



WSJ

THE WALL STREET JOURNAL WEEKEND



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What's News

Business & Finance

- ◆ **The question** of how best to adapt Disney for the streaming era led to the departure of finance chief McCarthy, whose views clashed with those of CEO Iger and other top executives. **A1**
- ◆ **Intel plans** to build a \$4.6 billion semiconductor assembly and test facility in Poland, giving the country a coveted place in the chip giant's growing European production footprint. **B1**
- ◆ **Major stock indexes** fell but ended with weekly gains. The S&P 500, Nasdaq and Dow lost 0.4%, 0.7% and 0.3%, respectively, on Friday. **B11**
- ◆ **The Commerce Department** published an online-security rule, aiming to strengthen its legal hand against foreign-based apps, including TikTok, that could threaten the U.S. **A6**
- ◆ **Micron Technology** said it would invest about \$600 million to expand production in the Chinese city of Xi'an, a move that comes about a month after Beijing blacklisted the memory-chip company. **B10**
- ◆ **UPS workers** who are represented by the Teamsters voted to authorize a strike if contract negotiations with the company fail to yield a new agreement. **B9**

World-Wide

- ◆ **Ukraine's ambitious** offensive to take back Russian-occupied land is proving to be a hard slog against dense minefields, well-prepared defenses and Russia's superior air power. Meanwhile, African leaders on a visit to Kyiv urged Ukraine and Russia to start talks to end the war. **A9**
- ◆ **The Minneapolis Police** routinely discriminate and use excessive force against residents, the Justice Department found in a sweeping civil-rights investigation launched after an officer's 2020 killing of George Floyd sparked a national outcry. **A5**
- ◆ **A jury found** Robert Bowers guilty of dozens of federal hate crimes related to his killing of 11 people at the Tree of Life synagogue in Pittsburgh, the deadliest antisemitic attack on U.S. soil. **A3**
- ◆ **The Biden administration** is grappling with how to identify artificial intelligence that poses a threat to national security, as the U.S. moves to curb investment in advanced technology companies in China. **A6**
- ◆ **Died: Daniel Ellsberg**, 92, military analyst who leaked the Pentagon Papers. **A4**

NOONAN

The Indictment Can Only Hurt Trump **A13**

NOTICE TO READERS

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

CONTENTS	Opinion.....	A11-13
Books.....	C7-12	C13
Business News B9-10	Sports.....	A14
Food.....	D10-11	Style & Fashion D2-3
Gear & Gadgets D8-9	Travel.....	D6-7
Heard on Street...B12	U.S. News.....	A2-6
Markets News... B11	World News.....	A7-9

Putin Projects Defiance at Economic Forum



FACE TIME: Vladimir Putin looms on a video screen during an address to the St. Petersburg International Economic Forum on Friday. The Russian president talked up Moscow's success in resisting the West's sanctions, said Ukraine had become almost entirely dependent on Western military support and again hinted at the potential for Russia to use its nuclear arsenal. **A9**

Consensus in Divided Nation: Voters Dread a Rerun of 2020

By Aaron Zitner and Simon J. Levien

As Donald Trump entered a Miami courtroom earlier this week to face federal charges, drawing a raucous crowd and a crush of news media, John Newman felt fatigued by the thought that 16 months of a presidential campaign were yet to come.

"I wish I had a fast-forward button," said Newman, a political independent in Chicago who is looking for a moderate Republican to support but fears Trump will crowd out his rivals.

Welcome to the election of dread.

If there's one thing that voters of both parties—and independents—agree on, it's

that few are looking forward to the run-up to November 2024. The two leading candidates, Trump and President Biden, look to be heading for a repeat of 2020, and the prospect doesn't seem to garner a lot of excitement.

The two men are universally known, robbing the electorate of the potential to fall in love with someone new.

"We know based on past performance what you're going to bring to the table. There is nothing more to learn," said Patrick Gray, a Democrat in Bay City, Mich. "I'm tired of it already."

Within their own parties, *Please turn to page A4*

◆ **Trump 2020 investigation heats up.....** **A4**

A Chinese Challenge To Dollar Stumbles

By Alexander Saeedy and Lingling Wei

A development bank China launched with its fellow Brics countries was supposed to reshape international finance. Russia's invasion of Ukraine now risks turning it into a zombie bank.

Eight years after Chinese leader Xi Jinping and his counterparts from Brazil, Russia, India and South Africa established the New Development Bank, with headquarters in a swanky Shanghai skyscraper, it has all but stopped making new loans and is having trouble raising dollar funds to repay its debts, according to an examination of its finances and interviews with bankers and others familiar with the matter.

The New Development Bank is the lesser-known of two China-based multilateral lenders. Its larger cousin, the Asian Infrastructure Investment Bank, this week faced a public-relations crisis after a disgruntled executive accused it of being controlled by members of China's Communist Party.

Trouble at both banks, as well as at China's giant Belt and Road infrastructure push, which has seen China spend \$1 trillion to expand its influence across Asia, Africa and Latin America, spotlights growing difficulties for Beijing's strategy to rearrange an international order it considers biased. *Please turn to page A8*

◆ **Growth fears prompt Beijing's stimulus.....** **A7**

EXCHANGE



SUMMER SCHOOL
New hires get remedial lessons in navigating the office. **B1**

Now In: Adult Bouncy Houses

A hoppy hour for older set. 'That hurt my back!'

By Alyssa Lukpat

Adults are discovering that jumping in bouncy houses, a childhood pastime, isn't the same when you're older and less nimble.

Grown-ups aren't just hopping with their kids, but are increasingly bouncing around with other full-grown humans. Adults are renting bouncy houses for weddings, birth- *Please turn to page A6*

Two Children of a Donor Father Build a New Family

DNA tests are uncovering a generation of biological fathers and half-siblings who stretch the bounds of what makes kin

By Amy Dockser Marcus

Five years ago, Tiffany Gardner learned she had another father. She already had two.

One had colon cancer and died when Gardner was 4 years old. Her adoptive father taught her to drive and walked her down the aisle at her wedding. At 35 years old, when Gardner received news of a third, "I remember the room spinning," she said.

Gardner had been in her mother's kitchen. During the conversation, her mother let go of a long-held secret about the man Gardner had long believed to be her father. *He was in an accident, her*

mother said. *He had to relearn how to walk and talk. I couldn't get pregnant. The doctors said the accident had likely left him infertile. We used a sperm donor.*

"I felt I was falling backwards trying to process the moment," recalled Gardner, a lawyer in the Atlanta area and the mother of three boys. Among her feelings was a desire to meet her newly uncovered biological father. It didn't take long to find him online.

She mailed a letter of introduction and included her baby photos, another of her at 10 years old and photos of her wedding and law-school graduation. "I do not want to be a burden on your existing relationships and *Please turn to page A10*

NBA Suspends Morant Over Second Gun Video

By Robert O'Connell

The NBA suspended Memphis Grizzlies superstar Ja Morant for the first 25 games of the upcoming season after his appearance in an Instagram Live video that showed him posing with what appeared to be a firearm for the second time in less than two months.

In the video, Morant danced along to a song in the passenger seat of a car and, briefly, held what looked like a handgun near his face.

"Ja Morant's decision to once again wield a firearm on social media is alarming and disconcerting given his similar conduct in March for which he

was suspended eight games," NBA commissioner Adam Silver said. "The potential for other young people to emulate Ja's conduct is particularly concerning."

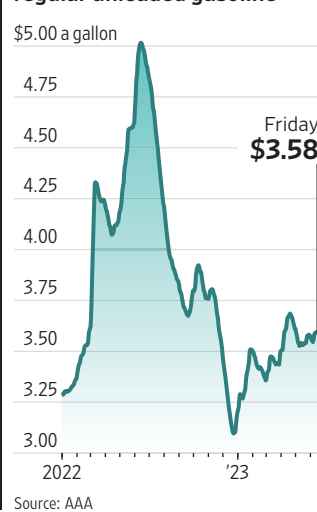
Silver added that, in addition to the suspension, Morant will be required to complete "a program with the league that directly addresses the circumstances that led him to repeat this destructive behavior."

In a statement, Morant apologized to the league, his team and his teammates and said that he would focus on improving his decision-making. "To the kids who look up to me," the statement read, "I'm sorry for failing you as a *Please turn to page A14*

It's Go Time For Drivers

Road-trippers face less pain at the pump this summer. **A2**

National average price for regular unleaded gasoline



U.S. NEWS



THE NUMBERS | By Josh Zumbrun

Hidden Fees Exist Because They Work

Added-on fees are driving consumers crazy. From restaurants and hotels to concerts and food delivery, we are increasingly shown a low price online, only to click through and find fees that yield a much higher price at checkout.

Everyone says they hate these fees, but four experiments illustrate why “drip pricing,” as it’s called by researchers and regulators, is so effective at getting us to pay more. Note that this isn’t about emotional blackmail, as with tipping: Drip pricing isn’t negotiable. Nor does it explain why the cost of living might seem higher than the official data suggests: The consumer-price index reflects these fees and taxes.

The experiments explain why the fees proliferate. The conclusion: Consumers themselves are to blame. “Even when we know the fees are coming, we underestimate their magnitude,” said Vicki Morwitz, a marketing professor at Columbia University.

Transparent turnoff

The term drip pricing was popularized by a 2012 Federal Trade Commission confer-

ence. Its spread is associated with the proliferation of airline fees after 9/11. Yet an example of the phenomenon that long predates 2001 is stores’ practice of listing goods without sales tax, which gets added at checkout.

Why not include the sales tax with the sticker price? A 2009 paper from economist Raj Chetty, then at UC Berkeley, and co-authors, showed consumers punish that sort of transparency.

A grocery store let the authors tag some products with the familiar pretax price and some with the total price including tax. For example, a hair brush’s price tag showed \$5.79 before tax, and beneath that \$6.22 with the tax. Store managers predicted the transparency would be a disaster, and permitted the experiment for only three weeks and three product groups.

The managers were right. Sales volume dropped about 8% for products with price tags that included the tax than a control group without the tax.

This isn’t because shoppers didn’t know the tax rate or which items were taxable. In fact, 75% of shoppers surveyed knew the sales tax within a half percentage

point, and most knew which goods were taxable. So the tax-inclusive price tag didn’t give them new information; it was just that transparent reminders turned some people off.

‘Costly complexity’

For several years, Shannon Michelle White, a former Ph.D. student, and Abigail Sussman, her adviser at the University of Chicago, along with colleagues, have run a series of experiments asking participants to find the best deal for a range of purchases, such as wedding venues, prepaid cards, university tuition schedules, cellphone plans or home closing costs.

They can then choose between complex or simplified disclosures. For example, the complex disclosure for prepaid cards breaks down the final price into things such as “initial fees,” “card acquisition fees,” “service fees” and “administration fees.” The sim-

plified disclosure combines all these fees as a single “initial fee.”

If you realized this complexity tricks you into paying more for equivalent products, you’re in the minority. Some 70% of people preferred the complex disclosure, said Sussman. They believe that it’s more

transparent and that they can calculate the total cost by themselves.

They’re wrong. Even when participants are offered cash to identify the cheaper option, people botch the math (costly complexity!) and pick more expensive options.

Upgraded ambition

In 2013, the website StubHub, which resells event tickets, attempted to do away with hidden fees, citing research about how hated they are. Its new “all-in pricing” prominently displayed the total ticket cost from the beginning of searches. The strategy failed to boost business or attract customers.

Four experiments show why ‘drip pricing’ is so effective.

In 2015, shortly before abandoning all-in prices, StubHub did an experiment—described several years later by economists who obtained the data—where half of shoppers saw all-in pricing, and half saw the lower base price with taxes and fees only added at the end. The latter strategy boosted revenue 20%.

Shoppers didn’t just buy more tickets. When they saw lower prices initially, they opted for better seats. By the end of the checkout process, they were committed.

“When people get to the end of the process, there’s a variety of psychological reasons they’re locked in,” said Morwitz. “They overestimate the cost of starting over, they underestimate the benefits.” Maybe they’re just excited about the purchase, or reluctant to admit they could have made a mistake, she said.

Price confusion

Morwitz and co-authors Shelle Santana of Bentley University and Steven Dallas of Duke recruited people to book airlines and hotels for vacations, sometimes with rewards for finding the lowest rate.

People went for the low base prices, of course. After all the additional fees were dripped on, they had the option, not to mention incentive, to start over and look for a cheaper alternative. Here’s the twist: Most opted not to, erroneously believing drip prices worked sort of like taxes, affecting the base price by a constant, fixed amount, the authors concluded in their 2020 paper for Marketing Science.

It isn’t true. Drip prices can vary substantially between sellers, said Morwitz, and the lowest base price won’t necessarily be the lowest final price.

“For consumers, it’s hard,” said Morwitz. “You have to look at the prices carefully, don’t make any decisions until you see the total and be willing to restart the search.”

Our instincts as consumers are unfortunately the opposite: We punish transparency, think we’re clever enough to figure out any complexity, get sucked in by low offers then upgrade our ambitions, and conclude it’s too much hassle to start over. When we shop that way, we have mostly ourselves to blame.



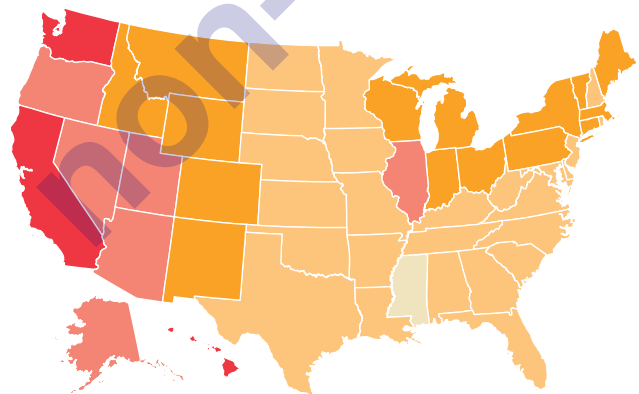
Americans are seeing relief at the pump ahead of the busy summer driving season after gasoline prices hit records last year.

Gas Prices Cool for Peak Driving Season

By BENOÎT MORENNE

Average price for a gallon of gas

Under \$3 | \$3 - \$3.50 | \$3.50 - \$4 | \$4 - \$4.50 | Above \$4.50



Note: As of 5 p.m. on Friday. Source: Oil Price Information Service

Good news for road-trippers: Gas prices appear likely to be lower this summer driving season after last year’s oil spike caused widespread pain at the pump.

A gallon of regular averaged about \$3.58 on Friday, according to AAA, down from a record high of \$5 a year ago when the war in Ukraine sent energy markets into a tailspin and fanned the flames of inflation globally.

Recession fears, a stalling economic restart in China, and an uninterrupted flow of Russian crude into markets have pressured global oil prices to around \$75 a barrel, down from more than \$120 last summer.

That flagging oil demand, in combination with consumers’ timid return to the pumps since the pandemic, has contained gasoline prices just ready to hit the road.

“Demand for all things petroleum is pretty much hurt,” said Robert Yawger, executive director for energy futures at Mizuho Securities.

To be sure, gasoline prices remain elevated compared with previous years. They averaged \$3.66 in May, the second highest for that month in nine years, according to the U.S. Energy Information Administration.

But Americans are seeing decline as a share of their household budgets.

In addition to cheaper gasoline, consumers have seen diesel prices deflate by about \$1.88 from last year to \$3.90 a gallon. They are also likely to see much lower electricity bills this summer compared with last year as weekly natural-gas prices have fallen by

more than 77%. The Bureau of Labor Statistics’ energy index decreased 11.7% for the 12 months ended in May, according to the agency.

Crude-oil prices have remained tepid despite Saudi Arabia’s announcement earlier this month that it would cut one million barrels of oil a day as part of a deal between the Organization of the Petroleum Exporting Countries and its allies.

Analysts don’t expect the cut to produce higher prices in the short term. Goldman Sachs Group this week revised its end-of-year outlook for Brent crude down to \$86 a barrel, from \$95.

Motorists have reacted to the softening gasoline prices by hitting the road more often, buying about 9.2 million barrels of the fuel a day the week ended June 9, according to the EIA—up 100,000 barrels from the same period last year.

Still, gasoline usage lags behind prepandemic levels. From 2016 through 2019, the U.S. on average guzzled more than 9.3 million barrels a day of motor and aviation gasoline, according to consulting

firm RBN Energy. Consumption dropped to about 8.1 million barrels a day in 2020 and rebounded to about 8.8 million barrels a day in 2022.

Analysts chalked up the uneasy recovery in part to the Federal Reserve raising interest rates and consumers’ frugality. Additionally, an ingrained work-from-home culture since the pandemic means that Americans commute less, they said. Plus, more vehicles on the road are electric or digest gasoline more efficiently, further depressing demand.

Fuel makers’ margins on gasoline have dropped from as high as around \$50 a barrel last year to about \$30 a barrel, but those levels are still robust enough to keep refiners running full throttle, said Tom Kloza, global head of energy analysis at OPIS. Refiners are “motivated to make as much gasoline as they can,” he said.

Weekly utilization at fuel-making plants averaged nearly 92% in May, according to the EIA—about the same rate as last year, when gasoline prices were nearly \$1 higher. The high runs have added to oth-

erwise low gasoline stocks.

“Our refineries are running at high utilization to meet demand and capture market opportunities as we enter summer driving season,” Mark Lashier, the chief executive of Phillips 66, told investors last month.

While refining capacity is also trailing behind pre-Covid times, many companies have added more that could provide a modicum of relief.

Exxon Mobil this year boosted the processing capacity at its Beaumont, Texas, refinery by some 250,000 barrels a day. Valero Energy, Marathon Petroleum and Citgo Petroleum collectively augmented their crude-processing capabilities by more than 130,000 barrels a day. And Cenovus Energy is in the process of reopening a 50,000-barrel refinery in Wisconsin that was damaged by an explosion and a fire in 2018.

Refineries going full tilt have analysts paying extra attention to hurricane season, which runs from June 1 to Nov. 30 and typically sees storms hitting the Gulf Coast, where many of the country’s refineries are concentrated. Plants going offline would likely mean less supply, and a return of rising prices at the pump.

Forecasters with the National Oceanic and Atmospheric Administration last month predicted a “near normal” Atlantic hurricane season into the fall, with 12 to 17 large storms—some of which are expected to morph into hurricanes.

Patrick De Haan, head of petroleum analysis at GasBuddy, said he expects gasoline prices to hover between \$3.40 and \$3.80 this summer, barring any major refinery outages. “Conditions are much better than last summer,” he said.

U.S. WATCH

MAINE

More Charges In Shootings

A man charged with four counts of murder for allegedly killing his parents and two others in a series of shootings that shook Maine earlier this year has been indicted, officials said Friday.

Law-enforcement officials say 34-year-old Joseph Eaton confessed to police to the killings at a property in rural Bowdoin and injuring three people while shooting at vehicles on Interstate 295 in Yarmouth. He faces additional charges related to the highway shootings.

The bodies were found in Bowdoin on April 18, days after Eaton’s release from prison.

Eaton’s parents, Cynthia Eaton, 62, and David Eaton, 66, were killed along with their longtime friends, Bowdoin homeowners Robert Eger, 72, and Patti Eger, 62, officials said.

The indictment released Friday includes 16 charges in total, including nine counts of theft of a firearm and a count of possession of a firearm by a prohibited person. It states that he stole nine firearms from the Egers.

The indictment also charges Eaton with aggravated cruelty to animals and states that he killed Max, the Egers’ golden retriever, “in a manner manifesting a depraved indifference to animal life or suffering.”

A Cumberland County grand jury indicted Eaton last week on 11 charges related to the highway shootings.

Eaton has been represented by attorney Andrew Wright of Brunswick. Wright didn’t return a call seeking comment on Friday.

—Associated Press

HEALTH

Covid Shots to Target XBB.1.5

The Food and Drug Administration told vaccine manufacturers their fall Covid-19 vaccines should target the widespread XBB.1.5 offshoot of Omicron.

The directive, which the agency announced Friday, means the fall booster campaign will bring the third version of a Covid-19 shot, after the initial jab targeted the original strain of the virus and the most recent vaccine takes aim at both the original virus and an earlier Omicron variant.

The updated shots promise to offer broad protection against the coronavirus so long as the virus doesn’t mutate too much, since XBB.1.5 stems from Omicron and is related to the various forms of Omicron circulating around the U.S.

Vaccine manufacturers said at a meeting Thursday that experimental shots targeting XBB.1.5 showed they did a good job at also stimulating the immune system to attack other XBB varieties.

XBB.1.5 came to dominate in North America this spring. It still accounts for the majority of the Covid-19 cases in the U.S., according to Centers for Disease Control and Prevention officials.

The new shot is the next step in what FDA officials will expect to be an annual vaccination campaign, similar to flu shots. FDA advisers voted unanimously in favor of solely targeting an XBB strain during their meeting on Thursday. Many recommended the FDA target XBB.1.5, since vaccine manufacturers had done the most work with that strain and could produce a vaccine for it most quickly.

—Liz Lesley Whyte

CORRECTIONS & AMPLIFICATIONS

The Commerce Department on Thursday released its report for May’s retail sales. A U.S. News article on

Friday about the report incorrectly said in one instance that it was released on Tuesday.

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

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U.S. NEWS

At Least Five Are Killed In Southern Tornadoes

At least five people were killed, including three in Texas, and more than 100 were injured after a series of tornadoes swept through Southern states, destroying homes and bringing down power lines, officials said.

Perryton, a city in the Texas Panhandle, suffered the brunt of the devastation. A deadly tornado on Thursday hit the city of around 8,000 people, located roughly 100 miles northeast of Amarillo, killing three people, local fire chief Paul Dutcher said.

Perryton's fire department said its station had taken a direct hit, while emergency crews and aid were being sent from surrounding cities and counties. At right, Mariana Valenzuela sifted through the remains of her aunt's home in Perryton on Friday.

A separate tornado in Pensacola, Fla., left one person dead after a tree fell onto a residential structure, trapping the person inside, the Escambia County Department of Public Safety said.

A man in Madison County, Miss., was killed early Friday when a tree fell on his house, the county coroner said.

Roughly 170,000 customers were without power in Texas Friday afternoon, according to the website PowerOutage.us. More than 200,000 customers were without power across Louisiana and Mississippi, as heat waves and strong storms hit the Southern states.

Millions of people across the south—from Texas, Louisiana, Mississippi, Alabama, Georgia and Florida—were under severe weather warnings on Friday.

Texas Gov. Greg Abbott directed emergency-response resources to the affected area, while the local school district opened gymnasiums as shelters and canceled summer school programming for Friday.

Ochiltree General Hospital in Perryton said it had treated about 150 patients overnight into Friday.

"We've had no power since the tornado struck and have been working off generators," said Amie Marrufo, who does community outreach at the hospital.

She added that most of the injured were suffering from lacerations or head injuries.

—Gareth Vipers



DAVID ERICSON/ASSOCIATED PRESS

Pittsburgh Synagogue Shooter Found Guilty of Hate Crimes

By KRIS MAHER

PITTSBURGH—A jury found Robert Bowers guilty of dozens of federal hate crimes Friday related to his killing of 11 people at the Tree of Life synagogue, the deadliest antisemitic attack on U.S. soil.

Jurors deliberated for about five hours after hearing three weeks of graphic and disturbing testimony in which survivors of the Oct. 27, 2018, massacre recounted the violence and terror they experienced inside the synagogue and Bowers's attorneys acknowledged he was the shooter.

The same jury will now hear evidence in a second phase to decide whether he should be put to death.

Bowers, 50 years old, was found guilty of 63 counts, including 11 counts of obstructing the free exercise of religious beliefs resulting in death.

Members of the three congregations that worshiped at the synagogue and all lost members in the attack expressed relief and gratitude for a verdict that came more than 4½ years later.

"I am grateful to God for

getting us to this day," said Rabbi Jeffrey Myers of the Tree of Life congregation, who survived the attack. "And I am thankful for the law enforcement who ran into danger to rescue me, and the U.S. Attorney who stood up in court to defend my right to pray."

A second congregation, New Light, said it hoped the jury would now arrive at a "suitable punishment" in the sentencing phase.

"There can be no forgiveness. Forgiveness requires two components: that it is offered by the person who commits the wrong and is accepted by the person who was wronged. The shooter has not asked—and the dead cannot accept," the New Light congregation said in a statement.

Dor Hadash, the third congregation, thanked first responders and prosecutors, and it called on politicians and others to address antisemitism and gun violence. "We must acknowledge that acts of

antisemitism, white supremacy, and gun violence continue in our nation at an appalling rate," the congregation said in a statement.

On Wednesday, Judge Clarke, a federal death-penalty expert who is representing Bowers, rested her case without calling a single witness or presenting any evidence. In her opening, Clarke told jurors that Bowers had entered the synagogue and "shot every person he saw."

Based on prior court filings, she is now expected to present evidence that Bowers should avoid the death penalty because he suffered from schizophrenia and other conditions. In her opening, she told jurors they would need to scrutinize his intent and called his thoughts irrational.

Defense attorneys had previously said Bowers would agree to plead guilty in exchange for a sentence of life in prison without parole, but

prosecutors rejected the offer. Over three weeks, more than 50 witnesses, including survivors of the attack and forensics experts, testified, and prosecutors played 911 recordings in which jurors could hear gunfire and screams and dispatchers coaching terrified worshipers to stay quiet. One elderly woman's final agonized breaths were recorded after she and her husband were shot.

On Wednesday, the final witness, Andrea Wedner, said she tried to hide under a pew with her 97-year-old mother, Rose Mallinger, after Bowers walked into a chapel and began firing an AR-15 rifle. "We were filled with terror," she said. "It's indescribable."

Wedner said she saw her own arm blown open in two places after she was shot. She realized her mother was about to die after seeing part of a dental implant lying near her and hearing her breaths become halting.

After police arrived, Wedner said she stepped over the bodies of other worshipers lying dead on the ground. Bowers injured officers in a gunfight and was taken into custody.

The killings were the deadliest antisemitic attack on U.S. soil.

Confetti
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PARIS

Photos by Fabien Carod, Bagnat, Le Quinon, for advertising purposes only. Architect: Raphaël Navot. Price valid in the USA until 6/30/2023. Offer not to be used in conjunction with any other offer. Contact store for details. *Quick Ship Program available on select products in stock, subject to availability. Images are for reference only and models, sizes, colors and finishes may vary. Please contact your local store for more information.

U.S. NEWS

‘Systemic Problems’ Cited in Minneapolis

U.S. civil-rights probe finds police officers discriminate and use excessive force

BY SADIE GURMAN AND JOE BARRETT

MINNEAPOLIS—The Minneapolis Police routinely discriminate and use excessive force against residents, the Justice Department found in a sweeping civil-rights investigation launched after an officer’s 2020 killing of George Floyd sparked national outcry over racial injustice and policing.

Attorney General Merrick Garland and other senior Justice Department officials announced the findings on Friday, the next step in a process that will lead to a court-enforceable agreement requiring Minneapolis to make specific changes to its long-troubled police force. Garland said city officials had begun entering into a consent decree requiring them to work with the Justice Department on a series of fixes to be overseen by an independent monitor.

“Our investigation found that the systemic problems in MPD made what happened to George Floyd possible,” the department wrote in a blistering 92-page report, saying the agency also lacks the rigorous training and supervision to prevent such abuses.

Floyd’s murder in May 2020 touched off nationwide protests and bipartisan calls for a transformation of American policing. Video footage showed former Minneapolis police officer Derek Chauvin pressing his knee on Floyd’s neck for around nine minutes as Floyd, who was Black, cried out that he couldn’t breathe and lost consciousness.

Chauvin, who is white, was convicted of second degree murder in state court and pleaded guilty to a federal charge that he violated Floyd’s rights. Three other officers



The mural at George Floyd Square in Minneapolis. Floyd’s 2020 murder sparked national outcry over racial injustice and policing.

who were there during the arrest—Tou Thao, Thomas Lane and J. Alexander Kueng—were also convicted or pleaded guilty to state and federal charges.

The killing changed the city and spurred a number of changes to its police department, which has long had a tense relationship with the Black community. Floyd’s killing was one of several by police that have rocked the Minneapolis region in recent years.

His death caused turmoil within the police department, as hundreds of officers quit and the agency struggled to replace them. Activists and the city council moved to disband the police force, a move that was ultimately scrapped. Voters in 2021 rejected a measure that would have replaced

the agency with a public-health oriented department of public safety.

The Justice Department’s civil-rights investigation, launched in April 2021, found Minneapolis officers routinely used unnecessary force, both in firing weapons and non-lethal techniques, including now prohibited neck restraints like the kind used against Floyd. Investigators found officers used neck restraints during at least 198 encounters from 2016 to 2022, 44 of which ended without an arrest. Such restraints were often used on people who had “merely angered the officer,” the report said, and sometimes against people who posed no threat at all.

In one example, an officer crept up behind a man who

had become agitated during a police encounter and wrapped his arm around the man’s neck until he was unconscious.

The Justice Department said it found Minneapolis officers used neck restraints and chokeholds even after the city banned the practice in June 2020, a “positive step that met considerable resistance” from officers who told investigators they saw it as an overreaction to Floyd’s death that could lead to more uses of force.

“If you can’t touch the head or neck, the result is you punch ‘em,” one officer told investigators, the report said.

City leaders acknowledged they have more work to do. The report recommended 28 changes that Garland said would improve public safety and build community trust.

“We are going to use these findings to better policing in the city of Minneapolis,” Mayor Jacob Frey said. A representative for the police union didn’t return calls seeking comment. Police Chief Brian O’Hara said the department would be transparent and “provide an ongoing assessment of both our successes as well as our challenges.”

Trahern Crews, founder of Black Lives Matter Minnesota, called the Justice Department report a baby step in the right direction of addressing racial disparities in everything from criminal justice to wealth gaps to healthcare.

Activists on Friday greeted the report with a mix of appreciation and impatience.

Michelle Gross, president of a group called Communities

United Against Police Brutality, said her group had assembled 2,300 written accounts of residents about their experience with police and submitted them to the Justice Department.

Prominent social-justice activist Nekima Levy Armstrong said she was happy public officials were being held accountable.

At George Floyd Square, the community-led memorial that has taken over the corner where Floyd was killed, Angela Harrelson, Floyd’s aunt, chatted Friday afternoon with out-of-towners who had come to pay their respects. The Justice Department report is part of the positive changes that have come out of her nephew’s horrific death, she said.

The report was the result of an investigation conducted by officials from the Justice Department’s civil-rights division and the U.S. attorney’s office in Minnesota. It is one of several Garland has opened in places including Louisville, Phoenix and Oklahoma, as the Biden administration takes an active role in trying to transform local law enforcement.

President Biden on Friday called on Congress to pass legislation aimed at improving policing.

The Minneapolis investigation identified a number of systemic problems, including that police disproportionately stop Black and Native American people; that they search Black people more often; and that they use force more often against Black and Native American people than white people doing the same things.

In one example, an off-duty officer fired his gun at a car of six people within three seconds of getting out of his squad car.

In another, an officer in 2017 fatally shot an unarmed woman who had called 911 to report a possible rape, because she “spooked him” when she approached his squad car.

Testosterone Therapy Shown Not to Increase Heart Risks

BY BETSY MCKAY

Testosterone-replacement therapy doesn’t increase risks of heart attack, stroke or death from cardiovascular issues for men who are properly treated, according to a study that tested longstanding concerns of regulators and physicians.

The study, published Friday in the New England Journal of Medicine, did find other cardiovascular risks. The authors cautioned that the results don’t apply to everyone taking testosterone, an important caveat after prescriptions have climbed in the U.S.

The Food and Drug Administration requires manufacturers of prescription testosterone products to label the products as presenting a risk of blood clots and increasing the risk of heart attacks and strokes. A few studies and an agency advisory group concluded in 2014 the treatment may raise the risk of major cardiovascular events.

The new clinical trial of about 5,200 men was conducted by researchers at the Cleveland Clinic and funded by drugmakers led by AbbVie. It found no increase in risk of major cardiovascular events for middle-aged and older men who had low levels of testosterone when they enrolled in the trial and had or were at risk for cardiovascular disease.

While the study found no risk of major cardiovascular events such as heart attacks, researchers did report a few cases of pulmonary embolism, or a blood clot affecting the lungs; atrial fibrillation, a heart-rhythm disorder; acute kidney injury; and small blood pressure increases among men who received testosterone treatment.

Doctors consider testosterone treatment should balance the risks with how symptoms—which can include reduced sex drive, sexual dysfunction and fatigue—affect quality of life, said Dr. Michael Domanski, a cardiologist and professor at the University of Maryland School of Medicine.

EVALUATION IS URGED

Patients should be evaluated for their risk of blood clotting before receiving testosterone therapy and their blood pressure should be monitored, said Dr. Shalender Bhasin, director of the Research Program in Men’s Health: Aging and Metabolism at Brigham and Women’s Hospital in Boston and a trial investigator.

Men in the randomized controlled trial ranged in age from 45 to 80 and had low testosterone as measured in two blood tests taken after fasting and at least one symptom of testosterone deficiency.

More than 60% of participants stopped using the prescription testosterone or placebo gel before the trial was over, though most participated in follow-ups after the treatment period.

A little more than half of the participants had cardiovascular disease and the others had at least three risk factors.

“What I would say to a patient is that there may be some small increase in risk in using this drug but that it can also be beneficial,” said Domanski, who wasn’t involved in the study. He was a member of the FDA advisory committee that recommended the FDA labeling requirement.

