

▲ Concede You'll Spread Out

Designers noted that despite the digital promise of a paperless world, you need ample surface and storage space. Desk size, said Ms. Thorp, "should be at least the span of your outstretched arms, from fingertip to fingertip." Atlanta designer Nina Nash recommended building shelves and drawers into closets and finding a buffet or credenza deep enough for a printer and files. The best part is, she said, "it doesn't look like traditional, boring office furniture."

Desk Help

Why settle for standard-issue, black plastic accessories when you can equip yourself with pulchritudinous tools like these?



1. Molded Leather Tray, from \$85 for small, shinola.com
2. Saikai Toki Brass Black Book End, \$190, thefutureperfect.com
3. HAY Iris Pen Holder, \$39, store.moma.org
4. Paper clips by Daphna Laurens, \$20, areaware.com
5. CUBE Tape Dispenser, \$95 and CUBE stapler, \$75, tomdixon.net
6. Linear Wood LED Table Lamp, \$129, westelm.com
7. Walnut Wood Waste Basket, \$60, CB2.com

JOSHUA SCOTT FOR THE WALL STREET JOURNAL, STYLING BY ANNE CARDENAS

GEAR & GADGETS

A Problem to Address

Whether you're freelancing or on the job hunt, a childish email handle shouldn't hold you back

BY CHRIS KORNELIS

FOR A CRITICAL span in the 1990s and 2000s, Norel Mancuso was dubbed Dlyte23, a nod to Dee-Lite, the one-hit-wonder band that brought us the thumptastic "Groove Is In the Heart," and helped shape an era of New York club culture. It was how Ms. Mancuso was known on email, AIM, MySpace, even in person.

Then in 2004, as a UCLA student, she attended a job fair to introduce herself to prospective employers. When impressed recruiters asked how they might get in touch with her, Ms. Mancuso felt a sudden rush of embarrassment. Under her breath, she shamefully spelled it out: Dlyte23@hotmail.com.

"That's when I kind of realized, man, I better actually get a professional email address," she said, "because Dlyte23 is not going to land me the job of my dreams."

Ms. Mancuso was one of the smart ones. A quick glance at any group email confirms what recruit-

'I realized Dlyte23 was not going to land me the job of my dreams.'

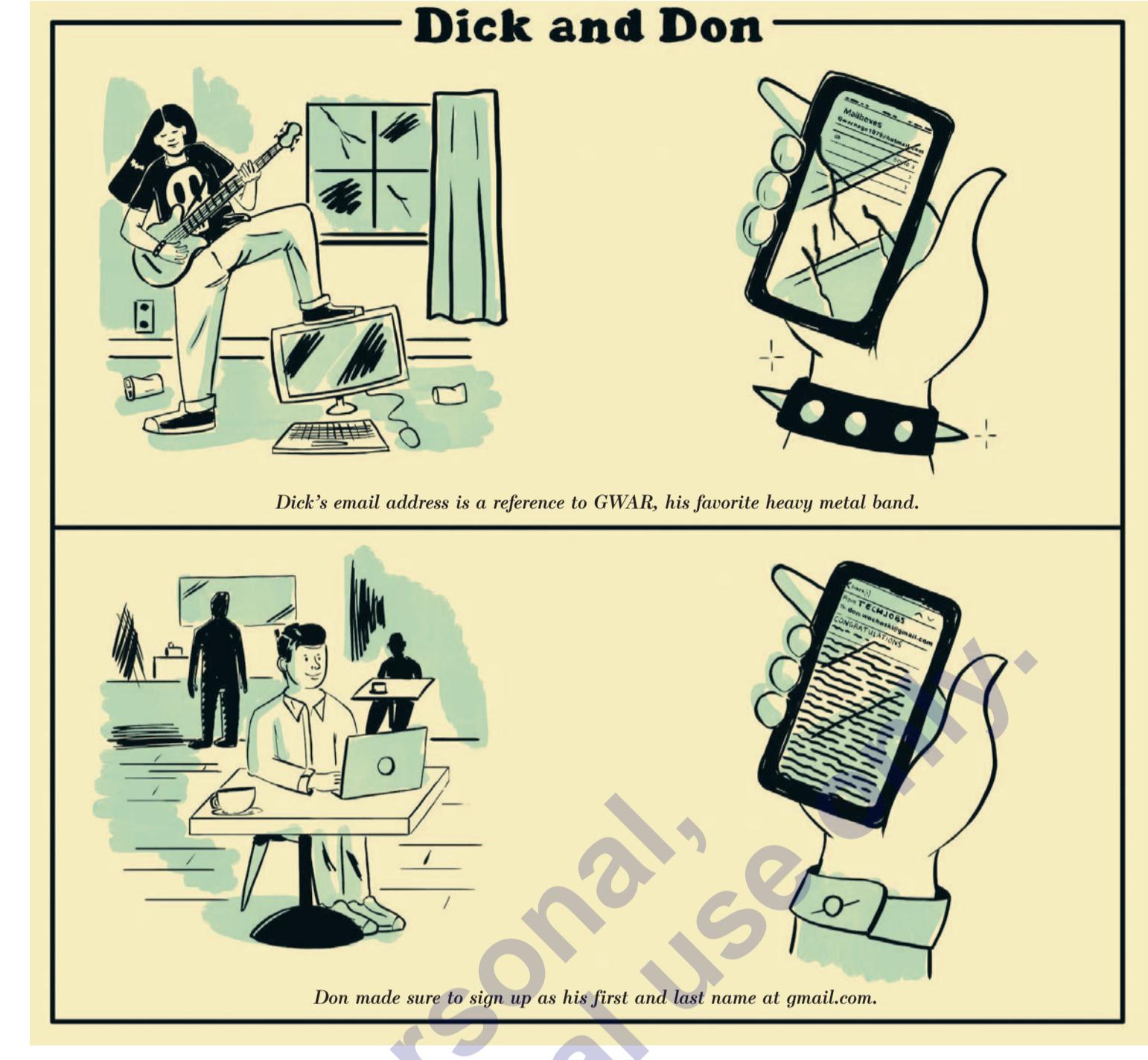
ers and hiring managers know too well: Not everyone sheds their adolescent email addresses when they enter adulthood, instead maintaining allegiance to digital monikers based on the music, videogames and contraband they once held dear.

Though rebranding yourself online can be a pain (as those who've been through the ordeal of changing their contact info know), the practice is often better for your career trajectory, said Chris Swanson, a career and college counselor at Bremerton High School in Washington state. "It's just like the idea that a handshake and eye contact makes a good impression. That's the first thing that comes across someone's desk." Even so, many Americans still use curious handles for professional exchanges, either by virtue of inertia or nostalgia or because they've never had an employer-issued handle and don't know any better—they only know Dave Matthews rules.

Whether you're advising your children on their digital identities or you're stuck with a compromising handle yourself and have realized it's time to adopt a new email address, here are five rules professionals say you should consider.

Keep It Simple

"People want to see you at your most professional," said Tiffany Bigham, a work-based learning specialist at Se-



KEVIN WHIPPLE

attle's Garfield High School. "If they have you at bigbootymama95@hotmail, they're going to think a differently of you." Ms. Bigham suggests a direct approach: Use a simple combination of your name—first and last, or initials if necessary. Then step away from the keyboard.

Don't Try to Be Funny

In 1994, John Ross Bowie, now starring in the ABC sitcom "Speechless," was a temp at Scholastic's internet division. Knowing nothing about the internet, he let his office manager—"a brash young aspiring actor with a full head of hair named Rob Corddry"—pick out his email: hate666@aol.com. Mr. Bowie stuck with it for a little more than a year before wisely letting it go. "It was becoming clear that the internet

was here to stay," he said, and that email addresses would soon become standard on resumes. "As I was tempting throughout my 20s, I really had to change it."