The long-term risks are unclear because trial participants received treatment for less than two years on average, Domanski said: “You’re going to have people who are going to be taking this potentially for many years.”

The results don’t apply to athletes who use high doses of

anabolic steroids—synthetic versions of testosterone—to build muscle and boost performance. “We do not want this to lead to the misuse of testosterone,” said Dr. Steven Nissen, chair of the study and chief academic officer of the Cleveland Clinic’s Heart and Vascular Institute.

Prescriptions for testosterone products have grown to 8.6 million in 2022 from 6.2 million in 2015, according to the IQVIA Institute for Human Data Science. “Low T” clinics market testosterone replacement therapies widely to men on the internet and social media, some with promises to restore energy and vitality.

Testosterone products are approved by the FDA for men with hypogonadism, conditions that cause testosterone deficiency because genetic disorders, tumors and other specific medical conditions. Their safety and efficacy haven’t been proved for low testosterone due to aging, according to the agency.

An FDA spokesperson said the agency generally doesn’t comment on specific studies but will review the findings of the trial, “including the information presented in the paper once published and take regulatory action if needed.”

Not all providers give proper blood tests to determine whether patients have low testosterone and medically need the therapies, the study authors said. “We don’t know that it’s safe if you give it to someone who shows up at a ‘feel younger’ clinic and never gets his testosterone level checked,” said Dr. Michael Lincoff, the trial’s lead investigator.

The results remove the worry of major risks to men who qualify for treatment, said Dr. Bradley Anawalt, an endocrinologist and professor at the University of Washington School of Medicine who wasn’t involved in the study.

He said the findings about pulmonary embolism and atrial fibrillation should be studied further.



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Striking and evocative, Vincent van Gogh’s *Tête de paysanne à la coiffe blanche* showcases the artist’s ability to capture an ordinary working woman with expressive individuality. Rendered in thick, deliberate brushstrokes, van Gogh paints his dimly-lit sitter with a powerful unbroken gaze. Painted in 1884, this original work is from the pivotal moment in van Gogh’s oeuvre when he returned to his family’s home in the Dutch village Nuenen. Oil on canvas laid on panel. Canvas: 13³/₄”h x 10¹/₄”w. Frame: 19⁵/₈”h x 17”w. #31-7244



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U.S. NEWS

U.S. Seeks to Define Risks in China AI

Identifying threats poses challenge as Washington moves to curb investors

By Andrew Duehren and Ryan Tracy

WASHINGTON—The Biden administration is grappling with how to identify artificial intelligence that poses a threat to national security, a central challenge as the U.S. moves to curb investment in advanced technology companies in China.

Biden administration officials have been preparing a new executive order for months that will restrict U.S. investment into some geopolitical rivals, namely China. Their goal is to prevent U.S. private equity and venture capital from contributing to China's development of cutting-edge technology that could aid Beijing's military.

Washington's efforts to preserve American technological superiority over China, including by banning the export of some advanced semiconductors last year, has been a defining issue in its relationship with Beijing. Secretary of State Antony Blinken will travel to Beijing this weekend, where he will likely face complaints from Chinese officials who view moves like the investment restrictions as American attempts to hold back Chinese economic growth.

U.S. officials, meanwhile, cast the coming capital controls as a targeted step aimed at what they view as national-security threats. They have sought to craft the investment rules so that they don't endanger broader investment and trade flows between the world's two largest economies.



Secretary of State Antony Blinken will travel to Beijing this weekend.

But distinguishing between technology that Beijing could use to advance its military and technology that Chinese companies use for everyday commercial purposes has proven difficult for the Biden administration, particularly when it comes to AI, according to people familiar with the deliberations.

The quandary is among the unresolved questions about the executive order, which is expected to prohibit investments in advanced semiconductors and quantum computing as part of a one-year pilot program, the people said. Investments in some forms of AI could be banned under the rules or simply subject to new disclosure requirements, the people said.

"AI is in many ways a meaningless category. It encompasses everything from Netflix recommendation algorithms to autonomous weapon

systems and a bunch of stuff in between," said Martin Chorzempa, who studies capital and technology controls at the Peterson Institute for International Economics.

A spokesman for the National Security Council said the U.S. was making progress on the executive order. "This is a complicated process that we want to make sure we get right, and that takes some time," the spokesman said.

While some forms of AI are developed to accomplish specific functions, many AI companies focus on building general-purpose systems that can be trained to perform all sorts of tasks.

Global investment in AI startups is booming thanks to rapid consumer adoption of ChatGPT and other so-called generative AI tools, which can instantly create text, images, videos, and computer code based on written prompts.

The technology is expected to have wide-ranging commercial uses. But AI-models designed for computer coding could easily be used for hacking, while models intended to help create pharmaceutical drugs could also produce new chemical weapons, for example, researchers say.

"If you are using AI to generate imagery, that could be used to run a war simulation or it could be used for a game," said Daniel Castro, a vice president at the Information Technology and Innovation Foundation think tank.

Other forms of AI can pose similar challenges. In 2016, a venture capital arm of Qualcomm, the U.S. mobile-phone chip maker, invested in 7Invensun, a Beijing-based startup that makes an AI-powered tool for tracking eye movement, according to Georgetown University researchers who wrote a recent report docu-

menting U.S. venture investments in AI in China.

7Invensun's technology could be used in virtual reality goggles or other consumer products, but it could also find its way into military or security applications, including infrared facial-recognition cameras or the training of fighter pilots. The company has disclosed working with a Chinese state-owned defense firm and China's Air Force Aviation University, wrote the Georgetown researchers, Emily Weinstein and Ngor Luong.

Representatives of Qualcomm and 7Invensun didn't respond to requests for comment.

Any policy banning investment such as Qualcomm's would be challenging to articulate and enforce.

The Georgetown report found that U.S. investors were involved in 401 transactions in Chinese AI companies between 2015 and 2021, with investments from exclusively American investors amounting to \$745 billion in that time period.

But the specter of limitations on U.S. investment in advanced technology in China is already discouraging some U.S. firms from the market. Storied venture-capital firm Sequoia recently split off its China business.

A spokesman for the Chinese Embassy in Washington said the U.S. and China should pursue healthy economic competition. "Discriminatory restrictions targeting companies of certain nationalities run counter to the basic principles of international economy and trade," the spokesman said. "China will pay close attention to relevant developments and resolutely safeguard its own rights and interests."

New Rule On Foreign Apps Takes Aim at TikTok

By John D. McKinnon

WASHINGTON—President Biden's Commerce Department published an online-security rule on Friday, aiming to strengthen its legal hand against foreign-based apps—including TikTok—that could threaten the U.S.

The move comes as the U.S. continues to weigh what to do about the popular video-sharing app owned by Beijing-based ByteDance, as well as other Chinese-based apps.

The administration likely needs new legislation to further strengthen its legal position before taking any dramatic action against TikTok such as banning it in the U.S., and Congress has been at odds over the issue.

But Friday's regulatory action shows that the Biden administration still has its eye on Chinese-based apps that could pose security risks, and could serve to rekindle efforts in Congress.

The final rule, which focuses on how to regulate foreign-based apps, provides additional criteria that the Commerce secretary may consider when determining whether technology transactions involving apps present "undue or unacceptable risks," according to a summary published in Friday's Federal Register.

For instance, instead of regulating entities that are "subject to coercion" by a foreign adversary, the new rule focuses on entities that are "subject to the jurisdiction or direction of a foreign adversary."

A Trump administration effort to ban TikTok using the same regulatory power ran into successful legal challenges.

TikTok and its allies argued during the Trump administration that the U.S. government's emergency international economic powers—which form the basis of its online-security rules—are sharply limited by a set of measures known as the Berman amendments. Those amendments, dating to the last years of the Cold War, took away a president's authority to regulate or ban imports of "informational materials" from adversarial nations.

Those protections were later expanded to effectively extend First Amendment-type protections to foreign digital media.

Clash Led To Disney CFO Exit

Continued from Page One

ing and challenging programming decisions, people close to the matter said. McCarthy, who played a key role in the ouster of former CEO Bob Chapek, was known for being unafraid to confront her bosses. She often rubbed people inside Disney the wrong way for her strong stances and unwillingness to compromise, current and former Disney executives said.

In February, Iger reorganized the company into three units: one for theme parks and consumer products, another for ESPN, and a Disney Enter-

tainment unit that houses movie and television operations, as well as streaming services Disney+ and Hulu.

McCarthy pushed for the Disney Entertainment unit to be further consolidated to improve profit margins. McCarthy felt the entertainment unit still had too many silos and that better efficiencies could be achieved with the removal of those fiefdoms, the person familiar with her thinking said.

Disney, like many of its entertainment industry rivals, is contending with a shift away from its legacy cable and broadcasting business towards streaming. The U.S. streaming market has become particularly crowded, requiring heavy investment, making growth harder.

Disney has eliminated 7,000 jobs in the past few months as it adapts to that new model. Earlier this month, Disney said it would incur a \$1.5 bil-

lion impairment charge in its next quarterly report relating to its removal of content from streaming services including Disney+ and Hulu.

Wells Fargo analysts said Friday that investors want to see Disney achieve healthier margins in its direct-to-consumer business. While rival Netflix reported a 15% operating income margin on about \$20 billion of revenue in 2019, streaming services Disney controls—Disney+ and Hulu—in fiscal year 2022 had a negative 17% operating income margin on about \$18 billion in revenue.

Disney shares have fallen 6% since Iger's return in November compared to a broader 12% climb for the S&P 500. Ri-

val Netflix's stock soared more than 50% during that period, thanks in large part to its recent effort to limit password sharing among its members.

In a statement announcing her departure, Iger said McCarthy's impact on Disney "cannot be overstated." A spokeswoman declined to comment beyond his statement.

Kevin Lansberry, who is currently executive vice president and chief financial officer of Disney Parks, Experiences and Products, will step in as interim CFO starting July 1. McCarthy will serve as a strategic adviser through June 2024, the company said.

McCarthy said in a statement she would "always be

McCarthy was unafraid to challenge her bosses.

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DOW JONES NEWS FUND

The New Night Out: Bouncing

Continued from Page One

days and company parties. Some are having as much fun as the youngsters, occasionally helped by pre-bounce booze. Adults don't bounce back the way they used to.

Rodolfo Schulz, a 29-year-old clothing brand owner, finished his second Corona at a child's birthday party near San Diego and then clambered into an adults-only bouncy house. At 6-foot-5, he bonked his head on the ceiling.

"I thought about trying to do a flip but I'm almost 30, so that probably wouldn't be a good idea," he said.

More adults are finding joy and stress relief in nostalgic childhood hobbies such as drawing in coloring books and playing dodgeball. The bouncy house industry has jumped in. Big Bounce America, a traveling event now visiting cities across North America, has adults-only sessions with DJs. "Everyone MUST behave like an overgrown child," Big Bounce's website says.



Big Bounce America, a traveling event visiting cities across North America, has adults-only sessions.

Three friends from Brooklyn—Jasmine Chapman, Zarah Ali, and Coral Mejia, all in their late 20s—were looking for a Friday-evening activity with more zest than just a bar (where the only bouncers are people who throw you out if you have too much fun).

They downed shots at On the Border Mexican Grill & Cantina in Hicksville, N.Y., last week and then headed to a shopping-mall parking lot to play in adults-only bouncy houses. "It's fun being silly," said Mejia, a school teacher.

The trio jumped in a 16,000-square foot bounce house, scaled inflatable walls and hurtled down bouncy slides at the event run by Big Bounce America. Chapman and Mejia helped Ali up after she fell. "This is definitely a workout," Mejia said. "A lot of core."

Baron Davis, a former NBA star, said in a tweet last year

and wearing pajamas at their nuptials. She nixed the PJ's but welcomed a bouncy house for all ages.

"We wanted to have a wedding that was actually fun," said Guy Birken, a 44-year-old author and financial coach from Milwaukee. They had a "first bounce" while a bluegrass band played the Beatles.

At Big Bounce America on Long Island, the DJ played pop and R&B for some 500 guests. "I should've put deodorant on my entire body," said Josh Rhine, a 30-year-old DoorDash driver who'd worked up a sweat bouncing.

Also in the bouncy house, Eldad Yaniv and Candice Quilty, both 37, were there to act like kids for a bit.

"This reminds me of my fifth-grade party," said Quilty, a flight attendant.

Nearby, other adults were dunking beach balls into basketball hoops or pausing for a rest. One woman moonwalked by and cried out, "That hurt my back!"

Only one person had visited the medic tent by the midpoint of the event, for a Band-Aid to cover a scrape, a worker said.

Kmari McCrimmon, a 26-year-old from Upper Marlboro, Md., jumped in an adult bouncy house recently and afterward felt like she had just done a tough workout.

"My thighs were sore, my legs were sore, my back was even sore," said McCrimmon, who works with people who are disabled.

The next day, she said, "I slept the entire day."

WORLD NEWS

Growth Fears Prompt Beijing's Stimulus

Amid declining confidence in the economy, waiting seemed too risky

By Stella Yifan Xie and Keith Zhai

A few months ago, Chinese leaders were basking in signs that the world's second-largest economy was rebounding after three years of tough Covid-19 controls.

By April and May, however, disturbing reports were trickling in. Teams sent to conduct surveys of local-government finances returned to Beijing with news that officials were struggling to repay debts, people familiar with the matter say. Government meetings with regional business leaders revealed confidence remained weak, even after the lifting of Covid restrictions late last year.

Official data painted an increasingly bleak picture of an economy losing steam. The weakened property market showed signs of renewed stress, and youth unemployment hit a record. Many people in China were saying privately that they no longer believed Beijing cared about promoting growth.

All those concerns helped prompt a rethink in Beijing during the past few weeks, people familiar with the discussions said. Senior officials abruptly committed to do more to stimulate growth, even though doing so risks encouraging speculative behavior that Chinese leaders have been at pains to eliminate.

The central bank cut three policy rates this past week to help spur lending. In addition, The Wall Street Journal reported, the central government is considering issuing special treasury bonds valued at roughly 1 trillion yuan, equivalent to \$140 billion, to help fund new infrastructure—a tactic to stimulate



China has cut policy rates to spur lending and is considering issuing special treasury bonds to help fund new infrastructure.

growth that economists say is likely to yield diminishing returns while increasing debt.

Authorities are considering a looser rules to encourage people to buy more than one residence, despite repeated warnings by leaders in recent years that “houses are for living in, not for speculation.”

On Friday, Chinese Premier Li Qiang said in a State Council meeting that the government is studying a package of measures to promote sustained growth, state TV reported. “The external environment is becoming more complex and severe, and the slowdown in global trade and investment will directly affect the recovery process of our country’s economy,” Li said.

Economists say Beijing had little choice but to act, as more ordinary Chinese appear to be losing faith in the economy.

If confidence isn’t restored, some analysts say, it could

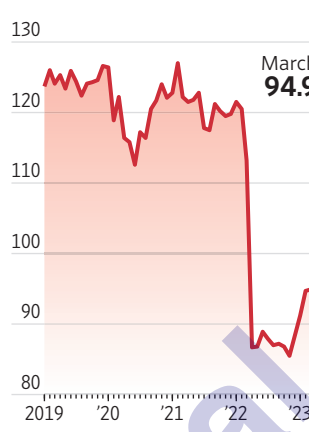
lock the economy in a downward spiral and render further stimulus ineffective.

“The real barrier to a growth recovery is a lack of confidence,” wrote Ting Lu, chief China economist from Nomura, in a note. China’s situation is becoming increasingly similar to Japan in the 1990s, he added, when weakened confidence after a real-estate bust contributed to decades of weak growth and declining prices. Nomura lowered its forecasts for gross domestic product growth in China to 5.1% and 3.9% in 2023 and 2024, respectively, from 5.5% and 4.2% previously.

One challenge for Beijing: It doesn’t have a lot of good options beyond throwing more money into big-ticket projects like bridges and subways, and promoting real-estate sales.

Regulatory crackdowns on the technology and education sectors in recent years have

China’s consumer-confidence index



Source: National Bureau of Statistics via CEIC

made many entrepreneurs wary about new investments. Many prospective home buyers fear it could take years before property prices rise again in a sustained way, due to an oversupply. Some consumers are unwilling to burn cash in

part because China hasn’t developed a sufficient social safety net to make them more confident about spending.

Zhao Zhao, a Beijing homemaker, said her husband, who works at a state-owned company, hasn’t received a raise in the past three years, while education expenses for her two children have kept rising. “The economy is not doing as well as people anticipated,” said Zhao. “I instinctively want to save more until things get better.”

An official gauge of consumer confidence, at 94.9 in March, is slightly better than its record low of 85.5 last November. But confidence is still depressed compared with March 2019, when it hit 124.1.

Deflected by uncertain economic conditions, more young people are holding off on having children. Last year, only 6.83 million couples in China married, the lowest since records began in 1986.

FAST PIVOT TO SPENDING

Some investors have compared Beijing’s pivot to stimulus to its abrupt decision last year to lift its zero-Covid policy.

Beijing had repeatedly said it wouldn’t abandon the policy, which included lockdowns and travel restrictions, even as other countries had relaxed their rules.

But Chinese leaders eventually decided that the economic costs were too high, especially after protests against the policy broke out in some cities.

Economists from Morgan Stanley believe Beijing’s stimulus efforts will help China’s growth pick up again in the third quarter, and resume what it calls an “organic consumption recovery.” China’s rising dominance in the renewable-energy supply chain will help further boost growth, the Morgan Stanley economists added.

Others think Beijing will need to go further, with steps such as offering cash handouts to households.

“In order to restore confidence, the government needs to do more,” said Keyu Jin, an associate professor of economics at the London School of Economics and author of the book “The New China Playbook.”

“The size and the scale and efficiency of the stimulus has been lacking,” she added.

Heat Wave Won’t Stop the Work



CHILLING: A worker pauses to cool off on a hot day at a construction site in the Yantai Economic and Technological Development Zone in China’s Shandong province.

Awaiting Visit From Blinken, China Paints U.S. as Aggressor

By James T. Areddy

When Secretary of State Antony Blinken visits Beijing this weekend, expect his Chinese hosts to treat him to a heaping serving of blame-shifting.

The visit was supposed to happen in February, but the U.S. postponed it after a Chinese balloon appeared in U.S. skies. In the months since, Chinese authorities have leaned into a worldview that paints the U.S. as the global aggressor, misreading and exaggerating Beijing’s actions.

To many Americans, the balloon’s appearance was a blatant incursion. In China’s version of the incident, the U.S. grossly overreacted to what Beijing called an errant scientific airship, shooting it down as a spy vehicle. In an unusual premeeting call to Blinken this week, Chinese Foreign Minister Qin Gang reinforced the message

that the U.S. must make amends to reverse the downward spiral in bilateral relations: “It’s clear where the responsibility lies,” Qin said.

The White House is signaling that significant breakthroughs at the Blinken meeting are unlikely, but that engagement is necessary. “Intense competition requires intense diplomacy if we’re going to manage tensions,” said Kurt Campbell, deputy assistant to the president and coordinator for Indo-Pacific affairs, in a briefing Wednesday. Its balloon messaging has been just one example of a Chinese-style public-relations push that has gone into overdrive under Xi Jinping, who after a decade as China’s leader has secured an indefinite hold on power.

Blame shifting is a decades-old Beijing tactic to cast itself as a victim that is now intertwined with Xi’s more recent nationalistic efforts at “stirring

up the passions of his people” to gird for extreme challenges, says Michael Auslin, a research fellow at Stanford University’s Hoover Institution.

He says long-running U.S. emphasis on sustaining a bilateral relationship translates to Beijing as a signal Washington won’t ever push too hard and “is willing to do anything” to avoid worsening situations, even if that is an outdated notion.

According to Beijing-hatched narratives, the U.S. is fueling a Taiwan independence movement and goading China toward a superpower battle, making no mention of its own military muscle-flexing near the democratic island. It has pushed a similar explanation for Russia’s assault on Ukraine, that U.S. expansionism left Moscow little choice.

While Westerners might raise an eyebrow to some story lines that emerge from Beijing, analysts said they might have more influence in developing nations of the so-called Global South that count both much of the world’s population and voting power at the United Nations.

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WORLD NEWS

Japanese Nuclear Plan Spurs a Korean Backlash

Proposal to release water from power plant risks harming Tokyo-Seoul detente

South Korea's prime minister made an unusual promise this past week, saying he would be willing to drink water discharged from Japan's Fukushima Daiichi nuclear power plant if it met international standards.

By Dasl Yoon in Seoul and Miho Inada in Tokyo

The declaration by Han Duck-soo during a parliamentary session came as a debate rages in South Korea over Japan's plan to release water into the ocean from the nuclear plant, which was damaged by a massive earthquake and tsunami in 2011.

the safety issues around the discharge. But he has faced political backlash and skepticism among the public.

Yoon has taken steps in recent months to repair South Korea's relations with Japan, long marred by historical disputes, and to deepen military ties to address growing security threats from China and North Korea.

South Korean lawmakers questioned the prime minister, the vice minister of oceans and fisheries and the head of the Nuclear Safety and Security Commission over South Korea's response to the planned wastewater discharge.

"South Koreans are highly sensitive to Japan-related issues because of longstanding historical disputes and the deepening political polarization has turned Fukushima into a way to attack the other party," said Lee Won-duk, a professor of Japanese studies at Kookmin University in Seoul.

In 2011, three reactors at the Fukushima plant melted down after the earthquake and tsunami damaged their cooling systems. Water used to cool the reactor cores has accumulated in tanks at the site, but the tanks had reached 97% capacity last month.

Under the plan, the plant would release more than 1.3 million tons of water gradually over two to three decades,



Protesters rallied June 12 in Seoul against Japan's plan to discharge wastewater into the ocean.

Japanese officials said. The plant began testing the system to discharge water on Monday, said an official from Tokyo Electric Power Co. Holdings, or Tepco.

In May, Japanese Prime Minister Fumio Kishida said Japan would welcome a team of South Korean experts to the site to investigate safety concerns. A 21-member South Korean delegation visited the

Fukushima plant later that month to examine its custom purification system and facilities storing radioactive substances. The delegation confirmed that proper equipment was installed to halt the discharge of the treated water in the event of an abnormality.

water was safe and whether the system would work long-term, said the head of the delegation, Yoo Geun-hee.

The International Atomic Energy Agency has been conducting an inspection and plans to announce its multiyear safety review later this month.

The current administration in Seoul isn't likely to be swayed by the public pressure over the issue.

WORLDWATCH



FALLING ROCK: A huge mass of rock slid down a mountain above Brienz, Switzerland, early Friday and stopped just short of the village. Residents had been evacuated last month.

VATICAN Pope Released From Hospital

Pope Francis was released from the hospital on Friday, more than a week after he was admitted for surgery to repair a hernia and remove intestinal scar tissue.

The pope looked tired but cheerful as he greeted reporters outside Rome's Gemelli hospital. "Still alive," he said, when asked how he was.

According to Dr. Sergio Alfieri, head of the team that carried out the June 7 surgery, the scarring and the ab-

dominal hernia were located on the sites of two operations that Francis underwent decades ago.

The 86-year-old has suffered from a series of health problems, especially in the past two years. Despite his ailments, the pope has maintained a busy schedule.

Francis has often said he would step down if unable to perform his duties, and told an interviewer in December that he had written a resignation letter to take effect in such a situation. More recently, he has discouraged speculation that he might resign.

—Francis X. Rocca

CHINA Fan Jailed for Hugging Messi

Chinese police said they detained a teenager who captured national attention during a soccer game in Beijing by running onto the pitch and hugging Lionel Messi.

The 18-year-old, identified by his family name Di, has been placed under "administrative detention" for disrupting the game, according to a statement on the social-media account of police in Chaoyang district, where the stadium is located.

Under Chinese law, administrative detention generally comes with a short stay in jail and doesn't involve a trial.

Di is also barred from watching similar games for a year, according to the police statement, which included a photo showing security guards chasing Di, who was wearing the blue-and-white jersey of Argentina's national team, with Messi's number, 10, on the back.

The stunt took place during an Argentina-Australia friendly game Thursday.

Messi hasn't publicly responded to the incident.

—Liyun Qi

JAPAN BOJ Leaves Rates Flat

The Bank of Japan kept its ultralow interest rates unchanged Friday, affirming Gov. Kazuo Ueda's policy of trying to nurture sustainable inflation. The BOJ decided to maintain its cap on the 10-year Japanese government bond yield at 0.5% and kept short-term rates at minus 0.1%.

Earlier this week, the U.S. Federal Reserve held rates steady after 10 consecutive increases, while the European Central Bank raised interest

rates by a quarter percentage point and signaled more increases ahead.

Ueda, who started his job in April, has said the risk of premature rate increases in Japan could be bigger than a delay in monetary tightening. He has said inflation will likely fall below the bank's 2% target later this year.

The pace of increase in Japan's overall consumer prices has slowed because of government measures to ease the burden of higher energy costs. But consumer prices excluding fresh food and energy keep rising.

—Megumi Fujikawa

Challenge To Dollar Stumbles

Continued from Page One

used in favor of the West. The AIIB and the New Development Bank were set up in large part to reduce developing countries' dependence on dollar-based funding—alternatives to the International Monetary Fund for some of the world's fastest-growing economies.

The AIIB operates on a much larger scale than the New Development Bank, counting Western countries such as the U.K. and Canada among its more than 100 members. Its Canadian communications chief resigned this week, accusing bank management of being "dominated by the Communist Party," allegations that the AIIB called baseless. Nonetheless, Canada said it would halt all activity with the bank while it looks into the allegations, and the bank said it would conduct an internal review.

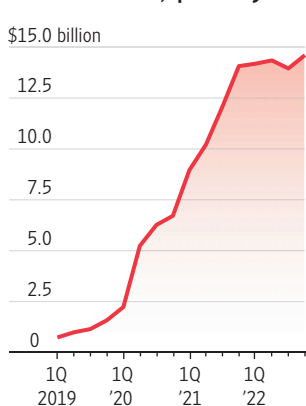
Meanwhile, the Brics's development bank is fighting for its survival, threatened by its reliance on the U.S. currency.

Soon after Russian troops marched into Ukraine in February 2022, the bank froze all new lending to Russia to assure investors that it was complying with Western sanctions. However, Wall Street quickly became wary of lending to a bank nearly 20% owned by Russia. Xi's deepening alignment with Russian President Vladimir Putin was another deterrent.

Since then, the bank has had to take on increasingly expensive debt to service old borrowings and stay current with its own liquidity requirements. To bolster its resources, the bank is in talks with Saudi Arabia, Argentina and Honduras about becoming members, according to people familiar with the matter.

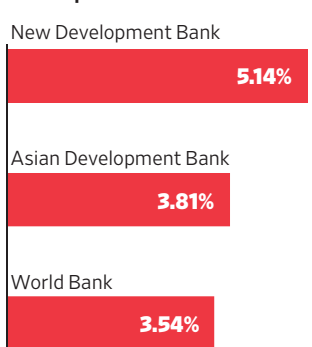
When it took out a \$1.25 billion bond in April, its first since the invasion, it was nearly five times as expensive as its previous borrowing.

New Development Bank customer loans, quarterly



*Gross customer loan total includes loss provisions. *Values reflect yield at time of issuance on USD five-year bonds issued in 2023. Sources: the company (customer loans); NDB, ADB, World Bank, AIIB (cost of borrowing)

Cost of borrowing for select development banks



Brazil. "It's not a problem that can be immediately solved."

In a statement, the New Development Bank said it believes there is "a considerable interest in bonds issued" by the bank and said its sources of liquidity and loan origination pipeline remain strong.

Since coming to power in 2012, Xi has sought to promote China's currency globally to match the country's economic clout—and shield it from U.S. sanctions as geopolitical competition ramps up. The Brics bank fit well with

his broader agenda.

After setting up shop in Shanghai in 2015 with \$10 billion in committed capital from the five founders, the members found it would be difficult to rely only on China's banks and capital markets. The development bank began to borrow billions of dollars from institutional investors on Wall Street as well as China's state-owned banks. Some of what it borrowed was denominated in yuan, but around two-thirds of the bank's borrowings are dollar-denomi-

nated—hardly in line with the bank's aim to break members' reliance on the dollar.

With the funding in place, though, it started to lend. It grew fast, from only around \$1 billion in committed loans in 2017 to around \$30 billion at the beginning of last year. More than \$10 billion of those loans went to financing infrastructure projects and funding Covid-19 pandemic-relief programs in the Brics bloc, which collectively accounts for a third of the world economy.

Then, Russia's invasion of Ukraine made Wall Street wary of lending to a bank almost 40% owned by Russia and China. Fitch Ratings downgraded the bank's credit rating in July 2022, citing challenges to its access to dollar-bond markets. Investment bankers told representatives of the bank that its cost of new debt could be more than quadruple what it was before the invasion, causing it to abandon a few fundraising attempts, according to people familiar with the matter.

Such a steep rise in interest costs is rare for a development bank. At multilateral lenders, countries pool resources and leverage them to take out low-interest loans,

which they use to channel loans to members. If the bank's cost of borrowing goes up, then the interest rates on loans to its members also have to increase, undermining the bank's purpose.

Since the Russian invasion, the Brics bank has essentially doubled the premium it is charging members to borrow, and the bank's loan disbursements have slowed to a crawl.

Beijing so far has been reluctant to pony up more funds in light of China's economic slowdown. In private conversations with foreign investors, some Chinese officials have tried to distance Xi from the fate of the bank, saying it was Xi's predecessor who first supported launching it.

There is little indication that the discussions with Saudi Arabia or other countries will lead to a major capital infusion. That leaves the bank stuck in its current quagmire, with little sign of improvement.

"The Brics need to come together and face these difficulties," said Acioy, the Brazilian economic researcher. "But the nuance is that it will be very difficult for them to overcome challenges if the war in Ukraine continues."

WORLD NEWS

Ukraine and Russia Vie for Support From African Leaders

By GABRIELE STEINHAUSER

African leaders on a visit to Kyiv on Friday urged Ukraine and Russia to start talks to end a war in which both sides have courted the developing world for support.

The presidents of South Africa, Zambia, Senegal and the Comoros—accompanied by Egypt’s prime minister and senior officials from the Republic of Congo and Uganda—met with Ukrainian President Volodymyr Zelensky and visited a mass grave of Ukrainian civilians killed in the early days of Russia’s invasion in the town of Bucha.

They were set to travel to St. Petersburg for talks with Russian President Vladimir Putin on Saturday.

“The road to peace is not an easy one,” South African President Cyril Ramaphosa said in a news conference with Zelensky and the other African leaders. “We in our own country, we also had to traverse that difficult road to peace. Even when the conflict becomes most intense, that’s when peace must be found.”

Zelensky reiterated his government’s stance that it would only start peace talks if Russia first agrees to withdraw all its troops from his country’s territory—a demand that clashes with Moscow’s insistence that some occupied Ukrainian territories are now part of Russia.

“I clearly said several times at our meeting that to allow any negotiations with Russia now that the occupier is on our land is to freeze the war, to freeze pain and suffering,” Zelensky told reporters.

Ukraine earlier this month launched a counteroffensive to take back Russian-occupied land.

Friday’s visit was the first time African leaders have traveled to Kyiv since the start of the war.

Many African countries have said they don’t want to

pick sides in the Ukraine war, and some—including South Africa, the continent’s most developed economy—have come under pressure from the U.S. and its Western allies for their close ties to Moscow.

Ramaphosa announced his decision to join the African peace mission days after the U.S. ambassador to South Africa accused his government of supplying arms to Russia, an allegation the South African government says it is investigating.

At the start of their visit, Ramaphosa and his fellow leaders placed candles in front of wooden crosses and flower wreaths at St. Andrew’s Orthodox Church in Bucha, marking the graves of more than 450 civilians killed during the early days of Russia’s invasion. President Biden and other Western officials have said the killings of civilians in Bucha and elsewhere in Ukraine constitute war crimes and crimes against humanity.

Ukrainian officials said the military intercepted several Russian missiles over Kyiv on Friday morning. “Putin ‘builds confidence’ by launching the largest missile attack on Kyiv in weeks, exactly amid the visit of African leaders to our capital,” Ukraine’s foreign minister, Dmytro Kuleba, wrote on Twitter. “Russian missiles are a message to Africa: Russia wants more war, not peace.”

Of the seven African nations represented on the trip, three—Egypt, Zambia and the Comoros—have voted to condemn Russia’s invasion of Ukraine in the United Nations General Assembly.

The other four—South Africa, the Congo Republic, Uganda and Senegal—have either abstained or not voted on resolutions related to the invasion, reflecting a broader split among African governments on how to respond to the conflict.



Yeti, a Ukrainian platoon commander, in the village of Blahodatne. The Ukrainians face Russia’s well-prepared defenses.

Kyiv’s Offensive Proves a Hard Fight

By MARCUS WALKER

BLAHODATNE, Ukraine—A few miles south of this village, at the tip of the deepest advance of Ukraine’s counteroffensive, a platoon from the Ukrainian 68th Jaeger Brigade fought at close range with Russian marines.

The Ukrainians took casualties from mortar and small-arms fire, but they inflicted more, and the Russians retreated.

“It was tough, but we won,” said the platoon commander, known by his call sign Yeti.

Having taken the position near the village of Urozhaine, the men found it covered in mines, he said. “There are mines everywhere, even inside houses,” he said.

Ukraine’s ambitious offensive to take back Russian-occupied land is proving to be a hard slog against dense minefields, well-prepared defenses and Russia’s superior air power.

After the first probing attacks yielded mixed results, Ukrainian forces have mostly paused their assaults in recent days as commanders draw lessons from the past two weeks and try to figure out how to punch through Russian lines without taking huge losses.

In the southern Zaporizhzhia and eastern Donetsk regions, Ukrainian troops are still working their way through Russia’s first lines of defense, and haven’t yet reached the main line of Russian fortifications.

Russia continues to launch its own assaults in other parts of eastern Ukraine, with little

apparent success, as well as continuing missile and drone attacks on Ukrainian cities.

In this bucolic part of Donetsk, Ukrainian troops are reconnoitering Russian positions in search of weak spots.

Some of the Ukrainians’ tactical successes so far have come at Blahodatne, Ukrainian for Blessed, and other villages along the Mokri Yaly River. A breakthrough here could allow Ukrainian forces to advance on the port cities of Mariupol and Berdyansk, threatening Russia’s grip on the country’s south.

So far, however, the push remains localized and limited. Most of Ukraine’s brigades earmarked for the offensive and equipped with Western tanks have yet to join the fight.

In Blahodatne, elements of the 68th brigade are preparing their next moves after taking the village in a fierce three-day firefight with Russian marines.

“Our speed of advance has slowed down, but we are widening our area of advance along the front line,” said Yeti. “The enemy is fighting hard, but our motivation is great, and we are moving forward.”

The advance here, starting from the town of Velyka Novosilka, is one of three axes on which Ukrainian forces are currently focusing. They have also made local gains around the destroyed city of Bakhmut, but have taken heavy losses in

assaults south of the city of Zaporizhzhia.

A young soldier wounded in the latter sector said he took part in an attack on a Russian position near the village of Luhove, south of Zaporizhzhia. Two companies of the Ukrainian 36th Brigade attacked during the night, said the 19-year-old volunteer, known by his call sign Kit. “We were successful,” he said. “In the morning, Russian artillery started working on us. Almost everybody’s injured, two are dead.”

Kit said he and a comrade were carrying a wounded man on a stretcher when a Russian rocket landed nearby, killing the wounded man and badly injuring the other rescuer’s leg. Shrapnel hit Kit’s helmet and his forehead, which was bandaged as he sat on a park bench in a rear area. “I don’t know how I got out of there. It was some kind of a miracle,” he said.

Asked how he felt, Kit grinned and said: “Combative!”

Around Velyka Novosilka on Thursday, poplars swayed in a breeze and birds sang in between the crump of outgoing artillery and the crash of incoming shells. A lonely Ukrainian Su-25 warplane sprayed chaff as it turned and twisted, flying low over the unsown fields.

Men in Yeti’s platoon showed off the explosive booby traps they had cleared from their temporary base in

Blahodatne, a house abandoned by its owners like nearly all in the farming communities in this area. Only the cat remained. For dinner, it ate rigatoni with tomato sauce, like the soldiers.

Another officer called Yeti on the radio, asking for sappers to clear yet more mines, so they could fix a communication cable severed in a Russian artillery strike. “I hear you. Others also need sappers. I’ll deal with it and let you know,” Yeti responded.

The Russians are launching around 10 airstrikes a day against the villages they have retreated from, the men of the 68th said.

“Aviation is a big problem for us and a clear advantage for them,” said Yeti. “We need F-16s, F-18s, all the Fs.”

The 68th has radar to warn of aircraft and Stinger missiles to keep them at bay. Russian planes rarely venture close, normally firing imprecise missiles from a few miles away, said the brigade’s commander, known by his call sign Shum. A muscular, U.S.-trained colonel, Shum said the difficulties were to be expected. “An offensive is never easy. Especially considering that all the Russians have been doing is preparing to repel our attacks,” Shum said. “It’s slowing us down, but it’s not stopping us.”

‘There are mines everywhere, even inside houses.’

Watch a Video

Scan this code for a video about Ukraine’s counteroffensive strategy.



African leaders met with Ukraine’s Zelensky, center, in Kyiv.

Putin Talks Up Economy, Hints at Using Nuclear Arms

By ANN M. SIMMONS

Russian President Vladimir Putin used a widely watched economic forum to talk up Moscow’s success in resisting the West’s sanctions, while saying that Ukraine had become almost entirely dependent on Western military support as Kyiv attempts to claw back territory from Russian control.

He also again hinted at the potential for Russia to use its nuclear arsenal if its own security was threatened.

During his almost-90-minute address at the St. Petersburg International Economic Forum, the Russian leader painted a glowing picture of the Russian economy. Despite worsening labor shortages and other headwinds from the war, Putin said Moscow had managed to evade much of the impact from the sanctions the U.S. and its allies imposed shortly after the February 2022 invasion, buoyed in part by rising energy prices. He made a point of offering more trading opportunities for countries across Asia and Africa.

“The second quarter of last year was the most difficult for our economy, for domestic business,” Putin told a plenary session. “But we can confidently say the strategy chosen then worked.”

The Russian leader said that in April the country’s gross domestic product had grown 3.3% year-to-year and that by year-end the economy is projected to have expanded

by a full percentage point from the year before.

“This will allow our country to maintain its place among the world’s leading economies,” Putin said, adding that Russia’s “public finances are generally balanced” and that there is a small federal budget deficit associated with earlier spending.

He told the forum that Russia needed to increase military spending to ensure the country’s security and later noted that the country had increased output of military products by 2.7 times over the past year.

Russia faces considerable economic problems. Many working-age men have fled the country, fearing they could be caught up in any fresh mobilization after some 300,000 reservists were called up last year. Russian businesses are struggling with a shortage of critical workers, including programmers, engineers, welders and drillers, suggesting that what the Kremlin calls its “special military operation” in Ukraine could cause long-term damage to the economy.

The government recently unveiled proposals to tax the hundreds of thousands of people who fled when the war started but kept their Russian jobs remotely from places such as Turkey, Armenia and Central Asia. Russian lawmakers have proposed laws to seize the property of those who have left the country.

A series of drone attacks within Russia, including one



Putin told the forum Russia needs to increase military spending to ensure its security.

on the Kremlin, have added to the growing sense that the impact of the war could soon be felt more keenly.

Putin’s remarks took place against a backdrop of fierce fighting in Ukraine, as Kyiv moves to push Russian troops, who occupy around a fifth of the country, back to the east.

The Russian leader defended last year’s invasion, saying it was necessary to protect Russian sovereignty, repeating his frequent allegation that the U.S. and the North Atlantic Treaty Organization are trying to undermine Moscow by supporting and arming Ukraine.

He attempted to invoke the Soviet Union’s resistance against Nazi Germany in World War II. The West, he said, is “making every effort to ensure that Russia suffers, as they say, strategic defeat on the battlefield.”

Putin also repeated his false claim that the government in Kyiv is run by Western-backed Nazis and nationalists who threaten Russia’s own national identity. He criticized Ukrainian President Volodymyr Zelensky, who is Jewish, “as a disgrace to the Jewish people.”

The Russian leader later warned the West that while

Russia has no intention at this time to use nuclear weapons, “the use of nuclear weapons is theoretically possible...if there is a threat to the existence of the Russian state.”

Putin has frequently talked about using nuclear weapons since the invasion, and he reminded the audience that Moscow has started stationing tactical nuclear weapons in Belarus, just north of Kyiv.

“We’ve seen the comments that were made in the last few hours,” Secretary of State Antony Blinken said in Washington. “We’ll continue to monitor the situation very closely

and very carefully. We have no reason to adjust our own nuclear posture. We don’t see any indications that Russia is preparing the use of nuclear weapons. The president said again this week that we remain committed to the defense of NATO, every inch of its territory.”

Earlier in the day, the Kremlin said the Russian leader was open to any contacts to discuss ways to end the crisis in Ukraine, Russia’s state news agency RIA Novosti reported.

On Saturday, Putin is expected to host a delegation of African leaders who have said they want to present a peace initiative to the Russian leader. On Friday, the delegation led by South African President Cyril Ramaphosa met Zelensky in Kyiv.

Many African nations have been affected by the disruption caused by the war, particularly to grain shipments, and have refrained from directly condemning Russia’s invasion. Putin has attempted to expand trade and commercial ties to both Africa and Russia’s neighbors in Asia.

“We will pay special attention to the North-South corridor,” he said.

He said Russia intends to expand trade with countries that “don’t succumb to boorish external pressure,” in another dig at the West.

“Russia,” Putin said, “has and always will be involved in the world economy.”

Children Learn of a Donor Dad

Continued from Page One family," she wrote. "But if you are open to meeting me, I would very much appreciate the opportunity."

A little more than a year later, she found a half-brother, Brad Pfaff, fathered by the same man. He, too, had learned from his mother that he was conceived with a sperm donor. He was 37. Pfaff, who already had a father and stepfather, decided against contacting his biological father.

He instead forged close ties with Gardner, integrating their respective children and spouses for birthday parties and family vacations. Gardner said the relationship showed her how genetic links can create unexpected emotional connections between relatives who didn't grow up together.

More than a million Americans have been conceived through artificial insemination and in vitro fertilization in the decades since the techniques emerged. From the start, sperm donors went on with their lives with an apparent certainty they would never meet any offspring. Only sperm banks knew their names. Recent technology changed all that, shredding agreements of anonymity made in past years. Low-cost DNA tests provide genetic matches, and social media serves as an address book of fathers who never expected or wanted to be found.

Gardner, like many others, took a DNA test with a company that enabled her to see the names of close relations who also submitted tests to find kin and ancestry. Some people use the names to find social-media accounts, wedding announcements, obituaries and other identifying data of relatives they have never met, the same path Gardner followed.

The ease of discovering biological fathers and half-siblings has prompted a reconsideration of what constitutes a family, further stretching its modern bounds. Gardner has become a leader in a movement seeking to codify the significance of ties between sperm and egg donors and their children, further testing the bonds of blood and upbringing.

She and others conceived by anonymous donors are demanding the legal right to know the identity of biological parents and to assign them a measure of responsibility, including medical histories. Gardner had for years worried about her risk of contracting the same cancer that struck the man she believed was her father.

"You are intentionally creating people who are separated from half of their genetic identity and their genetic kin," Gardner said. In her view, hiding the truth is a betrayal by the parents who raise them.

"You were told one thing for 30-something years of your life," she said. "At least two people knew it wasn't true and told you it was true with a straight face, and they are the two people you expect not to lie to you."

Gardner lobbied for a first-in-the-nation law passed last year in Colorado that obligates future sperm and egg donors to reveal their identities if their grown children ask for the information from the banks. Sperm banks now tell donors their privacy isn't guaranteed.

Gardner's own experience has been bitter-sweet.

"Had I known my identity as a sperm donor would be known, I would have never entered into the agreement. I doubt any donor would," Gardner's biological father wrote in his first letter to her. "You and I know that this won't have the fairy tale ending we both envisioned."

The breakup

Gardner was running the vacuum and didn't hear the phone ring. The call went to voice mail. "I am done with



Tiffany Gardner and Brad Pfaff in Hilton Head Island, S.C. Below, from left, Meagan Pfaff, Ross Gardner, Tiffany and Brad.



tears," the message said. "I am ready to move forward in a positive way."

In a recording lasting 2 minutes, 57 seconds, Gardner's biological father described how he had come to a decision to meet her. He had seen "Solo: A Star Wars Story" with his three sons. He knew from her letter that Gardner was a Star Wars fan and, as he left the theater, wondered if she also had seen the movie.

They began meeting every six weeks for lunches that stretched to three hours. "We talked about art. We talked about movies and music and our families," Gardner said. "I told him things about myself I wouldn't even tell my friends.

He would say, 'I am just crazy about you' every time we met."

As Father's Day approached, about 11 months after their first lunch, Gardner bought him a greeting card. It had Darth Vader on the front with the words, "You are my father," a play on a revelatory line of dialogue from the Star Wars character.

She never got the chance to give it to him. In the early morning after Father's Day, he sent an email saying he couldn't see her anymore.

"This has all come with too high a price for me and my relationship with my family, which is strained," he wrote.

"There's nothing comparable to your genetic parent breaking up with you," Gardner said. She had trouble focusing at work and began seeing a therapist who specializes in grief.

She later told her three young sons about their biological grandfather and explained that his family didn't want him to meet them. "That's mean," she recalled one of her

boys saying. "You can't help that he made you."

Gardner got news that summer from a DNA testing site about a half-brother, and she sent him a brief message. Later that day, they arranged to meet at a fountain at an outdoor mall nearby. Pfaff said he recognized Gardner at first sight. "She looks like my sister," he said.

Small talk

At age 13, when Pfaff's parents divorced, he chose to live

with the man he knew as his father. After a couple of years, he got into various troubles and dropped out of high school. "I was a tough kid, for sure," Pfaff said. He moved in with his mother and never saw his father again.

His mother married an engineer—an ex-military man and "by-the-book, these-are-the-rules kind of person," he said. "I did not like him at first." The disciplined ways of his new stepfather got him on track. "I owe a lot to him," he said. "There was no push to do anything specific. It was more like, 'I'm not going to let you waste your life.'"

On Pfaff's 18th birthday, he said he called his father. The man said he wanted nothing more to do with him, Pfaff recalled. "I decided, I'm done, too," he said. He went to community college and then enrolled at Georgia Tech and got an engineering degree. During college, he took his stepfather's last name—Pfaff.

Pfaff was 37 when his wife said she was curious about her ancestry and raised the idea of DNA tests. He agreed. The results landed on a Saturday night, but Pfaff didn't pay attention until the next morning. He was in the car with his 6-year-old son, waiting for his mother to join them for a trip to the local Waffle House. His phone had a message on the DNA app from a woman who was a close match. It was Gardner. When his mother got

into the car, Pfaff handed her the phone. *Do you know of any family we have with this woman?* he asked.

"There is something I haven't told you," he recalled his mother saying. At the restaurant, he learned that his biological father had been a sperm donor. Shortly after, he replied to Gardner, and they texted back and forth. With his wife's blessing, they made plans to meet that afternoon at the Avalon shopping center in Alpharetta, Ga.

They spent the afternoon together talking. "There was an immediate familiarity that was strange," he said. "Neither of us had our guard up at all. It was a super open, ultra-deep, trusting, intimate conversation."

Gardner told Pfaff how their donor father had broken off contact after nearly a year. "I learned the story of this guy, and it was something that had already happened to me with my own father," he said. "I was absolutely, 'No, I'm not even going to entertain the thought of meeting him.'"

Over the next 24 hours, Pfaff wrestled with feelings about his mother protecting the feelings of her former husband. His mother explained that he didn't want people to know, Pfaff said.

Pfaff forgave his mother and said that learning the truth allowed him to shut the door on his tangled relationship with the man he grew up thinking was his father. "It immediately killed the last 2% of nagging care I had for that relationship. I had been harboring some little piece for 20 years, and it was gone almost immediately," he said. "It was such a relief. I don't have to care anymore."

Gardner has struggled to understand why her mother kept the secret of her biological father for so long. "I'm still trying to come to peace with it," she said.

Last meal

On a spring weekend, Pfaff, his wife and their two children arrived at the Gardner house to celebrate two March 18 birthdays: Pfaff had reached 40 and one of the Gardner boys was 6.

"Your cousins are here!" Gardner's husband, Ross Gardner, yelled to their three boys. The Pfaff children ran to join the boys at the backyard swings. For lunch, Gardner set out salad, taco shells, beans and chicken. The adults talked about plans for the Gardner boys, ages 6, 8 and 9, to sleep over at the Pfaffs this summer.

"We've never left the kids overnight, ever," said Gardner, 41.

In a measure of their trust, Pfaff and his wife revised their will to make the Gardner's legal guardians of their 9-year-old boy and 6-year-old girl should a tragedy strike the Pfaffs and Pfaff's mother.

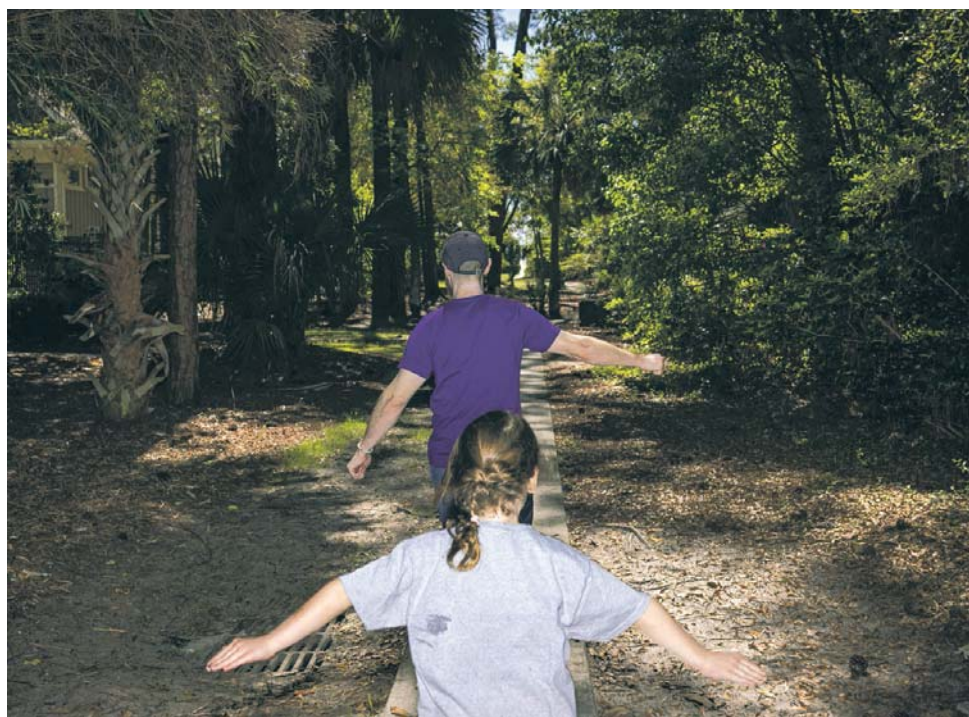
The last time Gardner saw her biological father was at P.F. Chang's in Atlanta. He persuaded her to order the coconut-pineapple ice cream for dessert. She had told him she was trying to cut down on sweets. "He said, 'We've got to get this, we should share dessert.' And he laughed and said, 'I am such a bad dad,'" Gardner recalled.

Gardner said their last meal was the only time he had referred to himself as her father. "He said, 'I think about you like the sons I raised,'" she said. "That's why it hurts so much to be shown the door like that. I don't know which words are real. Which one is the truth?"

At the time, Gardner's adoptive father was sick and near the end of his life. When Gardner was 5, she had asked him if she could call him daddy. He was the one who had waited up for her after the homecoming dance. Years later, he drove with her from Georgia to Miami University in Ohio, saying he worried she might fall asleep at the wheel. They spent hours listening to music and talking.

"It was the longest time in my life that I had been alone, one on one, with my dad," she said. He helped Gardner move her belongings into her new dorm room and then had to leave right away to catch his flight home. "The minute he left, I burst into tears," she said.

While together on their last Father's Day, she said, "I held him and said no matter what, you will always be my daddy."



Brad Pfaff leading the way during a vacation with the Gardners in Hilton Head Island, S.C.

DAVID WALTER BANKS FOR THE WALL STREET JOURNAL (3)

OPINION

THE WEEKEND INTERVIEW with Mike Pence | By Kyle Peterson

Donald Trump May Ditch Conservatives

Among the oddities of the 2024 presidential campaign is a contest between a former president and his vice president. Why should Republican primary voters favor Mike Pence over the man who put him on the ticket seven years ago? “Donald Trump promised to govern as a conservative, and we did for four years,” Mr. Pence says. “He makes no such promise today. I mean, with regard to a whole range of issues, he and a few others in this field are moving away from a traditional conservative agenda.”

During a visit to the Journal this week, Mr. Pence cites three of those defections. First, Mr. Trump’s “ambiguous” stance on aiding “Ukraine’s fight for freedom.” Second, Social Security and Medicare: “Donald Trump’s policy is identical to Joe Biden’s on entitlement reform.” Third, abortion. Mr. Trump blames the end of *Roe v. Wade* for the GOP’s 2022 dol-drum. “I believe,” Mr. Pence says, “that the cause of life has been the animating core of our movement for 50 years, and that the American people and Republicans long to see leadership that remains dedicated to the principle of restoring the sanctity of life to the center of American law.”

Pence says he differs with ‘my former running mate’ on entitlements, Ukraine and abortion. He also believes American voters have a ‘hunger’ for civility.

Two-term Trump could be a wild card. President Trump almost summarily killed the North American Free Trade Agreement, except that an economic aide, Gary Cohn, pilfered the unsigned letter off his desk. Mr. Cohn won’t be back in 2025. Neither will Mr. Pence or a whole crew of oarsmen who stabilized the ship. Freed of re-election worries and uncongenial advice from serious advisers, Mr. Trump might decide to quit this whole NATO thing. Or put John Eastman, the legal mind behind the Jan. 6 riot, on the Supreme Court. Or cut a deal with Elizabeth Warren for a wealth tax.

Republicans need to “resist the siren song of populism unmoored to conservative principle,” Mr. Pence says. It’s an interesting argument for this particular Tuesday afternoon in New York. Simultaneously in Miami, Mr. Trump is being arraigned on charges of mishandling national secrets. Mr. Pence says he “can’t defend what is alleged, but the president is entitled to his day in court.” Circumspect, as usual. Yet if Mr. Trump casually showed off a classified Pentagon plan to attack Iran, maybe anybody can make the case that he’s an agent of his own destruction. Chris Christie will do.

Perhaps not everyone, on the other hand, can credibly argue that Mr. Trump is abandoning the conservative principles that Mr. Pence has championed for half a lifetime. Before he was Indiana governor

and vice president, Mr. Pence served 12 years in the House, including when George W. Bush’s “compassionate conservatism” was the fashion. “I was battling against the big spenders in my own party back when they were trying to pass No Child Left Behind and the Medicare prescription-drug bill,” Mr. Pence says. He voted against both.

Mr. Pence still thinks federal spending is unsustainable, and now the cliff is two decades closer. “We sit here today with a national debt the size of our nation’s economy for the first time since World War II,” he says. Based on Congressional Budget Office numbers, “that grows by another \$120 trillion in the next 25 years.” At that point, all options will be bad: “According to the economists that I respect, you’re either going to have to double payroll taxes in the country or import some kind of a European-style welfare-state taxation system.”

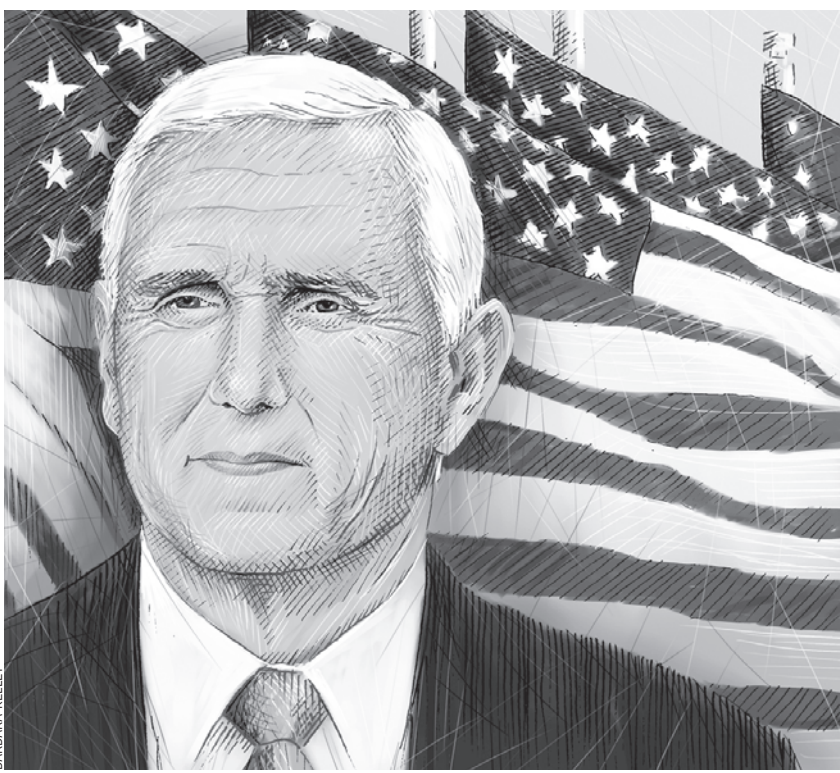
Mr. Pence cites his three young grandchildren. “I think we owe them better than walking by on the other side of the road,” he says. With the trust funds set to run dry soon, doing nothing isn’t a viable plan: Under existing law, “if you don’t take this on and pass reforms, you know, in the next five to eight years, Social Security and Medicare will be faced with mandatory cuts.” His pitch is that anyone over 40 will collect benefits under current rules. For younger Americans, “we ought to replace New Deal programs with a better deal.”

He supports ideas like slowly phasing in a higher retirement age but also—and here he agreed with President Bush—letting workers invest some of their payroll taxes, via the Thrift Savings Plan that government workers use for retirement. Even a modest return could “double what you’re getting right now in Social Security.”

On world affairs, Mr. Pence cites the Reagan Doctrine, America’s history of “forward-leaning policy” to support anticommunist forces, and its role as “the arsenal of democracy.” Amid Russia’s invasion of Ukraine, both parties seem to be winging it. “My former running mate said he couldn’t say who should win,” Mr. Pence laments, citing Mr. Trump’s comments recently at a CNN town hall. “We’ve got other people that have said it’s not in our national interest to be there.” That’s an apparent knock on Florida Gov. Ron DeSantis, who argued this year it wasn’t a “vital national interest” to become “further entangled” in Ukraine.

As for Mr. Biden, “when he was asked if the United States would get involved, he said, well, it just depends, if it was a little invasion,” Mr. Pence recounts. “He’s been incredibly slow in providing resources to Ukraine,” and Mr. Biden as well has failed to articulate “what our national interest is there, which is not the broad brush of ‘democracy in the world,’ for heaven’s sakes.”

As Mr. Pence lays it out: “Checking Russian aggression in Eastern Europe is in our nation’s interest, because it wouldn’t be too long before they’d cross a border that we



BARBARA KELLEY

would have to send our servicemen and -women,” under NATO’s mutual defense treaty. Add in a dash of realpolitik: “In one short year, Russia has gone from the second-most-powerful military in the world to the second-most-powerful military in Ukraine. That’s a good thing.” Finally, Mr. Pence says Xi Jinping “is going to make decisions about China’s ambitions based on what the outcome is in Ukraine, I have no doubt in my mind.”

For decades Mr. Pence’s views on entitlements and foreign policy were more or less Republican orthodoxy. But in 2016, Mr. Trump promised not to touch Social Security and Medicare, while embracing an “America first” line. Republicans nominated him anyway, and they might do so a third time next year. So is Mr. Trump forsaking conservatism, or is Mr. Pence trying to revive an antediluvian GOP?

He ponders this, talking through some thoughts, before rejecting the premise that Making America Great Again was a radical departure for conservatives. “I don’t think this movement has changed that much,” he says. “I think the movement that was minted when Russell Kirk wrote ‘The Conservative Mind,’ when Barry Goldwater went crashing into American politics, when Ronald Reagan was elected in 1980—a movement that is committed to a strong national defense, limited government, traditional moral values—I think that is still the foundation.”

The MAGA years, Mr. Pence contends, “built on top of that.” Rising from a bedrock of Reaganism, in this view, is Mr. Trump’s latest construction, including the landmarks, in Mr. Pence’s telling, that “border security is national security,” that “trade should be fair as well as free,” and that “China is the greatest economic and strategic threat the United States faces today.” History will judge whether this is a convincing account of Trumpism vis-à-vis the GOP, but as an attempt at synthesis by an old-school conservative still vying for

votes, it ain’t bad. Some Republicans want to supplant Reagan, and others want to repudiate Mr. Trump. Maybe Mr. Pence can sell a new fusionism.

As for *Roe v. Wade*, Mr. Trump appointed three of the five Supreme Court justices who overturned it. He also said the GOP’s feeble performance last November was due to the “abortion issue,” and he’s cagey about what to do next. Not so Mr. Pence, who rejects the theory that the high court gave abortion back to the states alone. “They actually returned it to the states and to the American people,” he says. “The American people elect presidents. They elect senators. They elect congressmen.”

Mr. Pence has endorsed a federal abortion ban at 15 weeks of pregnancy. “That would more align the United States with the countries in the European Union,” he says. “At a national level, our laws are more aligned with Iran, China and North Korea.” He’s less clear on the legal question: What part of the Constitution empowers Congress to regulate abortion?

Mr. Pence cites the Declaration of Independence. “We are endowed by our Creator with certain unalienable rights,” he says. “The first one that’s mentioned is the unalienable right to life.” Isn’t that a philosophical or political argument, not a legal one that the Supreme Court is going to accept? “Well, we’ll see,” Mr. Pence replies.

Granted, the exact legal mechanics are unlikely to be the central concern at Pizza Ranch buffet tables in Iowa, where Mr. Pence is hoping to break out. “It wasn’t easy for me not to announce for president in my hometown,” he says. “I’m a Hoosier born and bred, and we moved back to Indiana two years ago. My mom doesn’t travel well. But we announced in Iowa, OK. So you can probably read between the lines there.”

In national polls he averages about 5% support, behind Mr. Trump at 52% and Mr. DeSantis at 21%. He says he has concluded “that I’m well-known, but I’m not known well.” Yet he would seem to have unique challenges in chasing

down the front-runner. Republicans who loved what he calls the “Trump-Pence administration” might wonder why they should reject the senior partner in favor of the guy riding sidecar. Republicans who opposed Mr. Trump might wonder why they’d pick the vice president who stood by loyally almost to the bitter end.

Mr. Pence is also tied to the White House’s Covid-19 pandemic response, which Mr. DeSantis is certain to assail. “We never recommended that schools close, ever,” Mr. Pence says. In the summer of 2020, he urged them to reopen. But schools are a state and local function. “Most of the Democrat states around the country went ahead and closed them,” he says. “It worked a tremendous hardship on our kids, set kids back, and I wish we’d have put a harder hammer on that.”

His bet seems to be that caucus-goers will simply decide they like Mike, the unexcitable, experienced Hoosier family man who says he prays for Mr. Trump and who doesn’t raise his voice, much less give his opponents belittling nicknames. “I hear people talking about a return to normalcy,” Mr. Pence says. “I think there’s a hunger for restoring a threshold of civility in public life.”

He cites this as one reason the Trump-Pence ticket lost in 2020, in addition to Covid and the GOP’s lack of hustle on turnout and mail-in ballots. “I do think Joe Biden’s pledge to change the tone in politics was early evidence of what I think is still out there today,” Mr. Pence says. “I think he broke that pledge almost immediately when he took office. I mean, all this rhetoric about ‘MAGA Republicans’ and ‘Jim Crow 2.0.’”

There is a certain throwback gentility to Mr. Pence, who often declines even to name his rivals, referring obliquely to Mr. Trump as “my former running mate” or Mr. DeSantis as “the governor of Florida.” One question is whether in today’s frenzied political melee, this is akin to showing up to a knife fight armed with a pool noodle. Especially given that Mr. Pence saw Mr. Trump’s antics up close for four years, is he now tiptoeing around the elephant in the caucus room?

“You’ve got to listen to my announcement speech,” he replies. “I wasn’t doing any tiptoeing.” He went right at Mr. Trump’s effort to overturn the election on Jan. 6, 2021: “Anyone who puts themselves over the Constitution should never be president.” Now Mr. Pence is hitting Mr. Trump as a conservative deserter.

“I think it’s going to be important, particularly given the role that I had, that I draw out those contrasts, and I will, without hesitation,” he says with a steely look. “People ask me, how do you see yourself debating Donald Trump? And I invariably answer, I’ve debated Donald Trump more times than I can remember—just not with the cameras on.”

Mr. Peterson is a member of the Journal’s editorial board.

Biden’s Fishy Plan to Breach the Snake River Dams



CROSS COUNTRY
By Faith Bottum

The Biden administration is committed to destroying four hydroelectric dams on the Snake River in southeastern Washington state. Given the energy crisis in America—with two-thirds of the U.S. risking electricity outages this summer, including nearly everyone living west of the Mississippi, according to a recent warning from the North American Reliability Corp.—it’s a strange time to remove more than 3,000 megawatts of hourly capacity from the Western Interconnection electrical grid. Still, Mr. Biden announced on March 21 that he is determined to bring “healthy and abundant salmon runs back to the Colorado River system.” He meant the Columbia River, but that error was the least of the problems with his announcement.

Environmentalists concerned about salmon spawning have wanted to undam the Snake River for decades. They’ve especially targeted four dams on the lower part of the Snake, before it joins the Columbia: Ice Harbor, Lower Monumental, Little Goose and Lower Granite. Hydroelectric generators at these dams produce enough electricity to power 800,000 homes. It would require

roughly three million solar panels occupying well over 6,000 acres to replace the dam’s generation capacity.

In the 1950s, almost 130,000 summer chinook salmon, sockeye salmon and steelheads swam up the Columbia to the Snake in the spring to spawn. By 1992 that number had dropped to just above 10,000. In 2000 the National Oceanic and Atmospheric Administration issued an opinion saying that removing the four dams would bring the salmon back.

In the years since, however, the salmon population has rebounded thanks to improved fish ladders, which allow the fish passage around the dams. This is why NOAA said in 2008, and again in 2014, that it is no longer necessary to breach the Snake River dams. A 2020 report from the Energy Department and the Bonneville Power Administration (the federal agency that manages the electricity from dams on the Columbia River system) concluded that rebuilding salmon stocks didn’t require sacrificing electrical power.