It's Not a Numbers Game

If all reasonable combinations of your name have been seized, add a few digits. But don't go crazy, Ms. Bigham said, or your email could look like a randomly generated spam account and be quickly dismissed.

Pick the numbers carefully. Mackenzie Moore, a recruiter for a hospitality company, said some digits can inadvertently convey false information to employers. "Let's just make up a name—KaitlinSmith1997. That tells me this person is just about 21 years old," she said. "That person could

be 50. But I'm going to assume, based on the 1997, she's 21."

Stay Off Drugs

Ms. Moore said she sees all manner of questionable email addresses, but the most common issue is inappropriate drug references—plenty of 420s. "If you want to go take psychedelics at Burning Man on the weekend, I don't care," she said. "But why would you use that email when trying to get a job?"

What's acceptable varies wildly by industry. When Ms. Moore was a recruiter for tech startups, she'd often refuse to consider applicants with drug-related handles. Not only do the emails reflect questionably on a candidate's judgment, but passing them along to an employer could reflect poorly on Ms. Moore, too.

Move On From AOL

It might be ironic to send missives from @aol.com, but it doesn't suggest an exceedingly tech-savvy candidate. Actually, "It weirds me out," said Ms. Moore. "Why are you still using AOL? Gmail is definitely the winner." Don't even get her started on Hotmail. When updating a résumé it's a good time to evaluate if an email address seems dated, especially if applying for a tech gig.

"I left AOL over 20 years ago, and stick to fairly professional email addresses" said Mr. Bowie.

If you're in need of a new email handle, ask someone you respect how they might respond to your potential address, said Mr. Swanson. Of course, if you're retired, emailing your golfing buddies as RadGranddad420 is just fine.

Are Nap Breaks the New Lunch Breaks?

Resting studios offer personal sleeping pods to weary workers looking for a midday recharge. But \$15 is a lot to pay for nothingness



THE REST IS HISTORY George Costanza is caught sleeping on the job in a 1993 scene from "Seinfeld."

I HAVE 200 EMAILS to answer, pointless meetings to attend, extravagant expenses to submit, but it's 2 p.m. and I'm hobbling through a productivity slump. Science says short daytime naps could improve alertness and work performance, but I can't just drop my head on my desk to catch a few ZZZs and, unfortunately, my office is a long way off from installing napping pods à la Facebook and Google.

So instead I sneak away to a nearby "nap studio," where I can actually pay to rest my soul before going another round with my inbox. These quiet spaces tend to be outfitted in natural elements that give the senses a break from the concrete, glass and flashing screens that typically surround droopy-eyed workers. "They provide an optimized environment for sleep, from cool temperatures to total darkness to quiet," said Christopher Winter, M.D., president of Charlottesville Neurology and Sleep Medicine in Virginia and author of "The Sleep Solution." The odds are good that the shut-eye you get there, even if brief, will be high-quality.

At Nap York, a Manhattan sleep center painted in soothing shades of gray, I opt for a 30-minute "Power Nap" (guests can choose from 30-, 60-, or 90-minute sessions starting at \$15, napyork.com), an ideal length for an afternoon recharge, said Dr. Winter. Nap York's floors are soundproofed with upcycled tires, while white-noise ma-

chines emit a gentle hum. Guests who need a nudge toward oblivion can borrow noise-canceling headphones, use iPods preloaded with the meditation app Calm, and adjust reclining mattresses to prop their legs above their body, a position meant to promote blood flow.

Though it was with skepticism that I shut the curtain on my cubby-like bunk, after staring up at twinkling star lights on my pod's ceiling for a few minutes, I felt my body fade. Cut to: a buzzer under my pillow vibrating to revive me. After a 30-minute crash I really did feel refreshed and reset.