But when the Biden administration took over, NOAA reversed course. In September 2022 it produced a new report claiming that “the science robustly supports river-escape process-based stream habitat restoration, dam removal (breaching), and ecosystem-based management” on the Snake River. The report’s claim of robust scientific

support sits awkwardly alongside the authors’ admission that they can provide no “precise measures or quantitative estimates of the magnitude of biological benefit” from removing the dams. They also confess that they have no evidence or authority to “supersede or modify existing analyses.”

In fact, the goals of the report are political, not scientific. Radical environmentalists allied to the Democratic Party are forthright about their desires to reduce the amount of electricity Americans consume.

It would make electricity far costlier and harm local residents, and the salmon would see little benefit.

“Democrats want less American energy, less production, and less reliability,” Senate Republican Leader Mitch McConnell (R., Ky.) complained this spring. In a 2022 paper, Stanford University professor of earth system science Robert Jackson argued that Americans should be content to live on a quarter of the energy they do now. Living on less, Mr. Jackson told NPR, would make Americans “healthier and happier” while contributing to “a more equitable world.”

Often portrayed by environmentalists as a uniquely fragile population, the Snake River salmon “are unexceptional,” according to a 2020 study by Kintama Research Services, a Canadian consultancy. In fact, Snake River salmon are hardy during migration. They do as well or better than salmon on undammed rivers in the American West.

What’s more, the environmental effect of the \$10 billion to \$27 billion dam-removal plan is likely to be terrible. The lost electricity will be replaced with unreliable solar and wind that require backing by new natural-gas plants. Meanwhile Jeff Van Pevenage, president of Columbia Grain International, told the Journal that the Columbia River system “is the top wheat export gateway in the nation and the third-largest grain export corridor in the world,” carrying more than 80 million bushels annually. The removal of the dam’s ship passages, which make the river navigable, will force wheat onto roads and railways. According to a 2020 study by FCS Group, a financial consulting firm, this will translate into at least 201 additional freight-train loads and more than 23 million miles of new trucking annually—at a considerable carbon-emission cost.

There are reasons to breach dams when backed by consistent science. The breaking of Washington’s Elwha dam in 2012 is a good example: a 90-

year-old dam on Washington’s Olympic peninsula that provided little power and halted all salmon runs. But the science on the Snake River dams is unconvincing.

With Republicans in control of the House, the project to breach the Snake River dams seems to be stalling. On May 1, Rep. Cliff Bentz (R., Ore.), chairman of the House Subcommittee on Water, Wildlife and Fisheries, and Rep. Paul Gosar (R., Ariz.) sent a letter to NOAA demanding an explanation for its turn against the dams. Funding for the dam breaching would have to come from Congress and the GOP is starting to wake up to what a disaster that would be. But Democrats are sure to try again when the political stars align.

We need to breach the lower dams, Mr. Biden said, to protect “the livelihoods of people who depend on them, like the family farms, outdoor recreation businesses and rural communities.” Those are precisely the people who will suffer the most if the dams are removed. The loss of reliable hydropower would cause blackouts, and the addition of new trucking and train infrastructure would cause pollution in the communities of southeastern Washington.

Ms. Bottum is an assistant editorial features editor at the Journal.

OPINION

REVIEW & OUTLOOK

Biden's New Iran Courtship

Here we go again. The same people who gave us the Iran nuclear deal in 2015 are trying to pull off a new version that would send Iran cash on day one in return for promises down the road.

The deal taking shape, per press reports in the U.S. and Israel, isn't the "longer and stronger" agreement President Biden promised. He held that out for months but Iran refused. Now, in a remarkable retreat, the Biden Administration is pursuing an unwritten "understanding" with Iran to get to the brink of a nuclear breakout but go no further.

Iran has enough uranium enriched to 60% purity for several nuclear weapons, and it can get to weapons-grade quickly. But the U.S. isn't asking Iran to turn over enriched material. The deal mooted in the press offers financial relief for Iran via sanctions waivers, plus a promise of no new sanctions or International Atomic Energy Agency censures, while requesting only that Iran not enrich uranium beyond 60%.

Color us skeptical that an unwritten agreement, without clear technical restrictions, would compel Iran to reinstall monitoring equipment, turn over data or submit to enhanced inspections. It isn't clear what role the IAEA would play, and the U.S. would risk Iranian withdrawal if it insisted on real verification or responded meaningfully to Iran's foreign aggression or domestic crackdowns.

"Trust but verify" is being turned on its head. There's no trust and little verification. The new strategy is hope and pay.

Last week the U.S. gave Iraq a sanctions waiver to pay Iran \$2.76 billion for gas and electricity. This looks like the kind of goodwill gesture—a bribe to keep talking—that the U.S. ruled out in October 2021. The Biden Adminis-

tration says the waiver is unrelated, citing past payments driven by Iraqi energy needs, but this one is five times as large.

The Administration says Iran will spend the Iraqi funds only on food and medicine, as if money isn't fungible. In reality the U.S. is freeing up billions of dollars that will finance the Islamic Revolutionary Guard Corps and its imperialism across the Middle East.

Iran wants billions more in return for releasing some American hostages. In the event of a deal, expect the White House to insist that these aren't ransom payments.

Iran could take tens of billions of dollars and still accumulate more highly enriched uranium, expand its tunnels to protect nuclear facilities from attack, and otherwise prepare to develop nuclear weapons. When the "understanding" inevitably crumbles, Iran would face the world from a stronger position.

The agreement looks like it is being arranged in such a way that President Biden will claim it can avoid a vote in Congress. This violates the spirit, and possibly the letter, of the Iran Nuclear Agreement Review Act that passed before the 2015 deal to block President Obama from circumventing Congress entirely.

This mini-deal is less a restraint on Iranian nuclear ambitions than an effort to put those ambitions on hold until after the U.S. presidential election in 2024. Mr. Biden wants one less security crisis as he runs for re-election.

But Iran isn't putting its antipathy to the U.S. and its allies on hold. The country is sending drones to Russia to use against Ukraine, and its proxies in Iraq and Syria have killed Americans with Tehran's approval as recently as March. This latest effort at nuclear appeasement won't work any better than the last one.

The White House wants to push the nuclear issue past the 2024 election.

Suicide and homicide rates for young people hit a 20-year high.

The Main Lockdown Casualties: Children

The evidence keeps piling up that children were the biggest casualties of the government's response to Covid. The latest comes from a new Centers for Disease Control and Prevention report that youth homicides and suicides hit a 20-year high in 2021 following lockdowns and the turn to progressive policing.

Suicides among adolescents and young adults have been increasing more or less steadily for two decades. But the new data show that, after a small decline between 2018 and 2019, youth suicides climbed in 2020 and 2021. The two-year increase among the college-aged (20 to 24) was the largest in at least two decades.

The rise in mental-health problems among young people during the pandemic has been widely chronicled. One CDC survey found about half of 18-to-24-year-olds experienced anxiety or depression during the summer of 2020. Lockdowns and college closures no doubt drove some into depressive funks and down social-media rabbit holes.

The spike in homicides has drawn less attention, though the numbers are even more striking. Between 2019 and 2021, the homicide rate among those age 10 to 24 increased 37% and even more in those 15 to 19 (44%) and 10 to 14 (56%). The CDC doesn't attempt to diagnose the culprits, but they aren't hard to identify.

Early in the pandemic, governments released scores of criminals from jail putatively to reduce the spread of Covid. According to the Bureau of Justice Statistics, the number of people in custody of state, federal or privately operated prisons declined by 215,800 between February 2020 and February 2021. San Francisco reduced its jail population by 40%.

At the same time, protests after George Floyd's death in May 2020 precipitated a backlash against law enforcement and movement to "defund police." Progressive district attorneys around the country stopped prosecuting so-called victimless crimes like shoplifting and drug use even when offenders had a history of violence.

With schools shut down, some teens no doubt turned to anti-social behavior. The victims of rising violence hasn't been only young men, but also children caught in the crosshairs of gang violence. As political leaders obsessed over protecting children from a virus that presented little risk to the young, they ignored far bigger dangers.

In 2020 suicide was the second, and homicide the fourth, leading cause of death among adolescents age 10 to 14. Covid wasn't in the top 10. There were 13 times as many homicides as Covid deaths among those age 15 to 24. The virus has receded, but destructive policing policies haven't.

The House GOP wants to know about the case of the talented 'Bill Haus.'

The IRS Makes Another House Call

Democrats and the media are deriding the House GOP's probe into abuses by government agencies. But we're glad Republicans are on the case, in particular regarding the Internal Revenue Service.

In a Friday letter to IRS Commissioner Daniel Werfel, House Judiciary Chairman Jim Jordan demands answers about a bizarre and disturbing IRS house call. The letter recounts that on April 25 a Marion, Ohio, taxpayer received a visit from a man who claimed his name was "Bill Haus" and worked in the IRS criminal division.

Mr. Haus said he needed to talk to her about an estate for which she was the fiduciary. She let him in despite having received no prior IRS communication. Mr. Haus claimed she had not properly filled out estate forms and owed the IRS "a substantial amount." Only when the taxpayer presented proof of paying all taxes on the estate did the agent reveal that his visit wasn't about the estate at all. It was about several supposed delinquent tax returns related to the decedent of the estate.

The letter says the taxpayer called her attorney, who insisted Mr. Haus leave the house, only to be told by Mr. Haus: "I am an IRS agent, I can be at and go into anyone's house at any time I want to be." Mr. Haus finally left, but not before threatening to freeze the taxpayer's assets and put a lien on her house if she didn't satisfy the balance in a week. Fearing a scam, she called the local police, who ran Mr. Haus's license plate to verify his identity.

When an officer called Mr. Haus, Mr. Haus identified himself as an IRS agent but said Haus wasn't his real name. He had used an alias. The officer, also suspecting a scam, warned that if he returned to the taxpayer's home he'd be arrested. Mr. Haus then filed a complaint against

the Marion police officer with the Treasury Department inspector general.

The House letter says the taxpayer on May 4 spoke with Mr. Haus's supervisor, who clarified that she owed nothing and said—in the understatement of the year—that "things never should have gotten this far." Yet the following day, the taxpayer received a letter—addressed to the decedent—stating that the decedent was delinquent on several 1040 filings. This was the first and only mail notification the taxpayer received. The taxpayer was again told by the supervisor that nothing was owed and was notified on May 30 that the case was closed.

If true, this is something else. An agent of the Treasury, wielding the power of tax enforcement, shows up unannounced at a taxpayer's home. He lies about his identity and his purpose to get inside, then threatens the taxpayer with punishment if she doesn't pay a tax bill that she doesn't owe. The IRS agent leaves only after an intervention by her lawyer, and when local police call the agent he sics the Treasury Department on the officer.

Mr. Jordan wants all IRS documents and communication related to this episode, and Mr. Werfel can't be allowed to stonewall. This is the second report of an IRS house call since March, when another T-man visited journalist Matt Taibbi at home on the day he was away testifying to Congress on government abuse.

What the hell is going on over there? What in IRS workplace culture gives agents the belief they can do this? Democrats bestowed \$80 billion on the IRS last year to empower people like "Bill Haus." Republicans clawed back some of it in the recent debt-ceiling bill, but an IRS that makes threatening house calls deserves to have it all clawed back.

LETTERS TO THE EDITOR

What to Make of Trump's Federal Indictment

If this indictment of former President Donald Trump is unprecedented and fraught with danger ("A Destructive Trump Indictment," Review & Outlook, June 10), it is only because the outlandish behavior of Mr. Trump fits that very same description. Some of us have given years to the national defense and worked in dangerous occupations under the protections of these documents and the classification system. We're entitled to take it personally when an ex-government official trifles with our safety and lives.

COL. ART SABOSKI, USAF (RET.)
Prescott Valley, Ariz.

The indictment of Mr. Trump for mishandling government documents makes me wonder what the consequences will be for President Biden's parallel mishandling. One also has to remember the gross violations by Secretary of State Hillary Clinton, which the Federal Bureau of Investigation let slide. Add to that the deep-six treatment of the Hunter Biden laptop and associated foreign payments. Can I mention the FBI's lying to the Foreign Intelligence Surveillance Court?

Equal justice under the law has clearly been shattered in a manner

that should make everyone shudder. Two systems of justice is anathema to our democracy.

PHIL SERPICO
Kew Gardens, N.Y.

Living in the Chicago area for 74 years, I have seen four Illinois governors indicted by federal prosecutors and sent to prison. I have seen dozens, if not hundreds, of other Illinois politicians sent to prison by these same federal prosecutors for a variety of crimes. In all that time, no one has criticized these federal prosecutions, much less called the indictments a "weaponization" of the Justice Department. Just the opposite. We have been grateful that our federal government was doing its job.

JERRY FESENTHAL
Highland Park, Ill.

Special counsel Jack Smith stated, "We have one set of laws in this country, and they apply to everyone." I think Mr. Smith got it all wrong. What he should have said is: "We have one set of laws, and they apply to everyone except Hillary Clinton."

JOHN C. BORREGO
Safety Harbor, Fla.

Fair Elections and a Colorblind Constitution

Regarding your editorial "Racial Gerrymandering by Court Order" (June 9): Most would agree that voting districts should be contiguous and compact—shaped more like a circle than a curlicue, more like Colorado than like Croatia—and that as much as possible they should reflect natural boundaries like rivers and political boundaries like city and county lines. With due regard to those constraints, the likelihood of having a small number of districts in which a racial group will find itself heavily in the majority, versus more districts in which that group has a slimmer majority, will depend on objective population distributions and subjective choices in how districts are drawn.

I disagree with the Supreme Court's blithe dismissal of computer simulations. To establish a baseline to which an actual plan can be compared for fairness, it is reasonable to generate thousands of computer simulations that incorporate the objective criteria but otherwise are random and race blind. This idea isn't new. I believe that the first sugges-

tion of it was in a note in the Harvard Law Review 45 years ago. It made sense when I wrote it then, and it makes sense today.

ROBERT KANTOWITZ
Lawrence, N.Y.

Justice Clarence Thomas's dissent cogently frames the legal issue in this case: "The question presented is whether §2 of the [Voting Rights] Act . . . requires . . . redrawing[ing] . . . congressional districts so that black voters can control a number of seats roughly proportional to the black share of the State's population. Section 2 demands no such thing, and, if it did, the Constitution would not permit it."

Justice Thomas cites numerous cases expressing the principle that the Constitution is colorblind. Yet, as Justice Thomas observes, the majority's interpretation "does not remedy or deter unconstitutional discrimination in districting in any way, shape, or form. On the contrary, it requires it."

JOEL ZINBERG
New York

How Big a House Do Americans Really Need?

The estimable Christopher DeMuth isn't happy with a Congress that doesn't debate policies and that crafts legislative bargains behind closed doors ("Reviving Congress Would Revive Democracy," op-ed, June 10). If that's a plea for parliamentary government, I couldn't agree more. Where I get off the bus is when he suggests increasing the size

of the House of Representatives. In 1789, the ratio was one representative per 30,000 people. Right now, it is one per 780,000 people. If it were one representative per 330,000 people, we would have 1,000 representatives. They might possibly be closer to the people, but I don't think that would make for a more deliberative Congress. Cardinal de Retz once observed that an assembly of 1,000 people is no better than a mob. It was George Washington who proposed the one per 30,000 ratio at the Constitutional Convention. Today, that would give us 10,000 representatives.

PROF. F.H. BUCKLEY
Scalia Law School, George Mason U.
Arlington, Va.

California's Next Scheme: Redistribute Electric Bills

Your editorial "Gavin Newsom's Tax Evasions" (June 15) doesn't mention another recent California money grab. The major power companies have proposed dumping our system that charges customers for how much power they consume in favor of a socialist-style system that first looks at a consumer's income and then imposes a tax. Families earning more than \$180,000 a year will pay \$92 a month for electricity before their meter is even read. Families earning less than \$28,000 will pay \$15 a month. The California Public Utilities commissioners appointed by Mr. Newsom are expected to approve this redistribution of wealth. Mr. Newsom could halt the scheme in its tracks by proclaiming his opposition. Don't hold your breath.

PHIL LOWE
San Luis Obispo, Calif.

Oakland A's May Get Lucky

Oakland Mayor Sheng Thao makes me laugh when she describes the A's as having a large and loyal fan base ("The A's Need a Home. May I Suggest Oakland?" Cross Country, June 10). The A's have the dubious distinction of having the worst attendance in Major League Baseball, drawing a lowly average of 9,000 fans a game. No sports franchise can remain in that situation, year after year, before concluding that relocation is the best option. History has shown that no team relocates if it has strong fan support, making the A's the Montreal Expos of today's league. Like the National Hockey League's Golden Knights, the A's will find success in Las Vegas.

WES POTTER
Natick, Mass.

Parents Need to Stand Up

James Ciecka poses a good question: Is it the parents or the state that has the fundamental right and responsibility for the education of children? (Letters, June 6). He answers that, unfortunately, Illinois lawmakers think the state has the primary right. In league with the teachers union, they deny parents access to education dollars while they live in areas with good public schools or can afford private schools. But who put them in charge? The parents! Only if parents vote for politicians who put their children's education first, before the unions who support their campaigns, will change occur.

BESSIE MONTESANO
Myrtle Beach, S.C.

Pepper ... And Salt

THE WALL STREET JOURNAL



"Cupid flies around shooting arrows making people fall in love? That's what I call an influencer."

Letters intended for publication should be emailed to wsj.letters@wsj.com. Please include your city, state and telephone number. All letters are subject to editing, and unpublished letters cannot be acknowledged.

OPINION

The Indictment Can Only Hurt Trump



DECLARATIONS
By Peggy Noonan

I went back this stunning week to the first columns I'd ever written about Donald Trump, eight years ago, in the summer of 2015. It was for me a powerful experience. Columnists think aloud pretty much in real time, trying to apprehend and express what is true and important. I'll speak of some of what I read and then go to the criminal indictments. In early July, just after his announcement, I saw him this way: "Donald Trump is an unstable element inserted into an unsettled environment. Sooner or later there will be a boom." He "has poor impulse control and is never above the fray. He likes to start fights. That's a weakness. Eventually he'll lose one.

Even his loyal supporters will understand that his mishandling of documents endangered U.S. security.

"But Donald Trump has a real following, and people make a mistake in assuming his appeal is limited to Republicans. His persona and particular brand of populism have hit a nerve among some independents and moderate Democrats too, and I say this because two independent voters and one Democrat (they are all working-class or think of themselves that way) volunteered to me this week how much they like him, and why. This is purely anecdotal, but here's what they said: "They think he's real, that he's under nobody's thumb, that maybe he's a big-mouth but he's a truth-teller. He's afraid of no one, he's not politically correct. He's rich and can't be bought by some billionaire, because he is the billionaire. He's talking about what people are thinking and don't feel free to say." "He is a fighter. People want a

fighter." But "Mr. Trump is not a serious man. . . . Blowhards don't wear well." I didn't see him lasting.

Three weeks later I talked with a Trump supporter in northwest Georgia, an old acquaintance who told me how she saw it:

"Why Trump? 'He's very wealthy and can turn around the economy. He'll get things moving. The Donald will kick a—.' She knows other supporters locally and among friends of her son, an Iraq vet. . . . He's igniting their passion. He's telling them 'I will make this country great again,' and they believe him.' "

"Does it bother her that Mr. Trump has never held elective office? She paused half a second. 'It bothers me a little bit.' " But "get it done" is more important.

I grappled with what I saw as a spreading movement. "His rise is not due to his supporters' anger at government. It is a gesture of contempt for government, for the men and women in Congress, the White House, the agencies. It is precisely because people have lost their awe for the presidency that they imagine Mr. Trump as a viable president." The GOP establishment is "waiting for Mr. Trump to do himself in—he's a self-puncturing balloon. True, but he's a balloon held aloft by a lot of people; they won't let it fall so easy." In that column a theme arose that was important to me. I felt Trump supporters, who included family members and old friends, were being patronized and disrespected by political and journalistic establishments. They shouldn't be dismissed as nihilists. "They're patriots, and don't experience themselves as off on a toot but pragmatic in a way the establishment is not."

In August 2015, a second look at his appeal. "When citizens are consistently offended by Washington, . . . they become contemptuous. They see Mr. Trump's contempt and identify. What the American establishment has given us the past 20 years is sex scandals, money scan-



Trump's boxes in a bathroom at Mar-a-Lago.

dals, two unwon wars, an economic collapse, an inadequate recovery, and borders we no longer even pretend to control. They think: What will you give us next, the plague?" Mr. Trump voices their indignation.

"I don't know what happens with Mr. Trump, but Trumpism? That's here now—outlandish candidates backed by indignant, enraptured people who've lost their judgment. Congratulations to the leaders of both parties: The past 20 years you've taken us far. We're entering Weimar, baby. The swamp figure is up from the depths."

I have been startled at how much I said then that I'd say now.

Here we get to the criminal indictment, and my real-time read on what it means. The charges aren't about press clippings, personal letters and autographed photos of foreign leaders. The federal criminal indictment charges Donald Trump with illegally keeping, hiding and showing to others national-security documents including information on U.S. nuclear programs, potential vulnerabilities of the U.S. and its allies to military

attack, and plans for possible retaliation in response to a foreign attack.

You can't get more serious, more breathtaking, in a charge against a former president. The documents have to do with the most essential of our security interests. They are about how we keep our country safe from military attack.

It is said Mr. Trump's base never wavers and always rallies, and historically this has been true. When he's accused of being a trickster in business they don't care—it's extraneous to presidential leadership. They don't care if he's an abusive predator of women—again, extraneous, old news. But endangering our national security, including our nuclear secrets? That is another matter.

This won't solidify his position with hard-line supporters. Deep down they know "What about Hillary?" doesn't answer the questions: "Why would Trump do this? Why would he put America in danger? Who did he show those papers to?"

As to soft Trump supporters, the charges do nothing to keep them in his camp. They reinforce the argu-

ments of former Trump Republicans now backing other candidates: He was our guy but in the end he's all danger and loss.

What were Mr. Trump's motives? Why would he refuse to give the documents back, move them around Mar-a-Lago, mislead his own lawyers about their status and content?

Because everything's his. He is by nature covetous. "My papers" he called them.

Because of vanity: *Look at this handwritten letter. Kim Jong Un loves Trump. See who I was? Look at this invasion plan.*

Because he wished to have, at hand, cherry-picked documentation he could deploy to undercut assertions by those who worked with him that he ordered them to do wild and reckless things.

My fear is that Mar-a-Lago is a nest of spies. Membership in the private club isn't fully or deeply vetted; anyone can join who has the money (Mr. Trump reportedly charges a \$200,000 initiation fee).

A spy—not a good one, just your basic idiot spy—would know of the documents scattered throughout the property, and of many other things. All our international friends and foes would know.

Strange things happen in Mar-a-Lago. In 2019 a Chinese woman carrying four cellphones, a hard drive and a thumb drive infected with malware breezed past security and entered without authorization. She was arrested and jailed for eight months. Another Chinese woman was arrested soon after; a jury acquitted her of trespassing but convicted her of resisting arrest. In 2021 a "Ukrainian fake heiress and alleged charity scammer" gained access, according to the Guardian.

Who else has? Mar-a-Lago isn't secure. Those documents didn't belong there. It is a danger to our country that they were. This story will do Mr. Trump no good with his supporters. It will hurt him—maybe not a lot but some, maybe not soon but in time. I mean the quiet Trump supporters, not big mouths and people making money on the game, but honest people.

Reparations Are No More Than a Dream of Privilege

By Shelby Steele

If simple logic were the only measure of truth in matters of race, reparations for black Americans would make perfect sense. We have endured four centuries of an especially mean and degrading persecution. Slavery, and the regime of segregation that followed it, was dawn-to-dusk, cradle-to-grave oppression. The only argument against reparations would be that no contemporary offer of reparation could ever be sufficient compensation.

But since the 1960s, we blacks have been all but overwhelmed with social programs and policies that seek to reparate us. Didn't the 1964 Civil Rights Act launch an era of reparation in America?

And didn't that era continue with President Lyndon B. Johnson's Great Society and War on Poverty, two sweeping excursions into social engineering that he hoped would "end poverty in our time"? Then there was school busing for integration, free public housing, racial preferences in college admissions, affirmative action in employment, increasingly generous welfare payments and so on.

More recently, in American institutions of every kind, there has emerged a new woke language of big-hat-no-cattle words like "equity," "inclusion," "intersectionality," "triggers," "affinity spaces," "allies" and of course the all-purpose "diversity," today both a mandate and a brand. America has had some 60 years of what might be called reparational social reform—reform meant to uplift not only the poor, but especially those, like black Americans, whose poverty meets the bar of historical grievance.

Today we can see what we couldn't in the '60s: that this vast array of government programs has failed to lift black Americans to any-

thing like parity with whites. By almost every important measure—educational achievement, out-of-wedlock births, homeownership, divorce rates—blacks are on the losing end of racial disparities. The reparational model of reform, in which governments and institutions try to uplift the formerly oppressed, has failed.

But why such immense failure in a post-'60s America that has only grown more repentant of its racist past? The answer, I think, is that the Great Society was profoundly disingenuous. It was a collection of reparational reforms meant to show an America finally delivered from the tarnish of its long indulgence in racism. The Great Society was a gigantic virtue signal. It was moral advertising when the times called for the hard work of adapting a long-oppressed people to the demands of the modern world.

But an even greater barrier to black development turned out to be freedom itself. In the mid-'60s, when the civil-rights movement and Martin Luther King were staples on the evening news, we black Americans

Black Americans tragically turned our focus from rights and laws to identity politics and victimization.

stepped into a vastly greater freedom than anything we had ever known. King's rhetoric—"Great God Almighty, we're free at last"—portrayed freedom as heaven. But freedom also had to have been scary. Oppression had conditioned us to suppress our humanity, to settle our-

selves into a permanent subjugation. Not the best preparation for a full life in freedom.

I believe it was this collision with freedom—its intimidating burden of responsibility, its terror of the unknown, its risk of humiliation—that pressured black Americans, especially the young, into a terrible mistake.

In segregation we had longed for a freedom grounded in democratic principles. In the '60s we won that point. But then suddenly, with the ink still wet on the Civil Rights Act, a new voice of protest exploded onto the scene, a voice of race and color and atavistic longing: "black power."

To accommodate, we shifted the overriding focus of racial protest in America from rights and laws to identity. Today racial preferences are used everywhere in American life. Identity is celebrated almost as pro-

fusely as freedom once was.

It all follows a simple formula: Add a history of victimization to the identity of any group, and you will have created entitlement. Today's black identity is a victim-focused identity designed to entitle blacks in American life. By the terms of this identity, we blacks might be called "citizen-victims" or "citizens with privileges."

The obvious problem with this is that it baits us into a life of chasing down privileges like affirmative action. In broader America, this only makes us sufferers for want of privileges. Reparation can never be more than a dream of privilege.

Mr. Steele is a senior fellow at Stanford University's Hoover Institution and author of "Shame: How America's Past Sins Have Polarized Our Country."

Trump Is Only a Co-Star in America's Unreality Show



BUSINESS WORLD
By Robert W. Thomson, Jr.

Decide how you want to intervene to influence a presidential election. Identify some top secret "intelligence" dredged from the compendious internet to justify your desired action, confident the justification can't be examined or easily criticized by outsiders.

This is exactly what happened in the FBI's handling of the Hillary Clinton email case, though the press is loath to acknowledge it. It happened again in the collusion investigation. The same pattern was used in the Hunter Biden laptop episode.

The pattern is surprisingly applicable even in the latest kerfuffle, the in-

dictment of Donald Trump for improperly keeping intelligence documents. Don't expect actually to see the documents. Do expect to be inundated with official statements and press leaks characterizing Mr. Trump's possession of them as a Defcon-level threat to national security.

Every bit of recent history suggests government claims require careful flyspecking. Take the indictment's emphasis on an audio recording of Mr. Trump allegedly flaunting a military strike plan for Iran to a visiting writer at his club in Bedminster, N.J.—rather than at Mar-a-Lago, where an FBI raid showed Mr. Trump stored his presidential papers.

The government doesn't actually specify that such a document was found or that it was secret (a separate catalog in the indictment suggests a possibly relevant document was "unmarked" as to classification). Prosecutors may already know they can't prove Mr. Trump wasn't waving a takeout menu to rebut a former military adviser then criticizing him in the news. But the anecdote was featured in the indictment and went over well in news coverage.

The larger problem here is becoming metastatic. Anybody can claim anything, then a government official can dignify the claim as "intelligence" and use it as the basis for action. The FBI in particular has shown itself increasingly willing to use false information to advance its goals. It started when FBI chief James Comey used false Russian "intelligence" to clear Hillary Clinton's path to the 2016 nomination and spare the Obama Justice Department

the political embarrassment of having to do the job itself.

Of course, it's only a small step from here to fabricating the desired "intelligence" out of whole cloth. The telltale duo of our time is Christopher Steele, the gullible British expy, and his hired helper, Igor Danchenko, who invented for Mr. Steele's benefit the secrets Mr. Steele was eager to sell to his clients in the Clinton campaign.

His voters see no reason to disown a dishonorable champion against dishonorable opponents.

The real world implies limitation; fantasy doesn't. Fantasy-creation is becoming a major occupation of our intelligence agencies and the FBI. Falsehood, after all, can be tailored to need, whereas the incentive for truth largely dissipates if officials and the media don't feel chastened or even slightly disadvantaged when their assertions are shown to be false.

For another day is the strangest metastation (which happily some other journalists are starting to notice), the recurrent footsie between the Pentagon and the UFO crowd. The latest "whistleblower," recently resigned Air Force and intelligence veteran David Grusch, takes a revealing Steve Deid-like approach, suitable to a click-driven world that wants sensational claims rather than plausible ones. He claims to have seen

documents and spoken to sources who say the Pentagon is swimming in alien artifacts, first obtained from the Mussolini government in Italy in 1944 or 1945, and has killed people to protect its secret.

I keep trying to point out to Trump critics: We live not in a Manichaean political world but a world of competition and emulation. Hence the blinkered and self-serving nature of their demand that Trump supporters disown their unsavory tribune and his unsavory tactics against an equally dishonorable opposition.

The left's favorite accusation of "whataboutism" is a manifesto of this delusion that irrationalism and conspiracy mongering are features only of Republican Party politics. The mirror doesn't lie. A related symbol is the near-disappearance of the policy tome. White papers once flooded press inboxes. They've slowed to a trickle because appeals to rationality no longer carry much weight in the battle for political power.

If you worry that artificial intelligence will only make the disinformation problem worse, you may not be aware of how bad it has already become. This was an interesting week for House Republicans at least to float a short-lived censure of chief collusion hoaxer Adam Schiff. I've given a half-cheer to the voting-machine company lawsuits and twice urged Joe Biden to endorse the Durham investigation for the same reason. The challenge of our time is reclaiming the rule of reason and evidence from cynical fantasists of every description. The FBI would be a good place to start.

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SPORTS

Berhalter Returns as U.S. Soccer Coach

The decision comes after the parents of midfielder Gio Reyna tried to block the move in a dispute over playing time

By JOSHUA ROBINSON

Gregg Berhalter was reappointed as head coach of the U.S. men's national team on Friday, reclaiming the job five months after the parents of a star player tried to block his renewal, sidelining him from the team while an internal investigation played out.

Berhalter, who led the U.S. at the World Cup in Qatar last November, had been in talks with U.S. Soccer for a new contract over the winter, when news surfaced of a 31-year-old incident involving Berhalter and his now-wife outside a bar. It soon emerged that the revelation, first made to U.S. Soccer, had come from the parents of U.S. star Gio Reyna, who were upset about their son's lack of playing time in Qatar.

In particular, Reyna's parents—the former U.S. men's captain Claudio Reyna and former women's national team player Danielle Egan—resented Berhalter's explanation after the tournament that the problem had been Gio's attitude. The whole bizarre episode led to an independent investigation at U.S. Soccer and a monthslong pause on its coaching search as two of Berhalter's former assistants took over the team in the interim.

"He knows the player pool better than anyone, and wearing the crest means a great deal to him," U.S. Soccer president Cindy Parlow Cone said of Berhalter.

The investigation found that the Reynas were aware that Berhalter's contract expired on Dec. 31, 2022, and hoped that informing the federation about Berhalter's behavior in 1991—when he allegedly kicked his then-girlfriend and now-wife Rosalind Berhalter in a drunken altercation outside a bar in North Carolina—would influence U.S. Soccer's decision. (No police report was filed at the time.)

But the independent probe found that the Reynas' behavior had been a problem for U.S. Soccer for years. One person quoted anonymously in the report characterized Claudio Reyna's messages to the federation over several seasons



A challenge for U.S. men's soccer coach Gregg Berhalter, above, will be to rebuild a relationship with midfielder Gio Reyna, right.

as "inappropriate," "bullying," and "mean-spirited."

As the process played out, the men's national team was successively coached by Berhalter's former assistants Anthony Hudson and BJ Callaghan on an interim basis. In the meantime, the program was linked to names including former Crystal Palace manager and France international Patrick Vieira and the American former Leeds manager Jesse Marsch.

But ultimately, U.S. Soccer elected to reappoint the coach it knew best. Berhalter, 49, has the highest winning percentage of any person to lead the men's national team with 37 victories, 12 draws, and 11 defeats during his first stint in charge. His American side also won the Concacaf Nations League in 2020 and the Gold Cup in 2021. "I'm grateful to have the oppor-



tunity to build on our achievements at the World Cup and to contribute to this exciting time for soccer in our country," said Berhalter, who will take over day-to-day

duties after this summer's Gold Cup. News of Berhalter's return, which began to trickle out on Thursday night during the U.S.'s

3-0 victory over Mexico in the Concacaf Nations League, was met with mixed reaction. Former national team midfielder Clint Dempsey, speaking on the Paramount+ broadcast, said he couldn't understand how a five-month process had landed the program right back where it started.

"I'm confused by the decision," he added.

The shape of the current squad, which was among the youngest at the World Cup, is unmistakably Berhalter's. He took over the team in December 2018, a year on from the team's embarrassing failure to qualify for that year's World Cup in Russia. He soon set about turning over the entire roster. The result wasn't always the most exciting soccer, but the team bought into his approach Berhalter was generally popular among the players.

The challenge for Berhalter now is to rebuild a relationship with Gio Reyna. The 20-year-old midfielder, who plays club soccer for Borussia Dortmund in Germany, is one of the brightest talents to pull on a U.S. jersey in recent memory. He would normally be a key piece of the squad as it turns its attention to the 2026 World Cup, which will be co-hosted by the U.S., Canada, and Mexico. But in the fallout of Qatar, Berhalter had insisted that no bad blood lingered with Reyna. Gio, he said, had apologized for his behavior and was committed to the team.

Since then, other key players for the U.S. were unequivocal in their support for Berhalter and publicly expressed their desire for him to return to the job.

"Everything that happened with Gregg, first of all, has been handled in an extremely childish manner," Pulisic told ESPN in March. "I think we've seen what's been going on. I think it's childish, it's youth soccer, people complaining about playing time."

NBA Suspends Grizzlies' Morant For 25 Games

Continued from page A1
role model. I promise I'm going to be better."

The discipline meted out by Silver was somewhat less severe than some had expected—and well below some past disciplinary actions handed down by the league—but the cost to Morant has been substantial.

The missed time will cost Morant about \$7.5 million in lost salary this season. That's on top of the potential \$39 million payday he lost when he missed out on All-NBA honors after his suspension last season.

National Basketball Players Association executive director Tamika Tremaglio called the punishment "excessive and inappropriate" and "not fair and consistent with past discipline in our league." She said, "We will explore with Ja all options and next steps."

Morant's most prominent advertising partner, Nike, has so far stuck by the embattled athlete. "We are pleased that Ja is taking accountability and prioritizing his well-being," read a statement from the company. "We will continue to support him on and off the court."

The video, which circulated in May, was just the latest incident in a tumultuous chapter for Morant.

Since the start of last summer, Morant has been involved in an altercation at his sister's high school volleyball game; been accused of punching a teenager during a pickup basketball game and of intimidating a mall security guard; and ridden in a car from which a laser was allegedly trained on the traveling party of another NBA team.

Most troubling to the NBA have been the two times he appeared with what appeared to be guns on social media. After he danced while holding a gun at a Denver-area strip club in March, the league suspended him, and Silver called his behavior "irresponsible, reckless and potentially very dangerous."

When Morant repeated the of-



Ja Morant is suspended for the first 25 games of the 2023-24 season.

fense in the car in May, Silver was aghast.

"I was shocked when I saw, this weekend, that video," Silver told ESPN at the NBA's draft lottery days after the video appeared.

Morant will be available to return to the Grizzlies, who earned the second-best record in the Western Conference this season, after sitting out just over a quarter of the upcoming season. His broader future remains uncertain, as a one-time face of the NBA has found himself in a bizarre fall from grace.

Morant came to prominence with soaring slams at Murray State University and, after being selected second overall by the Grizzlies in the 2019 draft, won the 2020 Rookie of the Year award. By this time last year, Morant had become perhaps the most admired dunk artist in the NBA, and Memphis was fresh off a promising playoff run.

Even after the first gun video in March, Morant's jersey was announced as the eighth-highest-selling in the NBA over the second half of the season.

Nike rolled out an ad campaign behind Morant's signature shoe, featuring several versions of Morant dutifully punching the clock to train. This is the image he cultivated during the early years of his career: that of a lovable striver whose passion for the work of the game creates magic.

Since his return from the March suspension, though, Morant

seemed to switch between several public images. He was sometimes contrite and sometimes combative; he expressed gratitude to his teammates for sticking by him and bristled at questions. He has spoken of learning breathing exercises to help manage his stress, and he snapped back in March when a reporter asked about his relationship with alcohol.

After the Grizzlies lost a playoff series to the Lakers to end their season, Morant spoke about what he needed to do to help his team improve. "I just gotta be better with my decision-making. That's pretty much it," Morant said.

Morant's 25-game suspension is one of the highest-profile punishments handed down by Silver, but it doesn't match the severity of some of the discipline imposed by his predecessor, David Stern. Stern gave longer suspensions to two players involved in bringing guns into a locker room (Gilbert Arenas and Javaris Crittenton, who missed 50 and 38 games, respectively), two players who came to blows with fans (the player then named Ron Artest and Stephen Jackson, who missed 86 and 30) and one who choked his head coach (Latrell Sprewell, who missed 68).

At his annual press conference before the NBA Finals, Silver wondered whether he had been too lenient on Morant. "I guess in hindsight, I don't know," Silver said. "If it had been a 12-game suspension instead of an eight-game suspension, would that have mattered?"

Silver added, "I don't think we yet know what it will take to change his behavior."

Jordan Agrees to Sell Majority Stake in Hornets

By ROBERT O'CONNELL

MICHAEL JORDAN has reached an agreement to sell his majority stake in the Charlotte Hornets, the team announced Friday, ending a 13-year run in which the team was controlled by perhaps the NBA's greatest and most famous player.

The team will be acquired by a group led by Gabe Plotkin, the founder of Tallwoods Capital LLC and a minority owner of the Hornets, and Rick Schnall, co-president of Clayton, Dubilier & Rice LLC and a minority owner of the Atlanta Hawks. Jordan will keep a minority ownership share, the team said.

The impending sale, which will require league approval, was first reported by ESPN, which said it values the team at \$3 billion. In 2010, Jordan paid \$275 million for his majority stake in the franchise then known as the Charlotte Bobcats.

Jordan didn't find the on-court success as an owner he enjoyed during his playing days. Since 2010, the Bobcats and Hornets have made the playoffs only three times, losing in the first round each time. Five head coaches have worked for the team during that stretch.

The transaction comes at a time when franchise valuations are rising in the NBA and across professional sports. Mat Ishbia, the CEO of United Wholesale Mortgage,

purchased a controlling stake in the Phoenix Suns at a \$4 billion valuation in December.

Jordan, who was born and raised in North Carolina, is currently the league's only Black majority owner.

"I would love to have better representation in terms of principal governors," commissioner Adam Silver said at a press conference before this year's NBA Finals, when asked about the possibility of Jordan selling the Hornets. "It's a marketplace. It's something that if we were expanding that the league would be in a position to focus directly on that, but in individual team transactions, the market takes us where we are."

Silver, in his comments at the Finals, nodded to the impact of rising team valuations.

"In the same way that it's wonderful that one of our greatest, Michael Jordan, could become the principal governor of a team, he has the absolute right to sell at the same time," he said. "Values have gone up a lot since he bought that team, so that is his decision."

The Hornets struggled through a 2022-23 season heavy on injuries, finishing with a 27-55 record that yielded them the second pick in Thursday's draft. They have a young star, the imaginative guard LaMelo Ball, whom they will hope to pair with a dynamic running mate in the latest of a long string of rebuilds.



Michael Jordan is selling his majority stake in the Charlotte Hornets.

PETRE TILLOMANIS/TUDN SPORTS

BENOIT TESSIER/REUTERS



Blown Away
Thinking outside the box revolutionized air conditioning **B5**

EXCHANGE

Deal Maker
How the Nasdaq CEO pulled off her biggest buy yet **B3**



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Training New Hires to Be Grown-Ups

Recent graduates might be great at accounting or coding, but they need a little help when it comes to dinner parties and dress codes.

Many members of the Class of 2023 were freshmen in college in the spring of 2020, when campuses shuttered due to the Covid-19 pandemic. They spent the rest of their college years partially in virtual mode with hybrid internships and virtual classes. Students didn't learn some of the so-called soft skills they might have in the past by osmosis on the job, from mentors and by practicing on campus.

To address deficiencies in everything from elevator chitchat to presentation skills, companies, universities and recruiters are coming up with ways to train new hires and give them clear advice. They are eating it up.

Recent graduate Joslynn Odom had her first hybrid internship after her junior year and

As the Class of 2023 enters the workforce, employers are seeing a lack of the skills needed to navigate the office. The solution: classes in how to send an email, the right way to buttonhole the boss and what not to wear.

By Lindsay Ellis

found working in person to be draining thanks to wearing professional attire and staying energetic consistently. It made her realize that she needed to sharpen her communication and networking skills.

Programming arranged by her college, Miami University in Ohio, has since helped. Just before graduation she attended an etiquette dinner where she learned to follow the lead of more senior leaders over dinner: Eat at their pace, discuss neutral topics and avoid personal questions. When buttering bread, it is best to put a slab on one's own bread plate before applying it to a roll, and when cutting food, holding the fork hump-side up is best, she said.

"Knowing that, I feel more confident," she said. William Lopez-Gudiel, 23 years old, interned last year for Warner Bros. Discovery and found a presentation on office dynamics especially helpful.

Please turn to page B5

Drilling Stocks Fall As Traders Predict Slump in Oil Prices

By Bob Henderson

Oil prices are sliding. Some investors are betting they haven't hit bottom.

Shares of the four largest onshore drilling companies have plunged by 33% on average this year, while the S&P 500 energy index is down just 8.3% and the broader S&P 500 is up 15%. The steep fall for drilling stocks comes after a wave of recent rig idlings, which investors fear could signal a coming drop in oil demand amid a slowing economy.

Rigs—which can bore holes a mile deep and that run more than 3 miles outward—are seen as bellwethers because they are deployed and idled in the early stages of the industry's booms and busts. So far this year, the number of rigs actively drilling for crude oil and natural gas in the U.S. is down 11% to 695, according to Baker Hughes, an oil-field services company.

"Some investors are viewing this as the early stages of a down cycle," said James West, a research analyst at Evercore ISI, an investment-banking advisory firm.

U.S. crude oil is falling around \$72 a barrel, down from last year's highs topping \$120 after the Kremlin's invasion of Ukraine threatened

to throttle Russia's petroleum exports. A continued flow of Russian oil, output upswings in other countries and China's wavering postpandemic recovery have led to a global supply glut.

Natural-gas prices have fallen 41% since December after an exceptionally warm winter slashed demand for heating.

The slump in oil and gas prices marks a reversal in fortunes for energy companies, which were the only winners among the S&P 500's 11 sectors last year, posting a 59% gain. Big drillers led the way then, too, with shares of **Helmerich & Payne, Nabors Industries, Patterson-UTI Energy and Precision Drilling** doubling on average.

Some drillers say the hit to their share prices is an overreaction. They note that many of the idled rigs were focused on gas drilling, which only accounts for about 20% of their business, and that many others were older and less efficient rigs contracted by small private companies which aren't their main customer base. Of 86 oil rigs nixed this year through June 2, only 17 were contracted by public production companies, according to Evercore ISI Research, which analyzed data from provider Enverus.

Please turn to page B10



Mark Zuckerberg sees AI as essential to Meta's long-term growth.

Zuckerberg Takes More Control of AI Efforts

A more academic approach put Meta behind

Meta is doing something Mark Zuckerberg doesn't like: playing catch up.

A decade ago, the company founder and CEO saw the promise of artificial intelligence and invested large sums of money into its advancement. He hired one of its early visionaries, Yann LeCun, to lead the charge. Now,

just months after OpenAI's ChatGPT burst into the consumer marketplace, Meta is falling behind in the very same technology.

Meta is now scrambling to refocus its resources to generate usable AI products and features, including its own chatbots, after spending years prioritizing academic discoveries and sharing them freely while struggling to capitalize on their commercial potential.

That's a tall order as many of

Please turn to page B4

Intel Plans \$4.6 Billion Chip Plant In Poland

By Thomas Grove

Intel plans to build a \$4.6 billion semiconductor assembly and test facility in Poland, giving the country a coveted place in the chip giant's growing European production footprint and boosting Europe's efforts at becoming more self-sufficient in chip production.

The planned factory will be built near the southwestern city of Wroclaw, already a hub for American business in Poland. It would be the latest addition to a European chip-supply line that leaders on the continent have pushed to bolster.

Europe and the U.S. are trying to pivot from their recent reliance on Asian capacity by plying semiconductor makers with subsidies and other economic incentives to build new factories on both sides of the Atlantic.

Intel already has a wafer fabrication site in Ireland and another planned in neighboring Germany. The three facilities will "increase resilience and cost efficiency of the European semiconductor supply chain," the company said.

The factory also represents an economic boost for Poland. The new facility would create some 2,000 Intel jobs and thousands

Please turn to page B10

THE SCORE

THE BUSINESS WEEK IN 6 STOCKS

Smoother Seas for Carnival, Drama at Disney and Illumina

NASDAQ

NDAQ 12%
 Nasdaq shares fell as investors digested the size and price tag of its latest deal. Nasdaq agreed to acquire Adenza, a maker of software used by banks and brokerages, in a \$10.5 billion cash-and-stock deal. If completed, it would be the biggest acquisition in Nasdaq's history. The deal furthers Chief Executive Adena Friedman's efforts to transform Nasdaq into a more tech-centric company with steadier revenue. The seller in the transaction is private-equity firm Thoma Bravo, which is poised to get 14.9% of Nasdaq's shares outstanding as part of the deal. Nasdaq shares **tumbled 12% Monday**.



A Carnival ship in Miami. The cruise business is booming in 2023.

CARNIVAL

CCL 12%
 Wall Street sees sunnier skies ahead for cruise stocks. Carnival was upgraded by analysts at Bank of America and JPMorgan, citing rising demand for cruises. The industry has been recovering from issues like canceled business and heightened regulations earlier in the pandemic, and cruise lines are seeing booming occupancy rates compared to 2022. Carnival shares **soared 12% Monday**. Norwegian Cruise Line gained 7.2% and Royal Caribbean Group added 2.6%.

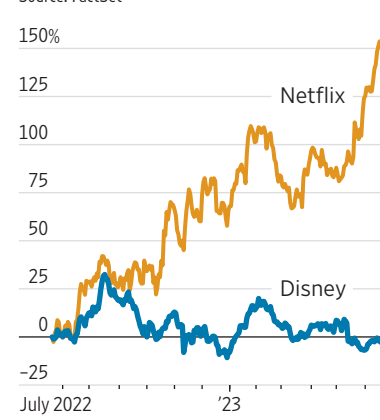
102.1% OCCUPANCY RATE
 Average across Royal Caribbean cruise lines in the first quarter, indicating some cabins are housing more than two passengers

57.4% OCCUPANCY RATE
 Average across Royal Caribbean cruise lines in the first quarter of 2022

WALT DISNEY

DIS 1.7%
 Walt Disney Chief Financial Officer Christine McCarthy, who clashed with top executives over strategy, is stepping down. McCarthy had pushed for the company's Disney Entertainment unit, which houses movie and television operations and streaming services, to consolidate even more than they had been earlier this year. She had pressed for cuts to improve profit margins and give Disney a leaner structure more akin to Netflix, The Wall Street Journal reported. As of June 15, Netflix shares have gained 147% over the past year, while Disney shares have fallen 3.1%. The stock **lost 1.7% Friday**.

SHARE-PRICE PERFORMANCE, PAST YEAR



ILLUMINA

ILMN 3.8%
 Illumina's chief executive has resigned after a heated proxy battle. The gene-sequencing machine maker announced on June 11 that its board had accepted the resignation of Francis deSouza as CEO, effective immediately. The exit comes after deSouza lost support from some board members following his pursuit of a \$7 billion purchase of a cancer-test developer, which was rejected by antitrust regulators and triggered a proxy fight with activist investor Carl Icahn. Charles Dadswell, the company's general counsel, is serving as interim CEO. Illumina shares **rose 3.8% Monday**.

UNITEDHEALTH GROUP

UNH 11%
 Seniors are catching up on surgeries, according to comments from a major insurer on Wednesday that shook up healthcare stocks. UnitedHealth executives said they were seeing pent-up demand for elective procedures such as knee and hip replacements after a pandemic lull. The comments weighed on insurance-provider stocks while boosting shares in hospitals and medical-device makers, which benefit from procedures. UnitedHealth **dropped 6.4% Wednesday**. Another insurer, Humana, was the worst performer in the S&P 500, with its shares falling 11%.

CAVA GROUP

CAVA 99%
 Cava soared in its stock-market debut Thursday, waking up a sleepy market for initial public offerings. Shares of the Mediterranean-style restaurant chain closed at \$43.78 Thursday, **up 99%** from its IPO price of \$22. Cava's offering bodes well for what has been a historically quiet period for new listings. Last year was the slowest for new offerings in the U.S. in at least two decades. Other restaurant companies—including Panera Brands and Fogo Hospitality—are also aiming to test investors' demand for new listings this year. —Francesca Fontana

KEYWORDS | CHRISTOPHER MIMS

The Pandemic Habits That Won't Die

From shopping to exercise to work, Americans aren't going to go back to the way things were before

Pandemic lockdowns forced billions of people to reshuffle their work, shopping and spending habits in ways that many businesses and forecasters imagined would be permanent. It turns out they weren't quite right.

Online shopping waned and in-store spending largely returned to prepandemic levels, and companies from Amazon to Shopify fell hard from pandemic-induced heights. But even as people have returned to old ways, certain habits have persisted, and begun to evolve.

The implications of these shifts are all around us, and represent a profound change for many parts of our economy. To put it in terms a social psychologist might appreciate, habits are hard to acquire, but also hard to extinguish. The biggest barrier to adoption of new technology is typically our own ingrained ways of doing things. But that same stubbornness and inertia means that once we're forced to adopt new tools and ways to get our needs met, we aren't about to abandon them.

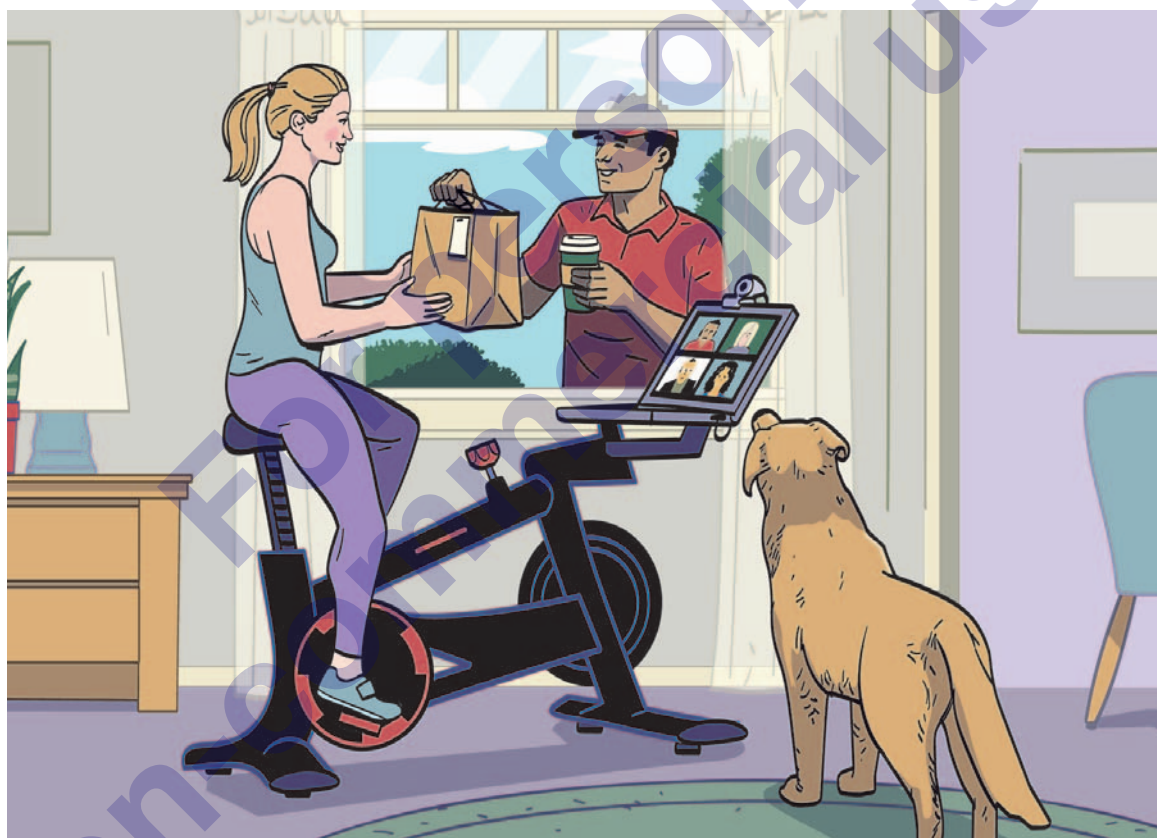
Many who study new technologies say that, whatever their industry, the pandemic accelerated adoption of those technologies by five, even 10 years, even if there has been some retrenchment. Here are just a few of those that have proved durable.

A pickup in pickup

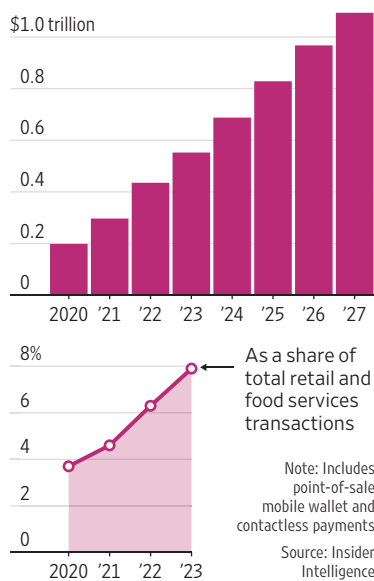
You'd think that, now that more people are back in offices, and out and about in general, the pandemic trend of ordering everything we eat and drink through our phones would be in decline. But that's not the case at all. People are ordering more food through apps than ever. It used to be dinner, maybe lunch, but now they're adding breakfast, snacks and coffee, says Dorothy Calba, a research analyst at Euromonitor International, a market-research firm.

How can increasingly strapped consumers afford this? In part, people are reducing their order size, but they're also skipping delivery and picking up items in person.

Starbucks is a good example of this phenomenon. As of the company's most recent quarter, 28% of total transactions at Starbucks-operated stores in the U.S. happened through mobile ordering. Throw in delivery and drive-through orders, and only 26% of sales at Starbucks are now happening the old-fashioned way, in which people walk up to a counter, make eye contact



U.S. proximity mobile payment transaction value



As the pandemic waned, sales of Peloton's bikes crashed, leading to huge losses and a major reorganization of the company. And yet the number of people getting exercise through a connected fitness device—or even just through classes they stream on their phones or other devices—has continued to grow. Just before pandemic lockdowns in the U.S., Peloton reported 712,000 subscribers. As of its latest quarterly report, the company had 3.1 million subscribers. Growth has slowed, but the company also said in its most recent quarter that it grew its subscriber base by 5% compared with a year previously.

Overall, the number of adults in the U.S. who use some kind of connected fitness service has gone

Mobile-device payments boomed in 2020. They aren't going away.

with another human being, and ask them to make a drink.

At an investor day in September 2022, Starbucks Chief Marketing Officer Brady Brewer said customers still value connecting with the company's baristas—Starbucks actually measures this, and has found it corresponds with customer satisfaction—but that they also value convenience, personalization, and having an “effortless” experience.

The hybrid workout

People are paying for gym memberships again. But they're also working out at home—or at least buying equipment and app-based subscriptions that allow them to. Fitness has become a “multichannel” experience, says Davide Calzoni, a consultant at Euromonitor International.

“Many customers are adopting a hybrid exercise schedule that combines gym visits with at-home workouts,” he adds.

from 24 million in 2019 to a projected 44.5 million by the end of this year, according to eMarketer.

Peloton has for years lost around 1% of its subscribers a month, an unusually low rate of churn, according to data from the company and surveys by market analysis firm YipitData. Once people pay \$1,500 and up for a piece of at-home fitness tech, they rarely quit. That said, the company is more likely to lose users who only subscribe to its classes through its app, which the company is investing in, and rolling out new hardware-free subscriptions for.

The unkillable video call

Now that people are back to the office, you'd think they'd be making fewer video calls. Obnoxious buzzer noise: You'd be wrong.

The number of meetings—both scheduled and spontaneous—made by the average Microsoft Teams user has tripled since 2020, says Colette Stallbaumer, a general manager in the Microsoft 365 and Future of Work teams at Microsoft.

Rival video-call company Zoom Video Communications is still growing as well, though it has seen its yearly revenue growth slow to single digits. People are making more video calls, and hosting more meetings on Zoom than ever, says Graeme Geddes, chief sales and growth officer at Zoom.

The seemingly never-ending rise in video calls can be explained in part by the fact that, while more people are back in the office, those offices are spread all over the world. On top of that, widespread hybrid work means someone is nearly always out of the of-

ice. “In every in-person meeting I'm in, whether that's with a customer or my team, there is someone, almost always, still on Teams, participating in a hybrid or remote setting,” says Stallbaumer.

Then there's the pandemic-era holdover of work spilling beyond the bounds of a normal workday. Microsoft's data indicate people are having more calls and meetings outside of normal office hours, compared with before the pandemic. Finally, video calls have become so ingrained that they're simply eating other forms of communication. What once could have been a chat, email or phone call is now, thanks to the ready accessibility of this technology, as likely to be a spontaneous video call.

Phones are eating wallets

It can be hard to remember there was ever a time when you couldn't pay for just about everything by waving your phone or watch over a point-of-sale terminal. But before the pandemic, Americans weren't that keen on paying for things in this way.

What got consumers to adopt mobile payments was straightforward, says Jaime Toplin, an analyst at Insider Intelligence: Suddenly, no one wanted to touch things in public anymore. Accordingly, the biggest year for growth in the history of paying with mobile devices was 2020.

One thing that has helped encourage that growth is that enough retailers have finally upgraded their terminals to be compatible with the technology, says Toplin. For most, this was just a question of how often they upgraded those systems, since support for contactless payment is ubiquitous in newer systems.

Paying by tapping your phone or watch on a terminal still accounts for only about 8% of the value of in-store retail and food purchases. But for those who have adopted the technology, it represents 20% of their spending in those contexts, she adds.

From bupkis to Bopis

People aren't just ordering coffee and prepared food in advance. From hardware at Lowe's to groceries at Walmart, people are doing more of their shopping than ever by buying things online, and picking them up in store—known in the retail industry as “Bopis.” Nearly 83% of the top 500 retail chains by revenue in North America now offer this option, up from 76% in 2022, according to a recent report from Digital Commerce 360.

At the same time, the proportion of retail chains offering curbside pickup declined 22% between 2022 and 2023. As with the shift in mobile food orders from delivery to pickup, people are keeping the convenience they discovered during the pandemic, but using it in a slightly different way.

Ultimately, the result is the same: In a typical day, people can now pick up consumer goods, groceries and prepared food with almost no human interaction. That leaves more time to work out alone at home, connect with colleagues over video chat or, you know, go visit your grandmother and tell her you love her.

“We are not going back to 2019,” says Stallbaumer, of Microsoft.

EXCHANGE

By ALEXANDER OSIPOVICH

She's a second-degree black belt in taekwondo. She's a ferocious pickleball player. And she plays hard when urging companies to list at Nasdaq rather than her nemesis downtown, the New York Stock Exchange.

"I tend to take a competitive approach to life," Adena Friedman, the 53-year-old chief executive of Nasdaq, said in an interview this week.

Friedman now faces perhaps the biggest challenge of her career. Nasdaq said on Monday that it had agreed to buy software maker Adenza for \$10.5 billion—the largest deal in her company's history. If completed, it would crystallize Friedman's vision of transforming Nasdaq into a financial-technology company, moving it far beyond its roots as a stock exchange.

Nasdaq shares tumbled on news of the cash-and-stock deal and remain 11% below their price prior to the announcement. The onus is on Friedman to close the transaction, integrate Adenza into Nasdaq, and show that the steep price tag was worth it.

Even as the Adenza deal was coming together, Friedman was pouring her energy into another critical effort: Nasdaq's bid to win the initial public offering of British chip designer Arm, which is likely to be the biggest IPO in an otherwise quiet year for listings.

In February, she flew to Japan to meet Masayoshi Son, the CEO of SoftBank Group, Arm's parent company, and she later courted Arm management in a series of Zoom meetings, people familiar with the matter said. Her message, the people said, was that winning Arm was very important for Nasdaq.

Nasdaq and the larger NYSE compete for all major IPOs, and they often entice companies with marketing packages that include advertising time, lavish IPO parties and other perks. Nasdaq offered Arm a package valued at \$50 million, which includes giving the chip maker access to Nasdaq-hosted events organized around the World Economic Forum in Davos, the people said.

The gambit worked. Arm plans to go public on Nasdaq in the coming months, the people said. Its debut may help Friedman maintain her recent winning streak: For four straight years from 2019 to 2022, IPOs at Nasdaq raised more capital than IPOs at the NYSE, Dealogic data shows, although the two-century-old NYSE was long the dominant U.S. stock exchange.

Friedman is the mother of two sons in their 20s. She is married to a retired lawyer who teaches pottery. They live in Maryland, and Friedman commutes to New York during the week while spending weekends at home.

Since the pandemic, Friedman hasn't spent as much time on taekwondo. But she's taken up pickleball and she works out on her Peloton nearly every day, Friedman said in the interview. (The maker of her fitness device, Peloton Interactive, went public on Nasdaq in 2019.)

Friedman has gotten Nasdaq embroiled in controversy over hot-button social issues. In December 2020, Nasdaq proposed a new rule requiring its listed companies to meet minimum diversity targets for their boards or explain in writing why they weren't doing so. For most companies, the targets are to have one female director and one director who is a racial minority or who self-identifies as lesbian, gay, bisexual, transgender or queer.

Democratic politicians and much



A CEO With a Black Belt In Deal Making

Adena Friedman just agreed to Nasdaq's largest deal, one that would seal her reshaping of the exchange; 'I tend to take a competitive approach to life'

of corporate America applauded the plan, while conservatives blasted it as a thinly disguised quota. "We do not think Nasdaq should be using its quasi-regulatory authority to impose social policies," a dozen Republican senators said in a February 2021 letter to the Securities and Exchange Commission, urging the agency to use its authority to block the rule.

Friedman said the rule was aimed at fostering transparency into how companies think about diversity. A divided SEC approved the rule in August 2021. Last year,

Nasdaq began requiring companies to disclose diversity statistics about their boards under a related rule, and the diversity targets are set to take effect in phases starting later this year. Two right-leaning groups have filed a court challenge to block the plan, which may ultimately reach the Supreme Court.

Raised in Baltimore, Friedman had deep connections to finance. Her father, David Testa, was a longtime employee of T. Rowe Price Group who became the firm's chief investment officer before retiring, and Friedman visited the T.

Rowe trading floor as a child.

Friedman's career at Nasdaq began almost exactly 30 years ago, on June 1, 1993, when she started as an intern. Fresh out of business school at Vanderbilt University, she started out writing product plans for arcane projects in Nasdaq's trading division.

She rose through the ranks as Nasdaq became a listing destination for hot tech companies in the dot-com era, branding itself the "stock market for the next 100 years." After Robert Greifeld became CEO of Nasdaq in 2003,

Adena Friedman

- **Milestone:** When she became Nasdaq CEO in 2017, she was the first woman to lead a major U.S. exchange.
- **Start:** A Nasdaq intern in 1993.
- **Headstart:** As a child, she would visit the T. Rowe Price trading floor and doodle on the whiteboards.
- **Workout:** Peloton.

Friedman worked closely with him on a series of deals that expanded Nasdaq's footprint in electronic trading and overseas markets, such as its \$3.7 billion merger with Nordic exchange operator OMX, which was completed in 2008.

Friedman left Nasdaq in 2011 to become chief financial officer of private-equity giant Carlyle Group. But her former boss soon began wooing her back. The two met over dinner at a Manhattan restaurant one rainy night in early 2014, Greifeld recalled in a 2019 memoir. "I explained to her that I was planning to be at Nasdaq for a couple more years, but after that, she would be a natural choice to replace me," he wrote.

She rejoined Nasdaq later that year. In January 2017 she became CEO and began work on what became known as the "strategic pivot."

Under Greifeld, Nasdaq pursued growth by acquiring markets. Its systems were processing a huge amount of trading volume, and Nasdaq derived much of its revenue from collecting transaction fees. But running stock and options exchanges had become a tough, low-margin business due to the rise of electronic trading and increased competition between market operators. Moreover, Nasdaq's revenues depended on the ebb and flow of trading activity. Simply put, the exchange business wasn't that attractive anymore.

Friedman presented her vision at a board meeting in San Francisco in August 2017. Her plan: Nasdaq would evolve into a provider of technology, data and analytics to the financial industry. If successful, the new direction would bring fatter profit margins and replace volatile trading revenues with more recurring, subscription-based income.

She axed assets that didn't help to her vision, dumping a money-losing future exchange and selling a struggling bond-trading platform in 2021 for a fraction of the price that Nasdaq had paid for it eight years earlier. And she pursued deals to expand Nasdaq's presence in data and technology. Until this past week, her biggest deal was Nasdaq's \$2.75 billion acquisition of Verafin, a software firm that uses artificial intelligence to help banks detect money laundering and fraud. The Verafin deal closed in early 2021.