Similar resting lounges are popping up in Los Angeles, Dallas, London and Madrid. At one, Recharj in Washington, D.C., beleaguered businessfolk—many seeking slumber during peak lunch hours—can melt into ergonomic cocoons for 25 minutes with the aid of lavender-scented pillows, eye masks, 360-degree sound-dampening drapery and optional earplugs (\$9; recharj.com). Recharj also broadcasts binaural beats, sounds that aim to "lure the brain into that transitional state of consciousness of light sleep," according to founder Daniel Turissini.

"Businesses are starting to understand that sleep is at the root of all that wellness," said Mr. Turissini. "If that domino falls, they all fall." So here we are, paying \$15 per half-hour to enjoy what we once hated in preschool.

—Ashley Mateo

THE WORK ISSUE | GEAR & GADGETS



jumbo tires about every seven years, which is their rated service life. Ouch, y'all.

The Bulldog carries 1,500 gallons that it can squirt about 100 feet from its bumper-mounted "monitor nozzle." Most firetrucks used in the California wildfires are pickup-based and can carry 500 gallons at most. And the Bulldog can take the fight to the fire; its ground-sweep nozzles blast out carwash caliber mists ahead of the front bumper.

I asked Mr. Morrill if there is a more serious word in the firefight-

The chief consented to let me drive the Bulldog, albeit around the parking lot only, since nothing convenient was on fire.

ing trade than "nozzle." He said no.

The chief consented to let me drive the Bulldog, albeit around the parking lot only, since nothing convenient was on fire. Grabbing hold of the tubular roll-cage, I hoisted myself up the three steps to the cab and the pneumatically suspended driver's seat. The steering wheel is big-truck conventional, the view commanding. The radio mic is suspended from the console overhead.

At Mr. Vassar's direction, I turned the key. The Bulldog wakes with a shiver. The idle speed is all business. At my right knee, the lights and flashers console. In the center console, right elbow, the siren control, with a big knob marked WAIL. Yeah daddy. An LCD monitor shows a live feed from various angles, including the nozzle-cam. The right side of the console is occupied by the pump controls and gauge, and the blocky joystick apparatus that aims water on a blaze.

With the joy of a child, I take a couple laps around the station. I put it into 4X4 Low, with the rear axle locked, to feel it in full-agro mode. My God, this thing would pull other firetrucks off their widdle wheels. Can I run the siren?

I'm reminded of the old joke: What do cops and firemen have in common? When they were kids they both wanted to be firemen.

RUMBLE SEAT / DAN NEIL



Howe and Howe 4x4 Bulldog: Playing Fireman for a Day

THE MEN OF the Gladys, Va., Volunteer Fire Department sleep well at night knowing the Howe and Howe Bulldog 4x4 firetruck is on post. Ten-foot-four, 38,220 pounds loaded, up-armored with brush bars and skid plates, this fire-destroying, tree-saving, America-loving mega-unit can put 1,500 gallons of whoop-ass just about anywhere in the big piney, and in a hurry too.

"The trouble with trailer fires," said department vet Ray Morin. "If you don't get to them in about five minutes there's nothing to save."

Gladys, about 20 miles south of Lynchburg, in Campbell County, isn't a place you might think needs state-of-the-art fire suppression technology. That is, until you look at it through Google Earth and discover Campbell County, population 55,000, is one big tree farm. I'd be scared of forest fires too.

"The Bulldog had the most of what we wanted at the right price," said chief Scott Horseman, winner for most awesome business card.

Apparently, \$245,000 is quite reasonable considering the Bulldog's bones—an International 7400 SFA

4x4 (SR 545) cab and chassis, with a 9.0-liter turbodiesel inline six and 54-inch tires. Of course, firefighting upfit is extra: the tank; the bumper-mounted, joystick-controlled main nozzle. For a small brush fire, "You don't even have to get out of the truck," noted Roger Vassar, another multidecade volunteer.

How much for the American flag mural wrap on the tank? "We did that ourselves," said Mr. Horseman. "The people at Howe and Howe liked it so much they did one too."