Acquiring Adenza is meant to push Nasdaq further in the same direction. The company provides technology to banks and brokerages to facilitate trading, risk management and regulatory compliance. If the deal goes through, Nasdaq projects that its traditional core business of executing trades will account for less than one-quarter of net revenues.

Friedman is determined to prove that buying Adenza will pay off in the long run. "We paid an appropriate price for an exceptional business," she said.

—Corrie Driebusch contributed to this article

Musk Touts Twitter's Advertising Business

By SAM SCHECHNER

PARIS—Elon Musk said Twitter is winning back nearly all of the advertisers who left since his takeover of the social-media company last fall, saying his goal for the platform was to "make it a positive force for civilization."

Speaking Friday at a tech conference in the French capital, Musk also gave a vote of confidence in his new Twitter CEO, Linda Yaccarino, saying that "almost all of the advertisers have said that, they've either come back or they said they will come back."

Yaccarino, who previously led ad sales at NBCUniversal, "understands the concerns that advertisers have and I think will do a great job in addressing those concerns," said Musk, who bought Twitter last fall, and leads electric carmaker Tesla and rocket company SpaceX.

Since Musk's \$44 billion Twitter takeover, he has slashed Twitter's staff in an effort to cut losses, and pledged

to make the platform a haven of free speech—a pledge he reiterated Friday. But the company suffered an advertiser exodus, with many companies suspending their spending on the platform over fears that their ads would appear near hate speech, disinformation or other controversial content.

Musk said Twitter's approach to brand safety is to make sure advertisers don't appear next to controversial content. "If you're for example, say, Disney and you're advertising a children's movie, then you want to have all-ages content," he said.

Earlier in the day, Musk met with French President Emmanuel Macron, who is courting Tesla to build a large battery factory in France.

Musk, currently the world's richest person, also had lunch in Paris Friday with the second-richest: Bernard Arnault, head of the LVMH Moët Hennessy Louis Vuitton luxury empire. The two men have a combined net worth of nearly \$430 billion, according to the Bloomberg Billionaires Index.



Elon Musk has slashed Twitter's staff in an effort to cut losses.

They ate at Plénitude, a restaurant at LVMH's Cheval Blanc hotel, where a six-course meal starts at 495 euros before wine pairings, along with Musk's mother and Arnault's sons Antoine and Alexandre, according to a person familiar with the lunch. Antoine heads communications, image and environ-

ment for LVMH, while Alexandre is the No. 2 at LVMH-owned luxury jeweler Tiffany.

Later at the tech conference, Antoine Arnault came on stage with other French business executives to ask Musk whether the rise of artificial intelligence would herald the end of

the advertising industry. Arnault also cited Tesla's higher market capitalization compared with LVMH's and asked, "How much longer are you going to make us look so bad?"

"Valuations are a strange thing," Musk responded.

Musk predicted that AI will be "probably the most disruptive technology ever" and reiterated his concern that developing superhuman AI could have "a potentially catastrophic outcome," referencing suggestions that such AI could wipe out humanity. He added that he thought such an outcome was less likely but needs to be avoided. Musk has long been interested in the future of artificial intelligence—both by investing in it and by sounding the alarm about existential dangers he says it may pose.

He was one of the founders of OpenAI, the creator of ChatGPT, before he was pushed out in a power struggle. Earlier this year, he founded a new company, called X.AI, that he said would be a truth-seeking AI model that will one day understand the universe. "Let's say that there is some AI Armageddon that happened, some sort of AI apocalypse. I think I would still want to be alive at this time to see it," Musk said Friday. Before adding tentatively: "Hopefully not cause it."

—Nick Kostov contributed to this article.

EXCHANGE

Meta Plots Its AI Comeback

Continued from page B1
Meta's top AI employees have departed and amid the company's own sets of layoffs in what Zuckerberg has called a "year of efficiency." About a third of Meta workers who co-authored published AI research related to large language models—the complex systems that power AI systems like ChatGPT—have left in the last year, according to a Wall Street Journal analysis.

Zuckerberg himself and other top executives have taken more control of the company's AI strategy. They created a new generative AI group that reports directly to Chief Product Officer Chris Cox, one of the longest-serving and most trusted executives at Meta. The group is training generative AI models—which produce content, such as text, images or audio—intended to be infused into "every single one of our products," Zuckerberg said. He has touted Meta's flagship AI language model, called LLaMA, which—after its code leaked—spurred the emergence of homegrown tools that could one day compete with the products that Google and OpenAI are trying to sell.

If Meta succeeds in commercializing its AI efforts, it could help boost its user engagement, create a better metaverse and make the company more attractive to the young users who are now proving harder for it to attract. If Meta can't capitalize on this technology fast enough, it runs the risk of losing relevance as competitors, including a fast-growing crop of scrappy AI startups, leap ahead.

In a statement, Joelle Pineau, vice president of AI research at Meta, said the company is not behind in AI and defended its focus on research and structure, saying it will position Meta for success. Meta's AI research unit "is one of the world's leading destinations for AI researchers and open science, and its research output has increased significantly over the last year alone," said Pineau. "Our research breakthroughs have provided a tremendous foundation to build on as we bring a new class of generative AI-powered experiences to our family of apps. We're proud of the contributions that Meta's AI researchers, past and present, are making to help shape the future of advanced state-of-the-art AI."

Zuckerberg on Friday announced an AI model called Voicebox that can read aloud text prompts in a manner of different ways or correct audio recordings with the help of text prompts to remove background noise, like the bark of a dog. Meta didn't say when the research project will become available to the public.

This article is based on interviews with more than a dozen current and former Meta employees, reviews of LinkedIn and social-media profiles and startup news announcements.

Zuckerberg and other executives have called AI a third leg to Meta's stool, believing it essential to the company's long-term growth and relevance, alongside global connectivity and virtual and augmented reality. Lagging behind in AI threatens to make Meta appear stodgy and slow, instead of the nimble, aggressive upstart that coined the phrase "move fast and break things" and set the pace of innovation in Silicon Valley.

In May, the White House didn't invite Meta to a summit of AI leaders, billed as a meeting of "companies at the forefront of AI innovation."

Meta has taken sharp turns before at moments when it has appeared behind, such as when it transitioned Facebook from a desktop to a mobile-first ads business or in 2016, when it launched its Stories feature on Instagram to lure people away from Snapchat,

Meta's headquarters in Menlo Park, Calif.



which had introduced a similar feature a decade ago.

Meta faces other strategic, political and financial challenges. Its longtime heavy focus on original research in Meta's AI division disincentivized work on generative AI, the systems like ChatGPT that produce humanlike text and media. Executives misstepped in designing the hardware required to run such AI programs, which it is now trying to correct. Years of scrutiny into the company's handling of user data and human-rights violations has made some executives indecisive and wary of launching

Numerous AI researchers have left Meta in the past year, many citing burnout or lack of confidence in the company.

new AI products for consumers.

Meta began investing in AI in 2013. Zuckerberg and then-CTO Mike Schroepfer personally sought to recruit one of the leading minds in AI to lead a new research division to advance the technology. They found their lieutenant in LeCun, a New York University professor whose breakthrough work in the field was renowned.

LeCun, rooted in academia and fundamental research, was instrumental in creating a culture that reflected his priorities: hiring scientists over engineers and emphasizing academic outputs, such as research papers, over product development for the company's end users. The strategy made Meta's fundamental AI research lab highly attractive to top talent over the years, but challenged the company's ability to commercialize its advancements, people familiar with the matter said.

It also encouraged a diffuse, bottoms-up approach to research direction and resource allocation. Researchers drove their own agendas, pursuing independent projects in different directions rather than toward a cohesive companywide strategy, the people said. Meta divided up hardware into small pools across each project: Some researchers, given more computer chips than they needed, would tie them up in unnecessary tasks to avoid relinquishing them, some of the people said.

Meanwhile, Meta was slow to equip its data centers with the most powerful computer chips needed for AI development. Even as the company acquired more of these chips, it didn't have a good system for getting them into the hands of engineers and researchers. At times thousands of pieces of coveted and expensive hardware sat around unused, some of the people said.

Meta is in the process of overhauling its data centers, which could have contributed to the logjams. As of May, Meta's latest supercomputer for AI projects has 16,000 such chips, a company blog post said.

As large language models began to show increasingly impressive capabilities in 2020, tension mounted within Meta's AI research division between those who urged the company to invest seriously in the industry's new direction, and those, including LeCun, who believed such models are fads that lack scientific value, people familiar with the matter said. LeCun's strong opposition toward large language models (he believes they don't get AI closer to human-level intelligence), both internally and publicly, made it difficult for researchers with opposing views to amass the support and vast resources needed for those kinds of projects, some of the people said.

Some Meta researchers pressed forward anyway with fewer resources, using around 1,000 chips to produce a large language model in 2022 known as OPT, or Open Pretrained Transformer, and around 2,000 chips to produce Meta's flagship model called

LLaMA in 2023. The industry standard, by contrast, is 5,000 to 10,000 chips. Meta initially allowed a limited group of outside researchers access to LLaMA before it leaked online, sparking a burst of innovation that executives cite as a prime example of Meta's goal to share its AI technology.

Meta has since lost numerous AI researchers who worked on these and other key generative AI projects in the last year, many citing burnout or a lack of confidence

Yann LeCun has led Meta's academic research into AI for a decade.



in Meta to keep up with competitors. Six of the 14 authors listed on the research paper for LLaMA, have left or announced they will be departing, according to their LinkedIn profiles and people familiar with the matter. Eight of the 19 co-authors on the paper for OPT have left as well.

The departures have accelerated following OpenAI's release of ChatGPT in November of last year. Some have been lured by AI startup fever, which has fueled staffing changes at Silicon Valley companies across the board, including at Google. As of March, the number of job listings on LinkedIn mentioning GPT is up 79% year-over-year, the professional social network told The Wall Street Journal.

A Meta spokesman said the company has continued to recruit and brought in new AI talent.

After ChatGPT's debut, Zuckerberg and Cox joined Chief Technology Officer Andrew Bosworth in overseeing all of the company's AI-related efforts. The three executives are now spending hours a week on AI, participating in meetings and approving AI projects.

The new generative AI group is focused exclusively on building usable products and tools instead of on scientific research. It received over 2,000 internal applications and has rapidly amassed hundreds of people from different teams. Hardware resources have shifted over from the AI research division and are being used to train new generative AI models, people fa-

miliar with the work said.

In March, Zuckerberg said that "advancing AI and building it into every one of our products" was the company's single largest investment. Speaking at Meta's annual shareholder meeting in May, Zuckerberg said the company also hopes to extend the technology to the metaverse as well.

At a town hall meeting with employees earlier this month, Zuckerberg announced a number of generative AI products that the company is currently working on, the Meta spokesman said. The initiatives include AI agents for Messenger and WhatsApp, AI stickers that users can generate from text prompts and share in their chats and a photo generation feature that will allow Instagram users to modify their own photos using text prompts and then share them in Instagram Stories.

Zuckerberg also shared some in-

If Meta can't capitalize on AI technology fast enough, it runs the risk of losing relevance.

ternal-only generative AI tools geared toward employees, including one called Metamate, a productivity assistant that pulls information from internal sources to perform tasks at employees' request. Metamate was recently rolled out to a large group of employees as part of a trial run, the Meta spokesman said.

"In the last year, we've seen some really incredible breakthroughs—qualitative breakthroughs—on generative AI," Zuckerberg said at the town hall.

Meta still faces broad challenges. The company's increasingly low tolerance for risk following seven years of intense government and media scrutiny for its user-privacy practices has created friction about how and when to introduce AI products, people familiar with the matter said.

In the past, Meta has had to consider its public reputation when developing and releasing large language models, which can be prone to churning out incorrect answers or offensive remarks.

Several years ago, AI researchers were working on a chatbot

code-named Tamagobot, based on an early version of a large-language-model system, according to people familiar with the matter. The team was impressed by its performance, but concluded that it wasn't worth launching while the company was facing intense criticism for allowing misinformation to flourish on its platform during the 2016 presidential election, one of the people said.

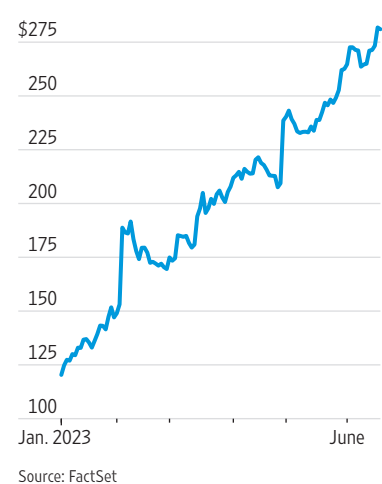
The concern around public scrutiny was also on display when Meta released its BlenderBot 3 chatbot in August 2022. Within a week of launching, BlenderBot 3 was panned for making false statements, offensive remarks and racist comments. The system also called Zuckerberg "creepy and manipulative."

The Meta spokesman said the project was still left up for over a year until the conclusion of the research, and the company maintained an open and transparent approach through its life cycle. Meta has released and seen through many other projects that demonstrate the company's willingness to take risks, he added.

But in the scenario played out again in November 2022 when the company released Galactica, a science-focused large language model. The system was shut down by Meta within three days of its release after it was hit with a wave of criticism by scientists due to its incorrect and biased answers.

Two weeks later, OpenAI released ChatGPT.

Meta's share price this year



Source: FactSet

FROM TOP: ILLUSTRATION BY KATHLEEN FU; PHOTOS: NATHAN LANE/BLOOMBERG NEWS; DAVID PAUL MORRIS/BLOOMBERG NEWS

EXCHANGE

SCIENCE OF SUCCESS | BEN COHEN

The Ingenuity Behind This Air Conditioner Will Blow U Away

Window AC units were essentially unchanged for decades, until the breakthrough no one saw coming



There is nothing cool about window air conditioners. They're clunky, ugly and tend to be way too loud. Most of them are more or less identical and have been for a long time: same temperature, same efficiency, same fear of falling out the window during installation.

"There was no meaningful performance difference from unit to unit," said Liam McCabe, a seasoned window-AC product reviewer. "Everything was a rectangular heavy box."

At least until a sleeker, quieter, U-shaped AC came along that looked and sounded unlike any that had ever been made. It also produced less noise and required less energy, which solved the biggest problems of window air conditioners. These machines work if you turn them on and never have to think about them again. This one worked so well that it had the opposite effect. It made people completely obsessed with their air conditioning.

I'm hesitant to call any home appliance the result of outside-the-box thinking. But in the case of this unlikely hit, it happens to be true.

"We all thought: There has to be a better way of doing this," said Rodrigo Teixeira, Midea America's product marketing director, who led a team that spent four years reinventing the window AC.

There has to be a better way of doing this. It's a simple idea that explains the most radical and successful innovations—Apple's original iPhone, Tesla's Model S and, now, this U-shaped window AC. It may seem trivial, but it doesn't feel that way on steamy days and sticky nights, when air conditioners fulfill the basic promise of novel technology and improve our lives.

But the curious design of the top-selling, top-rated AC was a breakthrough that nobody saw coming, least of all product reviewers who spend hundreds of hours sitting in front of windows testing air conditioners with decibel meters and energy monitors, searching for barely perceptible differences among remarkably similar products.

They had reasons to be cynical when they heard about a company disrupting window ACs, which had become commoditized in the century since the first one was patented. But when they tried it out, they found themselves blown away. Wired and Wirecutter both picked the U-shaped AC as the best on the market, and it defied everything McCabe thought he knew about window air conditioners. His years of reviewing the same old boring products turned out to be useful preparation for recognizing one that was totally different and entirely new.

"It fried my brain a bit," he told me. "I remember thinking: This is too good to be true."

The truth is that it made perfect business sense. As one of the world's largest appliance manufacturers, the Chinese giant Midea was an industry leader in ACs when it began pouring resources into an American subsidiary. It was only natural to focus on the kind of window units most popular in the U.S.

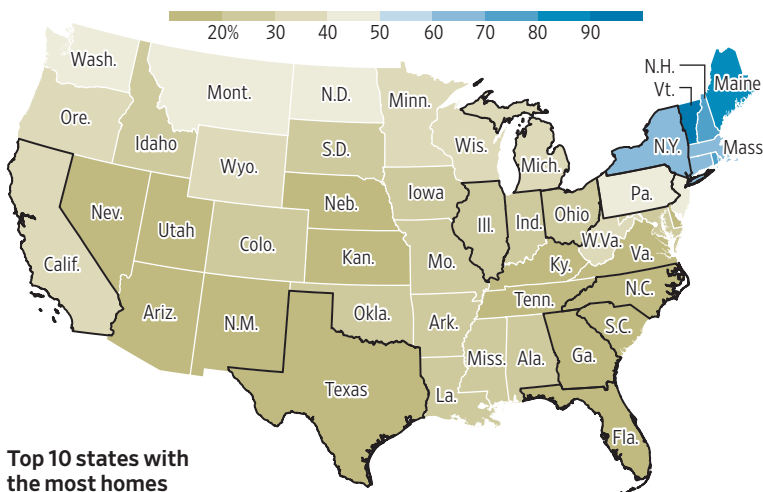
The percentage of U.S. homes with individual ACs keeps falling as new houses in hotter regions are built with central AC systems. But roughly 20% of homes with AC still use window units, and \$2.2 billion of room air conditioners were sold last year alone, according to the market-research firm Circana. The nation's window-AC capital is New York, where dusting off the air conditioner is a rite of summer, like Mister Softee trucks and the tragicomedy called the Mets.

Teixeira started thinking about window ACs on his very first day at Midea America in 2016, when he watched a focus group play with the competition. The consumers in this particularly chilly room made it clear they had two priorities: noise and efficiency.

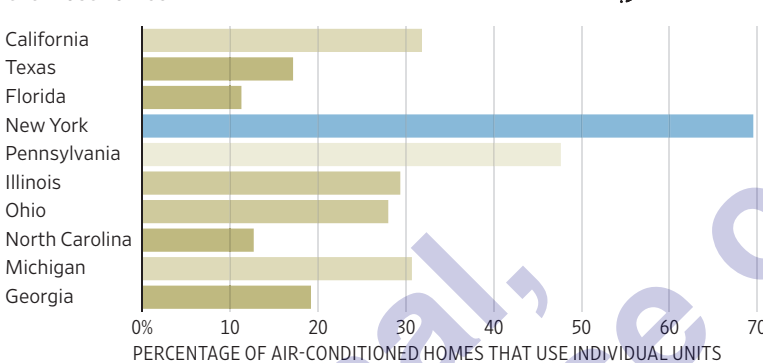
That wish list was only the beginning of the company's study of behavioral habits around window air conditioners. They conducted online surveys and visited apartment buildings across the New York area, where the company had many questions for potential customers. What did they like? What drove them nuts? When do they put them in? When do they take them out? Do they take them out?



Percentage of homes with air conditioning that use individual units for primary or secondary AC equipment, 2020



Top 10 states with the most homes



Note: Home totals based on primary occupied housing units. Vacant housing units, seasonal units, second homes, military houses, and group quarters are excluded; Individual air-conditioning equipment include ductless heat pumps (mini-splits), window or wall units or portable air-conditioning units. Source: U.S. Energy Information Administration

One key takeaway from their research was that most people looked at window ACs as interchangeable. They look online or visit their nearest store, see what's available and buy what's convenient when the weather turns warm. It was hard to blame them for being agnostic. They didn't have strong preferences because they didn't really have a choice. There wasn't much innovation or investment in ACs, said Kurt Jovais, Midea America's president. His company would come to believe that the window AC had been undervalued.

"We know there's a better way,"

he recalled thinking. "We're going to make sure we find what that better way is."

That was Adam Schultz's job. Midea America's project manager for residential air conditioning was responsible for turning concepts into a product that wasn't an eyesore. The quest for a less noisy, more efficient unit inspired his team to design a prototype in the shape of a U. Instead of squeezing a noise dampener inside the box to muffle noise, they essentially split the box in two and stuck the annoying clanks and thunks outside.

That is, the secret to making a better window air conditioner was

Workplace Lessons for New Grads

Continued from page B1
ful. It covered dress codes, navigating interpersonal relationships and what working in person is like, he said.

The company said it has offered similar guidance in the past. Some of it felt like common sense to Lopez-Gudiel, who graduated in December from George Mason University and is a self-described extrovert.

But Lopez-Gudiel ultimately appreciated the information, realizing that the pandemic may have limited what soft skills he might have learned at past work experiences. He will be working at the company full time as a software developer.

Many soon-to-be graduates are itching to get rid of Zoom and work face-to-face with co-workers where their interpersonal skills will be quickly tested. In an April

survey of about 700 Class of 2023 graduates from the virtual student-health company TimelyCare, 53% said they wanted a fully in-person work environment, while 21% said they wanted to be fully remote.

Graduates' disrupted college experience might mean they struggle with the basics of reading colleagues' cues or navigating a meeting, said Heidi Brooks, a senior lecturer in organizational behavior at Yale University's School of Management. In class, when students didn't have cameras on, that was harder to determine.

New hires will need to learn "those nuances of, how do you actually create enough connection, visibility, ability to maneuver," she said.

The missing piece for young professionals who have graduated since 2020, in fact, has been no real proximity to mentorship and leadership, recruiters say.

"This is so much more important today," said Sandy Torchia, vice chair of talent and culture at KPMG, whose full-time hires this summer and fall will go to the firm's training facility in Florida where they'll get new presentation



training.

They'll practice scenarios involving conflict within teams, plus the basics of talking in person—as simple as how to introduce yourself to a client or colleague. Key tips include maintaining eye contact, taking pauses and avoiding jargon. It is also best to listen carefully to others, and to adjust your introduction to highlight pieces of your background that will be most interesting to them.

The company has found that some young professionals are stiff, talk too fast, or rely too much on filler words like "um," as they present.

Allan Rubio, 21 years old, was a freshman at Dartmouth College in the spring of 2020. Online classes continued all through his sophomore year, which Rubio completed from his family's home in Bangkok. Course sessions stretched to 11 p.m. or sometimes 2 a.m. local time, he said.

Professors were far more flexible on deadlines during the pandemic, amenable to extensions if students asked, he said. When Rubio had an in-person internship last summer, he realized his manager, team or client depended on him meeting deadlines.

Presentation skills are also something Rubio needs to learn better, he said. He had presented virtually in academic classes, and often kept a few thoughts and

scripted language in a Notes file on screen—or on a separate device nearby. Once on a video call, he said, he blamed an internet delay while he stopped talking mid-sentence and collected his thoughts.

Since then Rubio, who graduated this month, has rehearsed extensively before live presentations. He lays out key points and slims a longer script into bullet points before memorizing key areas.

Though new hires are digital natives, today's graduates' professional email skills need improvement, said Jialan Wang, an assistant professor of finance at the University of Illinois at Urbana-Champaign.

Many won't acknowledge important messages but will expect a response from professors immediately, even over holidays, she said.

Michigan State University's business-school career center has urged companies to be explicit about what students should expect at work, to over-communicate details about how a first day will play out, what to wear and what people typically do for lunch.

The school last year began requiring many business students to take classes on soft skills in the workplace, after observing that students are more awkward and unsure when they network than they used to be, said Marla McGraw, director of career management.

In one handout, the center instructs students to introduce themselves by their first and last name. "STOP! Let them tell you their name." It reads.

Later it urges the students to share that they are interested in hearing about opportunities at the company and share that they follow the company closely, are familiar with its products or services or know someone who interned there, among other options.

Students should keep an eye

taking advantage of the window. The clever engineering solution wasn't just effective. It was intuitive. All you had to do was look at the U shape and you would see why this AC sounds like a library. "The window is a sound barrier," Schultz said.

That wasn't the only benefit of the unorthodox design. The variable-speed inverter compressor uses less energy, which means you can keep it cranking without having to worry about utility bills. You can also open your window for unconditioned fresh air, rather than bolting it down to a giant box during installation.

Oh, right: installation. Anyone who has survived the miserable ordeal of installing a window AC knows that it can make you a sweaty mess. Schultz's team invited consumers to Midea's R&D lab in Louisville, Ky., to analyze the wretched process in detail, videotaping the sessions and studying the film like an NFL team scouting an opponent. Still, installation of the U-shaped AC is a frequent complaint, and one positive review called it "a special kind of hell." But people forget their suffering once they flip the appliance on and feel a blast of comfort.

That became clear even before the U-shaped AC was in homes. Midea's executives arranged for a soft launch on the crowdfunding platform Indiegogo in February 2020, opting against a summer release to prevent the heat from clouding their experiment.

"We were expecting maybe a few people to sign up and give us feedback," Teixeira said.

It didn't work out that way. By the time the campaign ended in May 2020, a few people had turned into the first 3,650 customers.

What they hadn't planned in February 2020 was that people were about to spend a lot more time at home. After the raves from trusted review sites, the U-shaped AC was suddenly everywhere online, haunting the Instagram feed of anyone who searched for it. There are three models, starting around \$399 on Amazon, Walmart and Home Depot, which is the typical price for rival products. The company declined to provide revenue figures, but Midea's executives said the initial demand in 2020 was five times what they predicted and continued to outpace supply in 2021 and 2022.

They say they have produced enough to last this summer—and they project sales to crack 1 million units by the end of the year. Midea is already beginning to apply the lessons it learned from the U-shaped AC across its line of products, starting with the insight that consumers are open to the totally different and entirely new, as long as it's also practical.

"I don't think people want an AC with an LCD screen," Teixeira said. "They want an AC that works better as an AC."



New KPMG hires at the company's training facility in Orlando, Fla.

PHOTO ILLUSTRATION BY EMIL LENDOF/WISJ, MIDEA

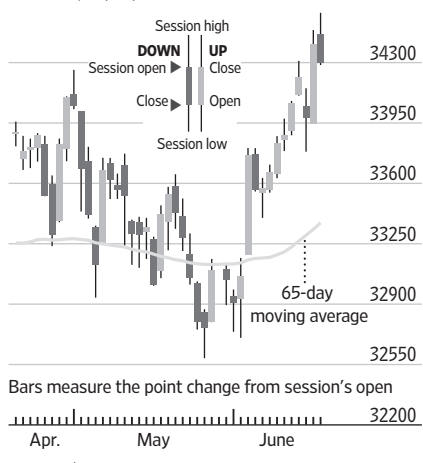
FROM TOP: PHOTO ILLUSTRATION BY JUSTIN METZ, KPMG

—Ray A. Smith contributed to this article.

MARKETS DIGEST

Dow Jones Industrial Average

34299.12 Last Year ago
 ▼ 108.94 Trailing P/E ratio 22.84 17.03
 or 0.32% P/E estimate * 18.28 15.70
 All-time high Dividend yield 2.11 2.37
 36799.65, 01/04/22 Current divisor 0.15172752595384



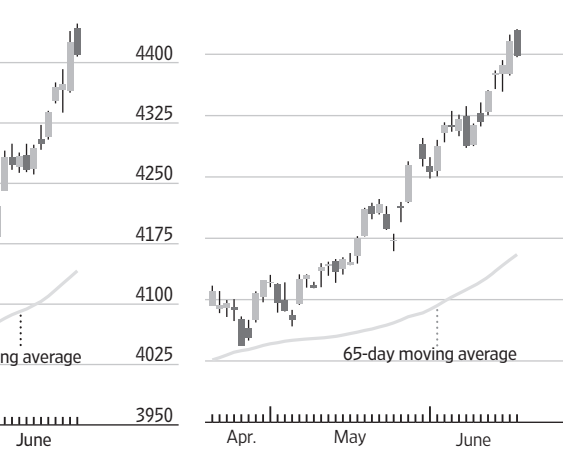
S&P 500 Index

4409.59 Last Year ago
 ▼ 16.25 Trailing P/E ratio * 19.75 20.33
 or 0.37% P/E estimate * 20.12 16.10
 All-time high Dividend yield * 1.57 1.76
 4796.56, 01/03/22



Nasdaq Composite Index

13689.57 Last Year ago
 ▼ 93.25 Trailing P/E ratio ** 31.47 23.22
 or 0.68% P/E estimate ** 29.76 19.85
 All-time high: 16057.44, 11/19/21
 Dividend yield ** 0.74 0.98



Track the Markets: Winners and Losers

A look at how selected global stock indexes, bond ETFs, currencies and commodities performed around the world for the week.

Index	Currency, vs. U.S. dollar	Commodity, traded in U.S.*	Exchange-traded fund
Nymex natural gas			16.77%
Wheat		9.16	
Nymex ULSD		8.06	
Corn		5.96	
Soybeans		5.77	
Lean hogs		5.66	
NIKKEI 225		4.47	
S&P 500 Information Tech		4.44	
Bloomberg Commodity Index		4.14	
Dow Jones Transportation Average		3.86	
Nasdaq-100		3.82	
Nymex RBOB gasoline		3.37	
Hang Seng		3.35	
S&P 500 Materials		3.32	
Nasdaq Composite		3.25	
S&P 500 Consumer Discr		3.15	
S&P 500 Industrials		2.95	
South African rand		2.90	
FTSE MIB		2.58	
S&P 500		2.58	
DAX		2.56	
Comex copper		2.52	
CAC-40		2.43	
Nymex crude		2.29	
S&P 500 Communication Svcs		2.13	
Euro STOXX		2.04	
IBEX 35		1.99	
Australian dollar		1.99	
U.K. pound		1.98	
S&P 500 Consumer Staples		1.97	
Norwegian krone		1.90	
Euro area euro		1.81	
S&P/ASX 200		1.81	
BOVESPA Index		1.49	
S&P MidCap 400		1.48	
STOXX Europe 600		1.47	
S&P 500 Health Care		1.40	
Shanghai Composite		1.30	
S&P 500 Utilities		1.29	
Dow Jones Industrial Average		1.25	
S&P BSE Sensex		1.21	
S&P 500 Real Estate		1.20	
S&P 500 Financials		1.19	
Mexican peso		1.14	
Canadian dollar		1.10	
FTSE 100		1.06	
South Korean won		0.89	
iShiBoxx\$InVGrdCp		0.87	
iShJPMUSEmgBd		0.73	
iSh20+ Treasury		0.67	
S&P/BMV IPC		0.61	
Indian rupee		0.59	
Russell 2000		0.52	
S&P/TSX Comp		0.42	
iShNatIMuniBd		0.40	
iShiBoxx\$HYCp		0.28	
S&P SmallCap 600		0.28	
VangdTotalBd		0.25	
iSh TIPS Bond		0.20	
Swiss franc		0.20	
Chinese yuan		0.03	
iSh 7-10 Treasury		-0.07	
iSh 1-3 Treasury		-0.09	
VangdTotIntlBd		-0.10	
Comex gold		-0.19	
Indonesian rupiah		-0.54	
KOSPI Composite		-0.58	
S&P 500 Energy		-0.71	
WSJ Dollar Index		-0.76	
Comex silver		-1.06	
Russian ruble		-1.37	
Japanese yen		-1.65	

Major U.S. Stock-Market Indexes

	High	Low	Latest Close	Net chg	% chg	High	52-Week Low	% chg	YTD	% chg 3-yr. ann.
Dow Jones										
Industrial Average	34588.68	34285.69	34299.12	-108.94	-0.32	34589.77	28725.51	14.8	3.5	9.3
Transportation Avg	14982.97	14764.67	14792.86	-75.93	-0.51	15640.70	11999.40	15.0	10.5	16.9
Utility Average	932.64	921.61	924.92	3.64	0.40	1061.77	838.99	4.2	-4.4	4.9
Total Stock Market	44425.82	43995.02	44015.84	-178.16	-0.40	44194.00	36056.21	19.2	14.3	11.4
Barron's 400	977.69	964.23	965.57	-6.45	-0.66	1023.20	825.73	13.3	4.9	12.5
Nasdaq Stock Market										
Nasdaq Composite	13864.06	13680.95	13689.57	-93.25	-0.68	13782.82	10213.29	26.8	30.8	11.4
Nasdaq-100	15284.65	15073.45	15083.92	-101.56	-0.67	15185.48	10679.34	33.9	37.9	14.9
S&P										
500 Index	4448.47	4407.44	4409.59	-16.25	-0.37	4425.84	3577.03	20.0	14.8	12.2
MidCap 400	2604.04	2571.29	2580.07	-10.45	-0.40	2726.61	2203.53	16.2	6.2	12.3
SmallCap 600	1219.87	1196.98	1204.80	-4.94	-0.41	1315.82	1064.45	10.0	4.1	12.3
Other Indexes										
Russell 2000	1906.83	1868.65	1875.47	-13.81	-0.73	2021.35	1655.88	12.6	6.5	8.9
NYSE Composite	15904.20	15786.44	15795.12	-31.24	-0.20	16122.58	13472.18	12.0	4.0	9.1
Value Line	571.65	565.25	566.74	-2.06	-0.36	606.49	491.56	10.2	5.7	7.4
NYSE Arca Biotech	5524.51	5464.67	5468.84	-6.39	-0.12	5644.50	4359.77	25.4	3.6	-0.6
NYSE Arca Pharma	878.68	872.21	873.81	1.60	0.18	892.45	737.84	12.0	0.7	10.8
KBW Bank	82.66	81.35	81.65	-0.58	-0.70	115.55	71.96	-18.8	-19.0	0.3
PHLX [§] Gold/Silver	125.46	122.73	124.25	1.09	0.89	144.37	91.40	2.3	2.8	2.9
PHLX [§] Oil Service	77.89	76.65	77.01	-0.37	-0.48	93.94	56.08	16.7	-8.2	28.1
PHLX [§] Semiconductor	3743.73	3671.27	3673.14	-34.92	-0.94	3739.75	2162.32	42.5	45.1	23.2
Cboe Volatility	14.54	13.48	13.54	-0.96	-6.62	33.63	13.54	-56.5	-37.5	-26.2

Bars measure the point change from session's open
 Weekly P/E data based on as-reported earnings from Birinyi Associates Inc. † Based on Nasdaq-100 Index
 § Nasdaq PHLX
 Sources: FactSet; Dow Jones Market Data

Trading Diary

Volume, Advancers, Decliners

	NYSE	NYSE Amer.
Total volume [*]	3,053,607,728	87,930,902
Adv. volume [*]	1,323,353,893	67,821,688
Decl. volume [*]	1,669,584,503	18,817,243
Issues traded	3,052	320
Advances	1,141	154
Declines	1,806	145
Unchanged	105	21
New highs	145	6
New lows	15	10
Closing Arms [†]	0.81	0.27
Block trades [*]	6,186	266
	Nasdaq	NYSE Arca
Total volume [*]	8,076,539,028	296,418,312
Adv. volume [*]	3,206,097,136	84,501,646
Decl. volume [*]	4,801,959,236	211,145,540
Issues traded	4,593	1,765
Advances	1,786	512
Declines	2,646	1,229
Unchanged	161	24
New highs	217	298
New lows	79	24
Closing Arms [†]	1.01	0.82
Block trades [*]	49,628	1,449

* Primary market NYSE, NYSE American, NYSE Arca only.
 † (TRIN) A comparison of the number of advancing and declining issues with the volume of shares rising and falling. An Arms of less than 1 indicates buying demand; above 1 indicates selling pressure.

International Stock Indexes

Region/Country	Index	Close	Net chg	Latest % chg	YTD % chg
World	MSCI ACWI	684.89	-0.37	-0.05	13.1
	MSCI ACWI ex-USA	309.78	1.43	0.46	10.1
	MSCI World	2962.34	-4.09	-0.14	13.8
	MSCI Emerging Markets	1030.03	6.44	0.63	7.7
Americas	MSCI AC Americas	1671.48	-6.01	-0.36	14.7
Canada	S&P/TSX Comp	19975.37	-51.98	-0.26	3.0
Latin Amer.	MSCI EM Latin America	2473.14	-9.70	-0.39	16.2
Brazil	BOVESPA	118758.42	-462.58	-0.39	8.2
Chile	S&P IPSA	3243.87	-1.02	-0.03	2.2
Mexico	S&P/BMV IPC	54842.51	-501.74	-0.91	13.2
EMEA	STOXX Europe 600	466.80	2.47	0.53	9.9
Eurozone	Euro STOXX	462.93	2.70	0.59	12.9
Belgium	Bel-20	3658.43	-0.11	-0.003	-1.2
Denmark	OMX Copenhagen 20	2057.71	5.65	0.28	12.1
France	CAC 40	7388.65	97.74	1.34	14.1
Germany	DAX	16357.63	67.51	0.41	17.5
Israel	Tel Aviv	1820.10	...	Closed	1.3
Italy	FTSE MIB	27861.80	130.02	0.47	17.5
Netherlands	AEX	772.72	0.08	0.01	12.1
Norway	Oslo Bors All-Share	1420.05	8.67	0.61	4.2
South Africa	FTSE/JSE All-Share	78531.81	...	Closed	7.5
Spain	IBEX 35	9495.00	64.20	0.68	15.4
Sweden	OMX Stockholm	859.32	1.68	0.20	9.9
Switzerland	Swiss Market	11386.26	83.43	0.74	6.1
Turkey	BIST 100	5475.48	-20.00	-0.36	-0.6
U.K.	FTSE 100	7642.72	14.46	0.19	2.6
U.K.	FTSE 250	19030.89	-8.52	-0.04	0.9
Asia-Pacific	MSCI AC Asia Pacific	169.62	0.67	0.39	8.9
Australia	S&P/ASX 200	7251.20	75.88	1.06	3.0
China	Shanghai Composite	3273.33	20.36	0.63	6.0
Hong Kong	Hang Seng	20040.37	211.45	1.07	1.3
India	S&P BSE Sensex	63384.58	466.94	0.74	4.2
Japan	NIKKEI 225	33706.08	220.59	0.66	29.2
Singapore	Straits Times	3260.03	17.18	0.53	0.3
South Korea	KOSPI	2625.79	17.25	0.66	17.4
Taiwan	TAIEX	17288.91	-46.07	-0.27	22.3
Thailand	SET	1559.39	1.68	0.11	-6.5

Sources: FactSet; Dow Jones Market Data

Percentage Gainers...

Company	Symbol	Latest Session Close	Net chg	% chg	52-Week High	52-Week Low	% chg
Bitdeer Techs	BTRD	11.41	3.85	50.93	14.75	4.60	12.9
NeoVolta	NEOV	4.40	1.30	41.94	5.49	1.11	3.8
Duos Technologies Group	DUOT	6.00	1.34	28.76	6.00	1.80	44.6
Marker Therapeutics	MRKR	3.14	0.66	26.61	6.60	0.67	17.6
Galecto	GLTO	2.84	0.59	26.22	2.95	1.04	63.2
nCino	NCNO	31.69	6.23	24.47	39.83	19.58	0.4
Lixte Biotechnology	LIXT	5.91	1.16	24.42	27.00	4.32	-20.1
ICZOOM Group CI A	IZM	4.76	0.93	24.28	5.78	1.61	...
Champions Oncology	CSBR	6.81	1.30	23.59	9.88	3.75	-10.0
Cipher Mining	CIFR	3.05	0.56	22.49	3.32	0.38	67.6
Greenidge Generation	GREE	2.89	0.52	21.94	48.90	1.55	-90.6
Patriot National Bancorp	PNBK	8.88	1.58	21.64	14.17	6.53	-33.0
iRobot	IRBT	51.00	8.92	21.20	60.25	31.37	20.0
LanzaTech Global	LNZA	5.30	0.88	19.91	10.80	2.63	-45.8
Lumos Pharma	LUMO	4.38	0.68	18.38	9.56	2.95	-34.4

Percentage Losers

Company	Symbol	Latest Session Close	Net chg	% chg	52-Week High	52-Week Low	% chg
Panbela Therapeutics	PBLA	2.60	-3.21	-55.25	1680.00	2.27	-99.8
BranchOut Food	BOF	4.43	-1.57	-26.17	6.00	4.27	...
EdtechX Hldgs II CI A	EDTX	25.95	-8.04	-23.65	41.64	9.38	155.7
Coherus BioSciences	CHRS	4.13	-1.26	-23.38	14.11	3.60	-34.4
Duff Phelps Utility	DPG	10.13	-2.59	-20.36	15.59	9.91	-20.3
Stereotaxis	STXS	1.61	-0.41	-20.30	2.75	1.55	-11.5
Origin Agritech	SEED	3.96	-0.87	-18.01	12.25	3.96	-48.1
Lyell Immunopharma	LYEL	3.19	-0.67	-17.36	8.74	1.77	-41.6
WeTrade Group	WETG	10.89	-2.23	-17.00			

MARKET DATA

Futures Contracts

Metal & Petroleum Futures						
	Open	High	Low	Settle	Chg	Open interest
Copper-High (CMX) -25,000 lbs.; \$ per lb.	3.8950	3.8950	3.8785	3.8845	-0.0120	859
Gold (CMX) -100 troy oz.; \$ per troy oz.	3.8945	3.9295	3.8870	3.8985	-0.0055	87,752
June	1961.40	1962.90	1953.50	1958.40	0.60	1,674
July	1961.30	1970.60	1956.70	1962.20	0.40	2,541
Aug	1970.30	1980.40	1965.40	1971.20	0.50	365,029
Oct	1989.20	1999.70	1985.00	1990.70	0.10	11,976
Dec	2009.20	2019.10	2004.50	2010.10	0.60	40,055
Feb'24	2028.70	2037.50	2024.50	2029.70	1.00	5,789
Palladium (NYM) -50 troy oz.; \$ per troy oz.				1401.80	18.80	3
June	1389.50	1426.00	1387.50	1416.20	18.90	12,353
Platinum (NYM) -50 troy oz.; \$ per troy oz.				995.40	-4.60	100
June	994.80	1002.60	977.90	987.30	-4.60	39,641
Silver (CMX) -5,000 troy oz.; \$ per troy oz.				24.076	0.185	431
June	24.170	24.510	24.125	24.339	0.181	73,204
Crude Oil, Light Sweet (NYM) -1,000 bbls.; \$ per bbl.				71.78	1.16	71,029
July	70.55	71.89	69.95	71.78	1.16	71,029
Aug	70.81	72.03	70.18	71.93	1.12	345,056
Sept	70.85	72.01	70.23	71.92	1.07	281,280
Oct	70.64	71.85	70.11	71.75	1.03	190,025
Dec	70.24	71.32	69.69	71.23	0.96	210,581
Dec'24	66.94	67.88	66.57	67.82	0.79	120,996
NY Harbor ULSD (NYM) -42,000 gal.; \$ per gal.				2.4825	2.5562	2.4735
June	2.4825	2.5562	2.4735	2.5514	0.718	59,792
Aug	2.4536	2.5081	2.4456	2.5048	0.504	58,663
Gasoline-NY RBOB (NYM) -42,000 gal.; \$ per gal.				2.6504	2.6834	2.6273
June	2.5467	2.5905	2.5308	2.5885	0.507	84,435
Natural Gas (NYM) -10,000 MMBtu.; \$ per MMBtu.				2.552	2.632	2.522
July	2.552	2.632	2.522	2.632	0.099	129,970
Aug	2.627	2.733	2.594	2.721	0.112	168,618
Sept	2.621	2.721	2.588	2.715	0.109	279,129
Oct	2.734	2.822	2.696	2.818	0.099	110,300
Nov	3.138	3.219	3.100	3.217	0.086	71,562
Jan'24	3.819	3.880	3.779	3.873	0.051	78,846

Contract						
	Open	High	Low	Settle	Chg	Open interest
Rough Rice (CBT) -2,000 cwt.; \$ per cwt.	17.75	18.10	17.64	17.80	.06	1,979
July	17.75	18.10	17.64	17.80	.06	1,979
Sept	15.34	15.45	15.30	15.44	.09	5,860
Wheat (CBT) -5,000 bu.; cents per bu.	659.75	697.00	656.00	688.00	26.50	100,513
July	659.75	697.00	656.00	688.00	26.50	100,513
Sept	672.00	709.50	669.75	701.50	28.75	143,398
Wheat (KC) -5,000 bu.; cents per bu.	811.00	852.75	805.25	842.00	29.25	36,633
July	811.00	852.75	805.25	842.00	29.25	36,633
Sept	875.25	849.00	802.50	839.00	30.25	74,934
Cattle-Feeder (CME) -50,000 lbs.; cents per lb.	233.000	236.400	232.700	234.925	.800	30,116
Aug	233.000	236.400	232.700	234.925	.800	30,116
Sept	236.000	239.500	236.000	238.175	.650	10,085
Cattle-Live (CME) -40,000 lbs.; cents per lb.	177.575	178.900	177.000	178.350	.775	6,095
June	177.575	178.900	177.000	178.350	.775	6,095
Aug	171.025	172.300	170.825	171.725	.650	146,483
Hogs-Lean (CME) -40,000 lbs.; cents per lb.	92.100	93.725	92.100	92.850	.925	32,814
July	92.100	93.725	92.100	92.850	.925	32,814
Aug	90.300	92.000	89.125	90.675	.375	73,927
Lumber (CME) -27,500 bd. ft. \$ per 1,000 bd. ft.	527.00	531.50	523.00	525.00	...	4,615
July	527.00	531.50	523.00	525.00	...	4,615
Sept	534.00	538.50	531.50	532.00	-3.00	2,102
Milk (CME) -200,000 lbs.; cents per lb.	14.94	14.96	14.92	14.94	.01	7,163
July	14.94	14.96	14.92	14.94	.01	7,163
July	15.48	15.58	15.31	15.31	-0.07	6,868
Cocoa (ICE-US) -10 metric tons; \$ per ton.	3,218	3,228	3,171	3,188	-38	16,160
July	3,218	3,228	3,171	3,188	-38	16,160
Sept	3,257	3,269	3,212	3,236	-26	157,741
Coffee (ICE-US) -37,500 lbs.; cents per lb.	187.70	188.30	184.30	184.90	-2.10	12,558
July	187.70	188.30	184.30	184.90	-2.10	12,558
Sept	183.40	184.20	179.85	180.75	-2.20	90,039
Sugar-World (ICE-US) -112,000 lbs.; cents per lb.	26.07	26.49	25.96	26.43	.43	149,358
July	26.07	26.49	25.96	26.43	.43	149,358
Oct	25.75	26.14	25.63	26.09	.46	388,638
Sugar-Domestic (ICE-US) -112,000 lbs.; cents per lb.	41.50	41.50	...	983
Sept	41.50	41.50	...	983
Cotton (ICE-US) -50,000 lbs.; cents per lb.	80.53	81.98	80.53	81.46	.82	13,384
July	80.53	81.98	80.53	81.46	.82	13,384
Dec	79.60	80.84	79.48	80.10	.50	115,673
Orange Juice (ICE-US) -15,000 lbs.; cents per lb.	268.85	268.85	260.65	265.65	-7.5	4,759
July	268.85	268.85	260.65	265.65	-7.5	4,759
Sept	263.00	263.50	256.30	262.05	-3.5	3,220

Interest Rate Futures						
	Open	High	Low	Settle	Chg	Open interest
Ultra Treasury Bonds (CBT) -100,000; pts 32nds of 100%	136-160	137-050	135-280	136-200	-5.0	2,595
June	136-160	137-050	135-280	136-200	-5.0	2,595
Sept	136-300	137-080	135-250	136-190	-9.0	1,464,966
Treasury Bonds (CBT) -100,000; pts 32nds of 100%	127-000	127-310	126-270	127-110	-13.0	1,702
June	127-000	127-310	126-270	127-110	-13.0	1,702
Sept	127-270	128-010	126-260	127-110	-14.0	1,230,176
Treasury Notes (CBT) -100,000; pts 32nds of 100%	112-165	112-270	112-060	112-130	-13.5	4,145
June	112-165	112-270	112-060	112-130	-13.5	4,145
Sept	113-150	113-165	112-245	113-015	-13.0	4,615,128
5 Yr. Treasury Notes (CBT) -100,000; pts 32nds of 100%	107-207	107-245	107-062	107-125	-10.7	3,415
June	107-207	107-245	107-062	107-125	-10.7	3,415
Sept	108-045	108-057	107-182	107-250	-11.0	4,940,505
2 Yr. Treasury Notes (CBT) -200,000; pts 32nds of 100%	101-271	102-000	101-250	101-307	-6	1,851
June	101-271	102-000	101-250	101-307	-6	1,851
Sept	102-084	102-090	102-000	102-040	-4.7	3,441,100
30 Day Federal Funds (CBT) -55,000,000; 100 - daily avg.	94.9200	94.9225	94.9175	94.9200	.0025	320,568
June	94.9200	94.9225	94.9175	94.9200	.0025	320,568

Agriculture Futures						
	Open	High	Low	Settle	Chg	Open interest
Corn (CBT) -5,000 bu.; cents per bu.	623.00	641.00	622.25	640.25	17.00	241,605
July	623.00	641.00	622.25	640.25	17.00	241,605
Dec	573.50	598.00	572.50	597.50	23.00	461,709
Oats (CBT) -5,000 bu.; cents per bu.	405.50	409.00	401.25	404.50	1.25	1,791
July	405.50	409.00	401.25	404.50	1.25	1,791
Dec	408.75	413.00	406.50	407.50	-2.25	1,600
Soybeans (CBT) -5,000 bu.; cents per bu.	1426.00	1468.25	1426.00	1466.50	38.25	152,640
July	1426.00	1468.25	1426.00	1466.50	38.25	152,640
Nov	1290.50	1347.25	1289.50	1342.25	50.00	272,407
Soybean Meal (CBT) -100 tons; \$ per ton.	393.70	417.00	392.40	416.40	22.20	84,448
July	393.70	417.00	392.40	416.40	22.20	84,448
Dec	383.80	403.80	383.20	403.30	19.50	172,522
Soybean Oil (CBT) -60,000 lbs.; cents per lb.	58.43	60.24	58.40	59.69	1.26	78,647
July	58.43	60.24	58.40	59.69	1.26	78,647
Dec	56.50	58.45	56.47	57.87	1.42	170,928

Exchange-Traded Portfolios | WSJ.com/ETFResearch

Largest 100 exchange-traded funds, latest session									
ETF	Symbol	Closing Price	Chg (%)	YTD (%)	ETF	Symbol	Closing Price	Chg (%)	YTD (%)
CnsmrDiscSelSector	XLY	166.38	-0.15	28.8	ISHEdgeMSCIIMiUSA	USMV	73.90	-0.03	2.5
CnsStapleSelSector	XLP	74.67	0.12	0.2	ISHEdgeMSCIUSAQual	QUAL	133.50	-0.24	17.1
DimenUSCoreEq2	DFAC	26.92	-0.41	10.9	IShGoldTr	IAU	37.06	-0.13	7.1
EnSelSectorSPDR	XLE	80.86	-0.15	-7.6	IShIBox\$HYCPbd	HYG	74.93	-0.25	1.8
FinSelSectorSPDR	XLF	33.58	-0.21	-1.8	IShIBox\$InvGrCPbd	LQD	107.69	-0.18	2.1
HealthCareSelSector	XLV	132.21	-0.01	-2.7	IShJPUMDEmBd	EMB	85.79	-0.39	1.4
InvscQQQ	QQQ	367.93	-0.63	38.2	IShMBS	MBB	93.57	-0.31	0.9
InvscS&P500EW	RSP	148.83	-0.08	5.4	IShMSCIACWI	ACWI	96.08	-0.29	13.2
IShCoreDivGrowth	DGRO	51.38	-0.14	2.8	IShMSCIEAFE	EFA	73.39	-0.22	11.8
IShCoreMSCIEAFE	IEFA	68.48	-0.19	11.1	IShMSCIEM	EEM	40.88	-0.34	7.9
IShCoreMSCIEM	IEMG	50.70	-0.35	8.6	IShMSCIEAFEValue	EFV	49.39	-0.26	7.7
IShCoreMSCITotInt	IXUS	63.69	-0.22	10.0	IShNatlMuniBd	MUB	106.74	-0.07	1.2
IShCoreS&P500	IVV	441.63	-0.36	14.9	ISh1-5YIGCorpBd	IGSB	50.13	-0.14	0.6
IShCoreS&P500	IJH	257.09	-0.43	6.3	ISh1-3YTreasBd	SHY	81.21	-0.14	0.0
IShCoreS&P500	IJR	98.64	-0.46	4.2	IShRuss100	IWR	72.02	-0.28	6.8
IShCoreS&P500	ITOT	96.98	-0.36	14.4	IShRuss200Grw	IWO	241.43	-0.41	14.7
IShCoreTotalUSDBd	IUSB	45.49	-0.22	1.2	IShRuss100Val	IWD	156.63	-0.17	3.3
IShCoreUSAggBd	AGG	98.14	-0.31	1.2	IShRuss2000	IWS	185.94	-0.80	6.4
ISHEGAwareUSA	ESGU</								

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 ISE.

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 from their previous closing price was \$2 or higher.

Footnotes:
+New 52-week high.
-New 52-week low.
dd-Indicates loss in the most recent four quarters.
FD-First day of trading.
Stock Tables reflect composite regular trading as of 4 p.m. and changes in the closing prices from 4 p.m. the previous day.

Friday, June 16, 2023

Table with columns: YTD % Chg, 52-Week High, 52-Week Low, Stock, Yld % Yield, PE Ratio, Net Chg. Lists various stocks like AECOM, AES, AIG, etc.

YTD 52-Week

Table with columns: YTD % Chg, 52-Week High, 52-Week Low, Stock, Yld % Yield, PE Ratio, Net Chg. Lists various stocks like CAH, CARR, CASH, etc.

Yld

Table with columns: Yld % Yield, PE Ratio, Net Chg. Lists various stocks like CAH, CARR, CASH, etc.

Net Chg

Table with columns: Net Chg. Lists various stocks like CAH, CARR, CASH, etc.

YTD 52-Week

Table with columns: YTD % Chg, 52-Week High, 52-Week Low, Stock, Yld % Yield, PE Ratio, Net Chg. Lists various stocks like GEHC, GFL, GSK, etc.

Yld

Table with columns: Yld % Yield, PE Ratio, Net Chg. Lists various stocks like GEHC, GFL, GSK, etc.

Net Chg

Table with columns: Net Chg. Lists various stocks like GEHC, GFL, GSK, etc.

YTD 52-Week

Table with columns: YTD % Chg, 52-Week High, 52-Week Low, Stock, Yld % Yield, PE Ratio, Net Chg. Lists various stocks like 3930, 3931, 3932, etc.

Mutual Funds

Top 250 mutual-funds listings for Nasdaq-published share classes by net assets.

E-Distribution. F-Previous day's quotation. G-Footnotes x and s apply. J-Footnotes e and s apply. K-Reallocated by Lipper, using updated data. P-Distribution costs apply. L2B-L-Redemption charge may apply. s-Stock split or dividend. F-Footnotes p and r apply. V-Footnotes x and e apply. X-Performance. F-Footnote x, e and s apply. NA-Not available due to incomplete price, performance or cost data. NE-Not released by Lipper; data pending review. NN-Fund not tracked. NS-Fund didn't exist at start of period.

Friday, June 16, 2023

Table with columns: Fund, NAV, Net YTD % Chg, YTD % Chg, Net YTD % Ret. Lists various mutual funds like AB Funds, AB Funds - ADV, etc.

Table with columns: Fund, NAV, Net YTD % Chg, YTD % Chg, Net YTD % Ret. Lists various mutual funds like Calamos Funds, Columbia Class I, etc.

Table with columns: Fund, NAV, Net YTD % Chg, YTD % Chg, Net YTD % Ret. Lists various mutual funds like Fidelity, Fidelity Divd, Fidelity Instl, etc.

Table with columns: Fund, NAV, Net YTD % Chg, YTD % Chg, Net YTD % Ret. Lists various mutual funds like Vanguard, Vanguard Adm, Vanguard Instl, etc.

BUSINESS & FINANCE

CNN's Business Challenges Run Deeper Than Licht

By JOE FLINT AND ISABELLA SIMONETTI

The abrupt departure of CNN Chief Executive Chris Licht might boost morale inside the newsroom, but it won't resolve the network's bigger challenge: how to gain a stronger footing on digital platforms as the cable TV world shrinks.

Licht stepped down this month after several missteps that culminated in an embarrassing profile of him in the Atlantic. He had focused his efforts mostly on reshaping TV coverage to counter the perception that CNN had swung too far left. The idea was that there was a big market for down-the-middle news in a sea of partisan media. It didn't work. CNN's ratings kept sinking.

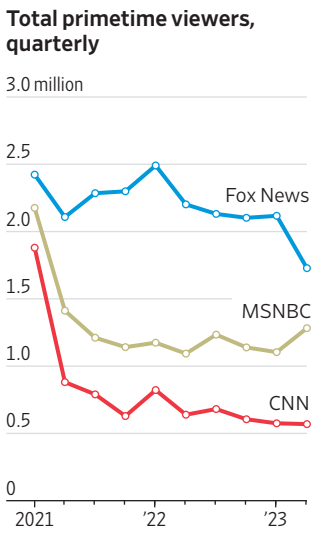
The next leader of CNN will confront the reality that the TV business is simply in decay from sustained cable cord-cutting, media executives say—a trend that no tweak to editorial strategy is going to reverse.

The challenge will be to retool the company for the future. CNN's digital properties, including its website and app, averaged 166 million global readers a month from January through October 2022—making it one of the most-trafficked destinations on the web. But the TV operation, which draws some 568,000 prime-time viewers, still generates the most of the profits.

Shrinking cable

In other words, the eyeballs are increasingly in digital but the money is still in TV.

"People tend to look for a leader first and a strategy second," said Jonathan Miller, chief executive of Integrated Media, which specializes in digital media investments. "I actually think you have to do the reverse." Miller is a former executive at Wall Street Journal parent News Corp.



Note: 2Q 2023 is quarter-to-date. Source: Nielsen

The recipe for success at CNN used to be easy. Produce straight news on a tight budget, and steer clear of star anchors. Collect big subscriber fees from pay-TV distributors, and charge advertisers a premium. The results were billions in profits.

Now, the network is trying to grow while the larger cable universe shrinks. Some 68 million U.S. households subscribe to cable packages that include CNN, down from 72.5 million last year, according to the research firm S&P Global.

CNN charges pay-TV distributors a monthly fee of about \$1.25 per subscriber, S&P Global said. Maintaining and increasing that subscription fee will be a challenge.

Domestic ad revenue has tumbled in the past few years. In 2020, CNN topped \$900 million in ad revenue in the U.S., according to Vivix Advertising Intelligence. In 2022, that figure fell to just under \$600 million and through the first four months of this year it was about \$160 million, per Vivix.

A spokesman for CNN's parent company, Warner Bros. Discovery, disputed the 2022 and 2023 figures as low.

Until recently, CNN routinely generated more than a billion



Warner Bros. Discovery CEO David Zaslav had backed former CNN Chief Executive Chris Licht's strategy for the network.

dollars in profit annually, a person familiar with its finances said. This year that figure is expected to be closer to \$800 million, the person said.

Digital growth

Maintaining that level of profit—or at least slowing the decline—is crucial for Warner Bros. Discovery, which took control of CNN in a merger last year, given that other parts of its empire are under financial pressure. Warner's stock price has fallen more than 40% since April 2022.

Warner Bros. Discovery CEO David Zaslav backed Licht's strategy for CNN, saying last year that the network needs to "show both sides of every issue" and distinguish itself from "advocacy networks." He hasn't wavered from that belief, a person close to senior management said.

Zaslav's first move at CNN was to undo the previous regime's bet on a direct-to-consumer streaming service, CNN+, that carried a variety of original content. Zaslav shut down CNN+ a month after its launch.

Some Warner Bros. Discovery executives said it would be better to build around

CNN's existing, large-scale digital operation. In October 2022, the network hired Athan Stephanopoulos, the former president of NowThis, a news outlet focused on young audiences, to serve as its chief digital officer and help expand CNN's digital products.

CNN has been trying to increase time spent with its audience on the mobile app, website and other direct-to-consumer platforms, a person familiar with the company's plans said.

CNN has a chance to boost its ratings as the 2024 U.S. presidential-election cycle kicks into higher gear. Licht left the network in third place, far behind both Fox News and MSNBC. He also made some programming bets, putting Kaitlan Collins, the network's 31-year-old rising star, into prime time as the anchor of the 9 p.m. hour, and lining up a weekly show for this fall from CBS's Gayle King and NBA commentator Charles Barkley.

Media analyst Rich Greenfield of LightShed Partners thinks Warner Bros. Discovery should consider selling CNN, calling it a "trophy asset." People close to Zaslav say there are no plans to sell CNN.

UPS Workers Authorize Strike If Talks Falter

By ESTHER FUNG

United Parcel Service workers who are represented by the International Brotherhood of Teamsters voted to authorize a strike if contract negotiations with the company fail to yield a new agreement.

The current UPS contract covers about 330,000 employees, including delivery drivers and package handlers, and expires July 31. The deal was signed in 2018.

"The strongest leverage our members have is their labor and they are prepared to withhold it to ensure UPS acts accordingly," Teamsters General President Sean M. O'Brien said Friday.

The vote tally comes after West Coast dockworkers earlier this week reached a tentative six-year agreement with port employers after more than a year of contentious negotiations. The Biden administration sought to ease tensions between the groups as an impasse threatened to obstruct the movement of goods.

In anticipation of a possible work stoppage, some customers of UPS have already started conversations with alternative carriers. The last time Teamster-represented workers had a walkout at UPS was in August 1997.

"The results do not mean a strike is imminent and do not impact our current business operations in any way," said UPS spokesman Glenn Zaccara. "Authorization votes and approvals are normal steps in labor union

negotiations. UPS remains confident that we will reach an agreement that provides wins for our employees, the Teamsters, our company and our customers."

Current talks between the union and company have been focused on a five-year deal that would run through 2028. In recent weeks, subcommittees between the union and UPS reached tentative agreements on several issues, including operating priorities, the use of technology and in-vehicle cameras.

The parties have also reached an agreement on air conditioning in vehicles, including equipping newly purchased small package vehicles with air conditioning, installing fans in package cars and heat shields on the cargo floor. The union said that drivers suffer extreme temperatures and some have succumbed to heat-related injuries during the summer when vehicles overheat.

Other issues still on the bargaining table include higher pay for part-timers and a second category of weekend drivers, which Teamsters want to do away with. The union has said that a two-tier system of drivers allows UPS to use lower-paid workers to deliver packages on weekends, curbing delivery costs.

UPS said that part-time roles are necessary as the nature of parcel delivery work includes alternating bursts of activity and slack time throughout the day.

Current talks have focused on a five-year deal that would run through 2028.

Retailers Take Steps To Improve Forecasts For Supply of Goods

By LIZ YOUNG

Retailers are turning to new technology and greater use of data across their supply chains in an effort to fix forecasting tools that were effectively splintered during the Covid-19 pandemic.

The efforts are aimed at closing gaps that emerged over the past three years as merchants veered between product shortages and overstuffed inventories. Now, even with those strains largely receding, companies are looking for better ways to manage the flow of goods.

Retailers "recognize that that's the nature of the world going forward, complexity and volatility are here to stay," said Chakri Gottmukkala, chief executive of supply-chain software provider o9 Solutions. "So the awareness of what it takes to really manage it and be good at it has gone up."

Department store chain Macy's and shoe seller Dr. Martens are among the companies that have been bringing in new technology to ensure they have the right goods in the right place at the right time.

Macy's says its use of data to drive decisions has increased its visibility into consumer spending habits and its flexibility to be able to respond to changes quickly. The effort helped Macy's minimize its excess inventory last year when a shift in consumer demand to-

ward items such as workwear rather than leisure apparel left many of its competitors overstocked, a spokesperson said.

Dr. Martens, the London-based shoe retailer known for its thick-soled black leather boots, is implementing a new demand and supply forecasting system this year. Chief Executive Kenny Wilson said on an earnings call June 1 that Dr. Martens is rolling out a new order-management system focused on improving its capabilities to sell both online and in stores as well as a customer-data platform to give the company better insight into consumer spending.

Consumer demand has shifted suddenly several times over the past three years, from the rush into online shopping in 2020 as lockdowns spread around the world to the sudden drop-off in retail trade in 2022 as restrictions lifted and spending moved from goods to services such as travel.

Supply-chain experts say the abrupt turns in demand, along with manufacturing and shipping disruptions, highlighted the need for forecasting to be more nimble than in the past, when projections were built on relatively predictable patterns of seasonality along with attention to broad economic drivers.

"What the pandemic taught you is you have to move faster," said Kristin Howell, global vice president of the retail industry business unit at software giant SAP. The focus is triggering changes in staffing as companies add greater technology and analytical tools. That requires more employees with data-science backgrounds to go beyond using past sales to predict future demand, experts said.

"Retailers are starting to say, 'hey, that algorithm that generates the forecast can really tell me a lot about consumer behavior,'" Howell said.

Retailers also are increasing communication with their suppliers, going beyond the basics of placing orders by giving manufacturers a better view of projected demand as early as possible, industry experts said.



Shoe seller Dr. Martens is rolling out a new system.



Trucks for sale Saturday are the four-motor versions of the R1T pickup with its largest battery pack, which starts at \$87,000.

EV Startup Rivian Tries Selling Trucks To Buyers From Its Factory Parking Lot

By SEAN MCLAIN

Electric-vehicle startup Rivian Automotive is trying out an unusual tactic to sell off excess truck inventory: It is inviting buyers to shop what is available on its factory parking lot.

The young auto company, which began building its first vehicles in late 2021, has quickly gone from having long waiting lists to a buildup of unsold stock on some versions of the R1T electric pickup.

The one-day event Saturday is a departure from its mostly online selling model, where many of its vehicles are built to order and then delivered to the customer at a later date.

At the event, customers will be able to browse a few dozen pickup trucks parked in a lot in front of its factory in Normal, Ill. They can buy one and drive it home the same day.

The move is uncommon in

the car business, where most new vehicles are sold through independent dealerships. It also underscores a new challenge for the Irvine, Calif.-based startup: With sales lagging production, Rivian has to work harder to find customers than its better-known competitors, most of which have large networks of franchise dealers.

Like other EV startups, Rivian has opted to forgo this route, preferring to sell directly to consumers. But it also means that Rivian turns those products into revenue more slowly than its revenue automakers, who simply sell everything to their dealer network.

"Rivian doesn't have that lever to pull," said Jessica Caldwell, an auto analyst at car-shopping website Edmunds. "It is up to them to sort out that inventory."

Rivian does have physical showrooms, where customers

can see and test drive vehicles, but they don't stock trucks and SUVs that buyers can purchase and drive home that day.

A Rivian spokeswoman said it has excess inventory on some trucks because of last-minute customer-order changes. Additionally, it has built up stock of its most requested vehicle configurations in anticipation of customer demand.

The vehicles for sale on Saturday are the four-motor versions of the R1T pickup with its largest battery pack, which starts at \$87,000. Rivian doesn't plan to discount any vehicles at the event, and it will only include trucks, not its RIS SUV model that still has a waiting list, the spokeswoman said.