About a third of the funding came from the county, said Mr. Horseman. The rest was raised though donations. However, in the spirit of firefighting camaraderie, the Bulldog will roll at the request of other departments. Whenever there is a serious brush fire in this part of central Virginia, or parade, all a chief has to say is "Bring the Bulldog," according to Mr. Morin.

My reporter's notebook is full of fun facts: that Scott Horseman Heating & Air Conditioning is directly across the road from the station—"Just happened," the chief said; the apparent disagreement

among locals as to whether it's "Gladys" like the name or "Glades," like meadows, even though the post office opened in 1836.

Behind its stupendous grille, Gladys's Bulldog 9-liter growls at maximum torque (850 lb-ft) at a mere 1,200 rpm. Aft of the Allison five-speed automatic, a two-speed

transfer case offers selectable 4x4 mode, with a locking diff on the rear axle. Switches are on the dash.

The Michelin tires are a bit of a specialty item, usually sold only to the military, said Jesse Morrill, Bulldog program manager at Howe and Howe. Also, the good people of Gladys are on the hook for four

HOWE AND HOWE BULLDOG 4X4

Price, as Tested \$245,000

Powertrain Navistar N9 9.0-liter turbodiesel inline-six; five-speed automatic transmission; rear-wheel drive/selectable four-wheel drive, with locking rear differential

Power/Torque 300 hp at 2,000 rpm/850 ft-lb. at 1,200 rpm

Length/Width/Height/Wheelbase 344/102/124/195 inches

Tire Diameter 54 inches

Overall Weight, Empty 24,700 pounds

Fire Suppression 1,500 gallons water (12,510 pounds); 30 gallons foam agent; bumper-mounted remotely controlled monitor nozzle (55 or 100 psi); bumper-mounted ground sweep nozzles



ATTN: ALL EMPLOYEES

Ahead of today's meeting with Mr. Bergman, I want to remind everyone of our new policy regarding smartphone and laptop use in the boardroom. Management would prefer all devices be left at your desks but we understand hard work never ceases. Therefore we've created a few rules to govern conduct. Please review and email me directly with any questions. Thank you:

- All phones should be set to silent and placed face down. If you're expecting an important client call, you may set your phone to vibrate and leave the room to answer it.
- If you feel compelled to check the time, you may flip your phone over for up to three seconds. Please do so discreetly.
- If, while checking the time, you are notified of a client email, you may answer only that email quickly and quietly.
- If, while answering that email, you receive a text from immediate family, you may respond only if it's an emergency.
- If it's not an emergency, you may still respond, but only using emojis. Three at the most. No eggplants, please.
- If the text is from your fantasy football commissioner, you may review all trades involving QBs and RBs only. Trades revolving around kickers or defenses may be scoffed at with the person seated to your left or right. Please nudge discreetly.
- You may look at Instagram only if you follow me. My Boston terrier recently had a litter. Swipe up for more info.
- Should your phone flip over of its own accord due to a possible voodoo curse, you may use it, briefly, to notify Barb in IT.
- If you're really close to finishing "Candy Crush" level 597 all above rules may be ignored. Please see me after the meeting to compare and discuss strategies.
- Anyone who beats me at "Words With Friends" is fired.
- If you feel your phone would be used most effectively as a hair accessory, you may bind it to a ponytail with a discreetly sized rubber band. However HR requests you avoid quick head turns.
- When not using your laptop to display relevant charts and graphs you may toggle between Facebook and Twitter. Please limit expressions of political outrage to three posts.
- You may also watch relevant YouTube videos with the sound off. Example: If the focus of the meeting is the company's floundering sales, you may watch clips of individuals floundering hilariously on lightly oiled water beds.
- If your Fitbit step count is low you may pensively pace around the room. Please do so discreetly.

—Matthew Kitchen

Phones Down, Eyes Up

Digital devices have helped fuel our productivity—except during business meetings. Here, we imagine a memo outlining a few key points of etiquette