With competition heating up in the electric-vehicle space, Rivian has reported shorter wait times for some reservation holders. For instance, buyers who once had to wait a year or

more for the R1T truck have more recently been able to get one in as little as two weeks, the company has said.

At the same time, monthly vehicle registrations for the R1T truck, a proxy for sales, have fallen from a peak of 1,829 in September to 950 in April of this year, according to data from S&P Global Mobility.

By contrast, registrations for the RIS SUV have mostly increased in the same period, the firm's data show.

Rivian Chief Executive RJ Scaringe said it is trying to get its manufacturing lines producing more vehicles to keep customers from bailing on orders. "By far, the largest contributor to our cancellations are wait times," he said at an analyst conference in early June.

Rivian's SUV buyers may face waits of a year-and-a-half or more to get their vehicles, Scaringe said.

BANKING & FINANCE

DraftKings Makes \$195 Million Rival Offer for U.S. Business of PointsBet



DraftKings is offering to buy PointsBet Holdings' U.S. business for \$195 million, setting up a battle with sports-merchandise company Fanatics for the online sports-betting assets.

PointsBet said last month it had struck a deal to sell its U.S. business to Fanatics for \$150 million. PointsBet said Friday its board has received the offer from DraftKings and is considering the proposal along with advisers.

PointsBet noted that the offer isn't binding and recommended shareholders still vote in favor of the Fanatics deal while the board evaluates the DraftKings offer.

In a letter to PointsBet

Chairman Brett Paton and Chief Executive Sam Swanell, DraftKings CEO Jason Robins said Friday that DraftKings could close the deal more quickly than Fanatics.

DraftKings Chief Financial Officer Jason Park said the deal could let the company of-fer new types of betting and bring more sports-betting technology in-house.

Shares of DraftKings fell nearly 1% to \$24.64 Friday.

Fanatics Chief Executive Michael Rubin said he is skeptical of the DraftKings offer. He said the offer "seems like a desperate move to slow down Fanatics and PointsBet from completing the deal."

The PointsBet deal would

mark Fanatics' first major leap into the U.S. sports-betting market, Benchmark analyst Mike Hickey said in a research note. He said the deal would give Fanatics sports-betting access to at least 15 states, with access to most of those states by the start of the National Football League season.

Robins, the CEO of DraftKings, said in his letter to the PointsBet executives that the DraftKings offer is 30% higher than the Fanatics offer. He also said DraftKings is prepared to move quickly on due diligence for the deal and said he is confident a definitive agreement could be reached within about three weeks.

—Will Feuer

Micron Sets \$600 Million Chinese Chip Expansion

By DAN STRUMPF AND RACHEL LIANG

HONG KONG—Micron Technology said it would invest about \$600 million to expand production in the Chinese city of Xi'an, a move that comes about a month after Beijing blacklisted the memory-chip company.

Micron said that as part of its 4.3 billion yuan investment, equivalent to around \$605 million, it will acquire packaging equipment owned by Taiwan's Powertech Technology that is inside an existing Micron plant in the central Chinese city. It will also build a new plant in Xi'an for packaging and testing, the company said. The new plant will include a new production line of memory chips. Micron said the investment would further help it meet Chinese customer demand.

The company said it would offer contracts to 1,200 Powertech employees and create 500 new jobs, bringing Micron's total workforce in China to more than 4,500.

"This investment project demonstrates Micron's commitment to China's business and Chinese team members," Chief Executive Sanjay Mehrotra said in a statement posted in Chinese on the company's WeChat social-media page. The U.S.'s largest memory-chip maker said its com-

mitment to China was unwavering.

About 10% of Micron's revenue is generated from China, according to Gavekal Dragonomics, a research firm.

Powertech said Micron was exercising an option to buy out the Xi'an assets after the original agreement between the two companies expired.

DK Tsai, Powertech's chairman, said earlier this year that the company was actively exploring leaving China as geopolitical tensions linger.

The new investment comes about a month after China's Commerce Ministry said certain companies deemed critical information-infrustructure operators were banned from purchasing products from Micron because its products posed a national-security risk. Companies subject to the ban could include those in the telecommunications, energy and transportation sectors.

Micron told investors last month that it expected the ban to result in a single-digit-percentage-point revenue loss.

That ban followed Beijing's investigation into imports

from Micron, widely viewed as a response to Washington's ban imposed last year on selling advanced U.S. chip technology to China. Beijing has broadly stepped up pressure on foreign businesses operating in the country to fortify its economy from foreign influence.

Chip technology has been at the center of heightened tensions between the two world powers. China has poured huge sums into developing its own chip industry as part of efforts to reduce its dependence on foreign technology. Still, the country is seen as years behind Western lead-

ers in the design and manufacturing of advanced chips.

The U.S. in recent years has imposed a series of restrictions aimed at slowing China's chip advances, concerned that the effort is boosting the country's military prowess.

Micron said the existing Powertech facility that it is acquiring had been operating at Micron's factory since 2016. Micron said the acquisition would take about a year to complete, subject to Chinese regulatory approval.

4,500

The size of the company's workforce in China after the investment

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Intel Plans Chip Plant In Poland

Continued from page B1

more across the supply chain, Intel said.

The Poland site is planned to receive wafers from so-called wafer fabrication facilities, such as those in Ireland and Germany, cut them into individual chips and assemble and test them for performance before shipping to customers.

The investment comes amid a scramble by the U.S., Europe and Asia to subsidize home-grown chip-making capacity. Semiconductors go into just

about every electronic device and are critical to a range of industries, including smartphones, cars, military equipment and healthcare devices.

A severe, global chip shortage in recent years severely disrupted the automotive and videogaming industries, in particular, exacerbating governments' concerns over their economies' access to chips.

The U.S. is pouring tens of billions of dollars in subsidies and tax credits to encourage chip makers to boost American manufacturing capacity. Other countries, especially in Asia, have doled out government dollars and offered favorable regulations for decades.

The European Union has promised its own tens of billions of dollars in public and private investment to expand

continent-based capacity. Late last year, it agreed with Washington to work closely to strengthen semiconductor supply chains. That includes sharing information about their respective programs to provide subsidies to promote domestic chip production.

For Intel, the investment comes amid a push by Chief Executive Pat Gelsinger to boost semiconductor capacity and prevent becoming an also-ran in the global race to dominate the chip industry.

While Intel has lost market share in recent years to Asian players, executives have said they hope to boost sales in the coming years to become the world's second-largest producer after Taiwan Semiconductor Manufacturing.

—Mauro Orru
contributed to this article.

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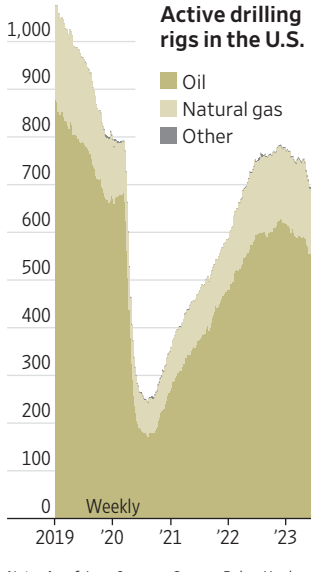
The number of rigs actively drilling for oil and gas in the U.S. is down 11% so far this year.

Drilling Stocks Plunge

Continued from page B1

"There's a disconnect between what's happening with stock prices versus what's happening in the field," said Andy Hendricks, chief executive of Patterson-UTI. "We've only gone down from 132 rigs to 126 rigs this year, but our stock has sold off like we've gone down to 70."

The big drillers' rig counts should stay mostly stable until their core customers—major oil companies such as Exxon Mobil and Chevron and large independent players including Pioneer Natural Resources and Devon Energy—join the retreat. But those companies are efficient enough to be profitable at much lower oil prices and aren't quick to revise their capital-spending plans, analysts say.



four drillers topped \$2.7 billion in the first quarter—a 52% increase from a year ago—and is expected to stay close to that level in coming quarters, according to a FactSet poll of analysts. The rates the drillers earn for running their most advanced rigs averaged \$31,286 a day in May, according to Enverus, nearly matching April's rates, which were the highest since the company started tracking them in June 2021.

Investors could be shunning drillers for a variety of reasons. Rig rates could come under more pressure if oil doesn't rally as expected. Driller profits could also be limited by the recent trend of oil producers funneling windfalls to shareholders, rather than to more drilling.

But some are daunted by the difficulty of calculating how bad things could get for drillers if oil does fall below \$60 a barrel, said Ben Cook, a portfolio manager at Hennessy Funds who prefers the shares of oil producers partly for that reason.

"Predicting that downside can be treacherous," he said.

ADRIA MALCOLM FOR THE WALL STREET JOURNAL

HEARD ON THE STREET

FINANCIAL ANALYSIS & COMMENTARY

For Stores, a Loan Factor Looms

Student-debt payments pose a problem for retailers

The government's pandemic-era pause on student-debt payments allowed millions of Americans to forget about a big monthly bill for more than three years. Now some Americans face a serious reckoning—and so do the places where they spend their money.

Around 43 million people in the U.S., some 17% of the adult population, have federal student debt. Out of those borrowers, roughly 26.6 million—or about 10% of the adult population—had loans in forbearance as of the first quarter, according to the National Student Loan Data System. This was thanks to the federal government's suspension of payments and interest accrual starting in March 2020. That pause is ending Aug. 30, as part of the bipartisan debt-ceiling deal signed in early June.

The Biden administration is said to be weighing a grace period during which borrowers who miss payments won't be referred to delinquency, as The Wall Street Journal

reported. That would delay the eventual impact of the resumption of student-loan payments by about three months to a year.

The hit to household cash flows as a result of the resumption could be substantial: Bank of America Institute estimates it might be around \$180 a month for the median impacted household. Estimates vary, but even by conservative expectations, borrowers are set to collectively resume paying \$5 billion to \$8 billion a month once the pause is lifted. Some research outfits, including J.P. Morgan and TD Cowen, place the number closer to \$10 billion a month. For context, Americans collectively spend about \$35 billion a month on clothing and department stores, according to data from the Census Bureau.

The return of student-loan payments is a much larger collective wallet impact compared with the end of the pandemic-era enhanced food-stamp benefits, which took away around \$3 billion of additional assistance a month, according to Howard Jackson, president of HSA Consulting. Federally funded enhancements to food-stamp benefits ended nationwide at the end of February.

The end of such government relief can have an immediate impact: Dollar Tree, for example, noted on its last earnings call that the reduction in food-stamp benefits, coupled with smaller tax refunds, led consumers to focus more on needs rather than wants. Its Family Dollar brand saw same-store sales of discretionary goods decline 4.4% in its quarter ended April 29 compared with a year earlier.

The average student-loan borrower is younger, more likely to be single, female and earn slightly less than the average U.S. consumer, according to a survey conducted in



ILLUSTRATION BY RUTH GWILY

March 2023 by UBS Research. About 62% are 39 or younger and that group owed 55% of total student debt as of 2021, according to the New York Fed and Equifax. Moreover, student-loan borrowers carry more credit-card debt and are less likely to have an emergency fund compared with the average American, according to the UBS survey.

Like other age groups, younger Americans still have more in their bank accounts than before the pandemic, but they are feeling the pressures of high inflation and rising interest rates more acutely than their elders. Younger consumers' year-over-year spending growth has badly lagged that of older generations so far this year, and in recent months, spending began to shrink, according to Bank of America's analysis of its credit- and debit-card data. What's more, the share of credit-card loans transitioning into serious delinquency has surged most sharply over the past year for borrowers aged 18 to 29, according to those aged 30 to 39, according to data from the New York Fed Consumer Credit Panel and Equifax.

Part of this generational gap can be explained by this year's generous 8.7% cost-of-living adjustment for Social Security retirement benefits—the largest in decades. Younger people also are facing a steeper rise in rent and mortgage payments since they tend to move more frequently, whether for work or to accommodate expanding families. All of that makes it very likely that the more than 20 million consumers set to resume student loan payments will cut back on discretionary spending come September.

Where might they spend less? In surveys conducted by UBS Research tracking how inflation is impacting consumer spending, the rate at which consumers deferred purchases on discretionary categories has increased steadily over the last two years. Apparel was the category on which student-loan borrowers said they most often deferred purchases. Apparel is especially worth watching because consumers with student loans tend to be core customers of many clothing brands, says UBS analyst Jay Sole.

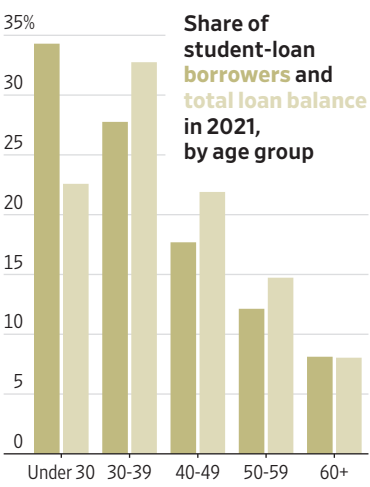
Its survey shows that those shopping for women's clothes were more likely than the average con-

sumer to say that they shop most often at online clothing retailers Shein and Fashion Nova, Old Navy, Victoria's Secret, Nike and Lululemon. For men's clothing, student-loan borrowers favored Nike, Gap, Old Navy, American Eagle Outfitters and Under Armour.

While many retailers called out the end of enhanced food-stamp benefits, few mentioned the resumption of student-loan payments in their recent earnings calls. Some younger-leaning retailers have kept their full-year outlooks intact. Ulta Beauty, for example, slightly increased its revenue expectation for the full year in its last earnings call in May. Gap, which also owns Old Navy, kept its full-year guidance in its latest quarterly update, expecting a net sales decline in the low-to mid-single digit range. Those outlooks could end up looking too upbeat if student-loan repayments begin on schedule.

While a long grace period from the federal government could ease the impact, the student-loan bills will likely come due at some point. So will the reckoning for retailers relying on young wallets.

—Jinjo Lee



Sources: Federal Reserve Bank of New York Consumer Credit Panel; Equifax



Wages for fast-food workers have jumped over the past few years.

Price Relief Coming at The Drive-Through

Cost pressures are easing for fast-food chains

It takes a lot to get between Americans and fattening food, but some of their large franchisees have their limits.

Quick serve has been the most successful restaurant category since the pandemic hit, initially because of its ability to provide socially distanced meals and then because of a lower price point as inflation squeezed household budgets. Some upper-middle-class diners have even defected from sit-down to fast-casual eateries like Chipotle or all the way to traditional fast food. But keeping profitability high has required a delicate dance of efficiency gains and menu-price increases for a clientele that skews lower income.

Big chains haven't gone belly up, but some of their large franchisees have declared bankruptcy in the past several months. A big part of their costs is labor, and the median wage for fast-food and counter workers has risen by nearly 23% in four years. Food prices, particularly following Russia's invasion of Ukraine, have pinched them, too. And keeping restaurants supplied has been expensive due to supply-chain snarls. There are signs in recent months that diners are starting to economize by eschewing

delivery or eating more at home. Even people who struggle to boil water have been substituting cheaper frozen pizzas for Domino's or Papa John's.

Now economic trends are riding to some chains' rescue. For example, it is getting easier to staff those drive-throughs. Back in December 2021, at the peak of labor-market tightness, there were 1.67 million job openings in "accommodation and food services," according to the Bureau of Labor Statistics. As of April, that had fallen to 1.14 million—still elevated compared with prepandemic levels, but a lot better.

The huge spike in pay also pushed restaurants to become leaner.

"The industry got a lot smarter about the number of employees they need, and that's contributing to the drop in job openings," says David Maloni, principal at food-service supply-chain specialist Datum FS.

December 2021 was the same month that another, broader measure of pressure on restaurants peaked. Datum FS maintains an index that takes into account things like commodity prices, freight rates and the Institute for Supply Man-

agement's measure for on-time deliveries. In May it reached its lowest level since well before the pandemic began. A very sharp drop in trucking costs and a collapse in many food commodity prices played a large role in that.

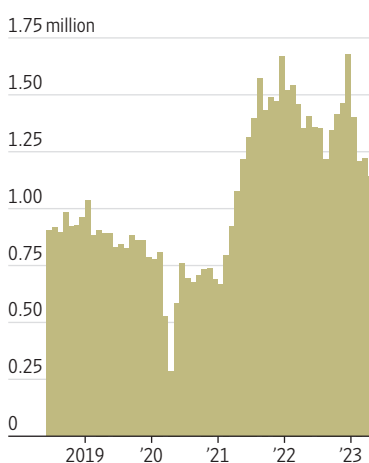
While not all of that food savings gets passed on to chain restaurants since they often use processed foods rather than making meals from scratch, it helps. Avocados, for example, are 54% cheaper than a year ago and eggs 43% cheaper. And if it seems like every restaurant has a new chicken sandwich these days, it isn't your imagination: The biggest move by far has been a 59% drop in chicken-breast prices.

One exception—and a painful one for some chains—is beef. The price of the meat, and particularly the varieties that get ground into hamburger patties, has spiked and the U.S. Department of Agriculture forecasts indicate that supply is likely to hit the lowest since 2015.

These days, the likes of McDonald's, Burger King and Wendy's, known for their iconic patties, sell plenty of chicken too, but their overall cost pressures might not ease as much as they do for, say, Chick-fil-A, the fastest-growing large chain in recent years. Collapsing commodity and freight costs will prove small solace to fast-food executives if they are a sign that the economy is about to tip into a recession, as some fear. For now, though, most chains will try to hang on to some of that benefit and feast on higher margins.

—Spencer Jakob

Job openings in accommodation and food services, monthly



Source: U.S. Bureau of Labor Statistics

Wall Street's China Dream Still Unfulfilled

Wall Street has been salivating over imagined riches in China for a long time. Now it finally has its chance to chase them—but things aren't exactly going to plan.

After years of foot-dragging and half measures, China progressively opened up its financial markets in the past decade. First, foreign investors were allowed to buy stocks listed in Shanghai and Shenzhen through a trading link with Hong Kong. Then, in the wake of the 2018 and 2019 China-U.S. trade war, foreign firms were permitted to run their own wholly owned investment shops in the country, tapping into China's burgeoning demand for asset management.

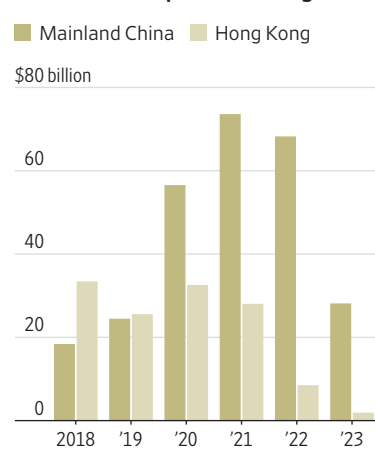
Ernst & Young last year estimated the industry's assets under management in China amounted to about \$16 trillion. Firms such as BlackRock and Fidelity have raised money for yuan-denominated mutual funds. Investment banks such as Goldman Sachs can also now assume full ownership of their existing securities operations in China. They were previously required to set up joint ventures with local partners.

But things haven't exactly been smooth.

First, the big opening for foreign investment firms has coincided with an uninspiring Chinese stock market. The CSI 300 Index, which tracks major stocks listed in Shanghai and Shenzhen, is up only 2.4% this year—underperforming most other major markets. And that's after two straight years of losses. Offshore investors, including those based in Hong Kong, currently own around \$364 billion of stocks in Shanghai and Shenzhen. That is still less than 3% of the total market, according to Wind.

And apart from the poor market performance, foreign institutional investors continue to face regulatory problems. Strict data rules in China, for example, make it hard for their Chinese subsidiaries to share much essential information with headquarters back home—including, in some cases, basics like how their funds are actually doing and who their clients are.

Value of initial public offerings



Note: 2023 figures are year to date Source: Dealogic

Meanwhile foreign investment banks—which helped introduce many Chinese companies to global investors in the past—are falling behind their local rivals in the initial public offering league tables. That's especially true now that many Chinese companies are choosing to list in Shanghai and Shenzhen, instead of Hong Kong. Since 2020, the volume of IPOs on mainland Chinese exchanges has surpassed that of Hong Kong every year, according to Dealogic.

Foreign investment bankers, like their asset-management kin, also face a very different regulatory regime and worsening geopolitics between China and the West. And, unfortunately, those two problems are often intimately linked: Western regulators are continually calling for more transparency regarding listed Chinese firms' finances and business practices, while Beijing is increasingly obsessed with data and technological security. And the fact that China was essentially closed off for most of the past three years also doesn't help.

China was long seen as a gold mine waiting for Wall Street to excavate—if only it were allowed to start digging. But as it turns out, it isn't that easy. Plenty of digging has been going on, but the gold still seems remarkably scarce.

—Jacky Wong



Broken Bonds
Estrangement between fathers and their adult children is on the rise **C3**

REVIEW

Animal Spirits
Hey, let's hear it for irrational exuberance! **Books C7**



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ILLUSTRATION BY DAN BEJAR

WHY THE WAR IN UKRAINE MAY NOT DETER CHINA

U.S. strategists hope that Russia's failures and the strong response from the West will give Beijing second thoughts about attacking Taiwan. But Xi Jinping could be drawing different lessons. By Yaroslav Trofimov

China's military and civilian leaders have watched with dismay over the past 15 months as Moscow's anticipated blitzkrieg in Ukraine turned into a drawn-out slog marked by a series of Russian defeats. China last fought a war in 1979—a campaign against Vietnam that ended in a humbling draw—and used to admire Russia for its ability to translate violence into political gains. No more. "Russia's military image and credibility have crumbled," said Zhou Bo, a recently retired senior colonel in the People's Liberation Army (PLA) who serves as a senior fellow at Tsinghua University in Beijing. "This has become a war they did not expect."

The strategic question preoccupying the U.S. and its allies today is what effect these Russian

setbacks will have on Beijing's own aspirations to absorb Taiwan, an island democracy that China considers part of its territory. Will China be deterred by Russia's failures in Ukraine and the surprisingly strong Western reaction to the invasion? Or will it draw very different lessons, learning from Russia's tactical mistakes while hoping to benefit from the eventual exhaustion of Western military resources?

The answer is of vital importance to the U.S. Unlike the bloodshed in Ukraine, a military confrontation over Taiwan, should it erupt, is likely

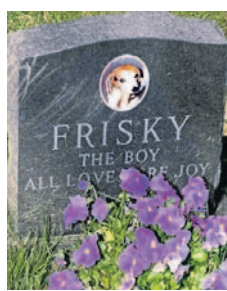
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Yaroslav Trofimov is The Wall Street Journal's chief foreign-affairs correspondent.

Inside

PETS

There aren't many accepted ways to mourn publicly for an animal companion, but the words of great writers can offer consolation. **C5**



Future Self

To make better decisions, think about how they will affect the person you're going to become. **C6**

WEEKEND CONFIDENTIAL

When chef Nasim Alikhani left Iran, she brought the flavors of home with her. **C14**



EXTREMISM

The ideas that drove the Unabomber are no longer confined to the margins. **C4**



REVIEW

China Sees Taiwan And Ukraine as Very Different Cases

Continued from the prior page to involve the U.S. directly. If deterrence fails, this would be America's first war in generations against a near-peer adversary, likely resulting in staggering losses. Taiwan also plays a much more central role in the global economy, with a GDP nearly four times the size of Ukraine's and a near-monopoly on manufacturing advanced semiconductors that are indispensable for modern technologies.

As China's navy and air force intensify war drills around Taiwan, Chinese officials are holding their cards close to the chest. They insist that the events in Ukraine will have no bearing on their own decisions when it comes to Taiwan. They bristle at what they call American attempts to "Ukrainize" the Taiwan issue.

"Of course the war in Ukraine should stop as soon as possible, but whatever happens there should not hinder our reunification efforts," said Cui Tiankai, a former Chinese ambassador to Washington and deputy foreign minister who remains influential in Beijing's establishment. "For us in China, national reunification is the goal, whatever international environment we might have." Chinese leader Xi Jin-

to Valérie Niquet, head of the Asia department at the Foundation for Strategic Research, a Paris think tank that advises the French government, among others. "The road to that survival doesn't pass through a collapse of the Chinese economy, an eventual military defeat and a humiliation should they fail to take possession of Taiwan," she said.

Current U.S. and allied officials say that the experience of Ukraine has punctured the narrative, embraced by Moscow and Beijing alike, of impotent, decadent Western democracies in inexorable decline. The Europeans, in particular, have turned out to be surprisingly willing to impose serious economic sanctions, severing dependence on Russian energy in order to back the Ukrainian resistance.

Yet it's too early to think that the fundamental takeaway for Beijing is that it shouldn't invade Taiwan, many U.S. and allied officials caution. The war in Ukraine is far from over, and a Russian defeat there isn't a foregone conclusion. Despite a slew of Western sanctions, the Russian economy hasn't collapsed, and President Vladimir Putin's regime hasn't faced serious internal challenges even as Russian combat



Ukrainian servicemen fire a field gun on the front near Soledar, November 2022. A war in Taiwan would require large amounts of artillery ammunition, which is being quickly consumed in Ukraine.

think tank, who served in a senior Pentagon role in the Trump administration. "China's decision on whether to attack is primarily going to be determined by China's assessment of the regional military balance. And the war in Ukraine depletes weapons stocks that cannot be easily replenished."

Such arguments, according to Matt Pottinger, who served as deputy national-security adviser in the Trump White House, overlook the growing cooperation between Russia and China, whose leaders announced a "no limits" partnership shortly before the invasion of Ukraine. "It's pretty clear that Taiwan would be a second front in the same war as the one that's under way in Ukraine," he said. "We should not kid ourselves that by leaving Europe on its own we will somehow strengthen deterrence in the Western Pacific."

Under the Taiwan Relations Act of 1979, the U.S. supplies weapons to Taiwan, the only nation to do so on a significant scale. Taiwan is purchasing hundreds of Harpoon antiship missiles to counter a potential Chinese amphibious assault and is considering other major military upgrades. Authorities are still deciding, however, whether to shift to a so-called "porcupine strategy," which would use widely dispersed weapons such as antiship, antitank and antiaircraft missiles to repel a land invasion. Taiwan's current policy gives priority to expensive ships and jets that can respond to China's ongoing air and naval probes, well short of war, near the island. Such large platforms would likely be destroyed in the first hours of a full-scale conflict.

Though President Biden has repeatedly said that Washington would intervene should China invade Taiwan, there is no binding U.S. commitment to do so, in contrast to an attack on a NATO ally.

According to a wargame carried out by the Center for Strategic and International Studies this year, the U.S. would lose many thousands of troops, between 200 and 484 aircraft, and between 8 and 17 ships, likely including aircraft carriers, in the first weeks of the conflict, depending on different scenarios. China's economy and military would also be devastated, much of Taiwan would lie in ruins, and Japan—which would almost certainly be dragged into the war—could also suffer serious damage. In most of these exercises, China ultimately suffers defeat, though not when Taiwan is left to fend for itself.

"If war breaks out, everyone who participates is a loser—China, Taiwan, the U.S., Japan—because they will see massive attrition on both sides," said retired U.S. Air Force Lt. Gen. David Deptula, dean of the Mitchell Institute for Aerospace Studies and a participant in the wargame. "My biggest take-

away is that we have to get creative about deterring China from invading Taiwan in the first place, which involves inducing sufficient uncertainty about success and/or consequences in Xi's mind."

Given the historic similarities in Chinese and Russian military equipment and doctrine, down to rank insignia, it's no surprise that Chinese commanders are carefully analyzing the war in Ukraine. One likely strategic conclusion, some senior Western officials say, is that Russia doomed itself by invading with too small a force, expecting a surrender rather than a determined fight. China's military lesson, they warn, is that Beijing would need to go after Taiwan with a massive shock-and-awe strike, mounting a far larger force and possibly leveraging the nuclear threat from the get-go.

On a more tactical level, according to Zhou, the lesson drawn by the PLA from Russia's misfortunes in Ukraine is to have better and more secure communications, more precision-guided missiles and more drones—items that China already possesses in quantities well exceeding Russia's prewar stocks. Chinese military officials say that Beijing has carried out deep military reforms, learning from events like the 1991 Gulf War—changes that have made its armed forces very different from Russia's.

"If the Russians screwed up, it doesn't mean that the Chinese leadership believes that it will also screw up," said Alexander Gabuev, director of the Carnegie Russia Eurasia Center in Berlin and one of the leading Russian experts on China. "They may think that Putin is an idiot, that the Russians have hollowed out their army by graft and that the Russians lack motivation, whereas China is fine when it comes to motivation and may think: 'We have built up the army instead of pilfering it away, and everything will work out for us.'"

Though the predicaments of

achieving control over Taiwan would be the biggest prize of his campaign for China's "national rejuvenation," washing away the dishonor suffered at the hands of foreign imperialism. Colonized by Japan in the 19th century, Taiwan has developed its distinct identity in part because since then it has only been ruled briefly by the mainland, in 1945-49.

Mirroring Russia's rhetoric dismissing Ukraine's elected government as an illegitimate "Kyiv junta" and presenting itself as a liberator, China insists that the majority of the Taiwanese are really on its side. "If we use military force to resolve the Taiwan issue, we would target the extreme minority of Taiwanese inde-

The experience of Ukraine has punctured the narrative of impotent, decadent Western democracies.

pendence elements and foreign forces that interfere, and not the people of Taiwan," said PLA Lt. Gen. He Lei.

Like other Chinese officials, Gen. He scoffed at any comparisons between Ukraine and Taiwan, pointing out that no major nation grants diplomatic recognition to Taiwan's authorities. "It's like comparing the beauty of a person with the beauty of a pig. Ukraine is a sovereign country, while Taiwan is an unalienable part of China's sacred territory," he said. "Conflicts between two countries must be resolved through peaceful negotiations."

To many Taiwanese, the parallels with Ukraine are crystal clear. While fears of a Chinese invasion have been present ever since the Communist Party seized China's mainland in 1949, last year's Russian invasion



Female military reservists in training in Taoyuan, Taiwan, May 9. Any military confrontation between China and Taiwan would be likely to involve the U.S. directly.

ping has set a 2027 deadline for making the PLA ready to invade Taiwan, according to U.S. officials.

Western officials and China-watchers agree that the Ukrainian war has focused minds in Beijing on the inherent unpredictability of a military conflict. Despite a string of recent successes in places like Syria and Georgia, Russia's battle-tested professional military failed to take Kyiv last year and has since been expelled from more than half of the Ukrainian land it originally occupied. Russia has sustained more than 100,000 casualties in the past six months alone, according to U.S. estimates.

Despite the PLA's modernization and sophisticated new equipment, nobody knows how it would perform on the battlefield, given that none of its current soldiers have combat experience. By highlighting the unfore-

By highlighting the risks of invasion, Russia's troubles have likely bought precious time for Taiwan.

seen risks of any invasion, Russia's troubles in Ukraine have likely bought precious time for Taiwan and its supporters, while also providing more room for deterrence.

"The lesson for China is that the war in Ukraine has massively increased strategic ambiguity about what could happen if they were so foolish as to launch a military takeover of Taiwan," said former British Prime Minister Boris Johnson, who was a key Western advocate of military assistance to Kyiv. "I don't think anybody really expected the U.S. or the U.K. and many, many other countries to support Ukraine in quite the decisive, practical way that we did."

Though Taiwan is Beijing's key objective, the Chinese Communist Party's overriding priority remains the survival of its rule, according

losses have soared. When it comes to Western unity, China and Russia still likely believe that sooner or later the united front on Ukraine will collapse, perhaps after the 2024 U.S. presidential election.

"The situation is difficult for Russia, but Russia still has more manpower, military strength and overall national strength to support this war," said Zhou. "President Putin cannot afford to lose this war, because how can he explain why all these people have died? He needs to justify this. On the other side, how can the Western support be sustained if the war becomes protracted?"

In many ways, the future of Western unity over Ukraine has become intertwined with the challenge of defending Taiwan. The prevailing view in the Biden administration and among NATO allies is that an inability to prevent Russian success in Ukraine would have the direct effect of emboldening Beijing. "If China sees that we are not willing to stick together to help Ukraine, where Russia is so clearly and obviously recognized as the aggressor, then I think China will not be really impressed with anything we say about Taiwan," said retired Lt. Gen. Ben Hodges, a former commander of the U.S. Army in Europe.

Others, particularly in the Republican Party, say that the flow of weapons to Ukraine should be curtailed because it has already significantly weakened U.S. military muscle in Asia. Though the military needs of Ukraine and Taiwan are different, given the huge role that ships and planes would play in any war over the island, there is still substantial overlap, particularly in scarce air defenses. A war in Taiwan would also require large amounts of artillery ammunition, which is being quickly consumed in Ukraine.

"The argument that China is going to be deterred fundamentally by what happens in Ukraine is highly exaggerated," said Elbridge Colby, a Republican strategist and co-founder of the Marathon Initiative



Russian President Vladimir Putin (right) shakes hands with Chinese President Xi Jinping in Moscow, March 21. Chinese leaders have been dismayed by the Russian military's performance in Ukraine.

Ukraine and Taiwan are different in many respects, a common thread is that the fates of the two democracies are central to the national narrative of their much bigger authoritarian neighbors. Putin denies the very existence of Ukrainians as a people separate from Russians and has presented the return of Moscow's control over the country as the keystone of his legacy, a way to repair the historic injustice of the Soviet Union's collapse. He decided to launch a full-scale invasion only after efforts to subdue Ukraine through fostering pro-Russian parties and pro-Russian proxy forces failed.

For Xi, who has already snuffed out the autonomy of Hong Kong,

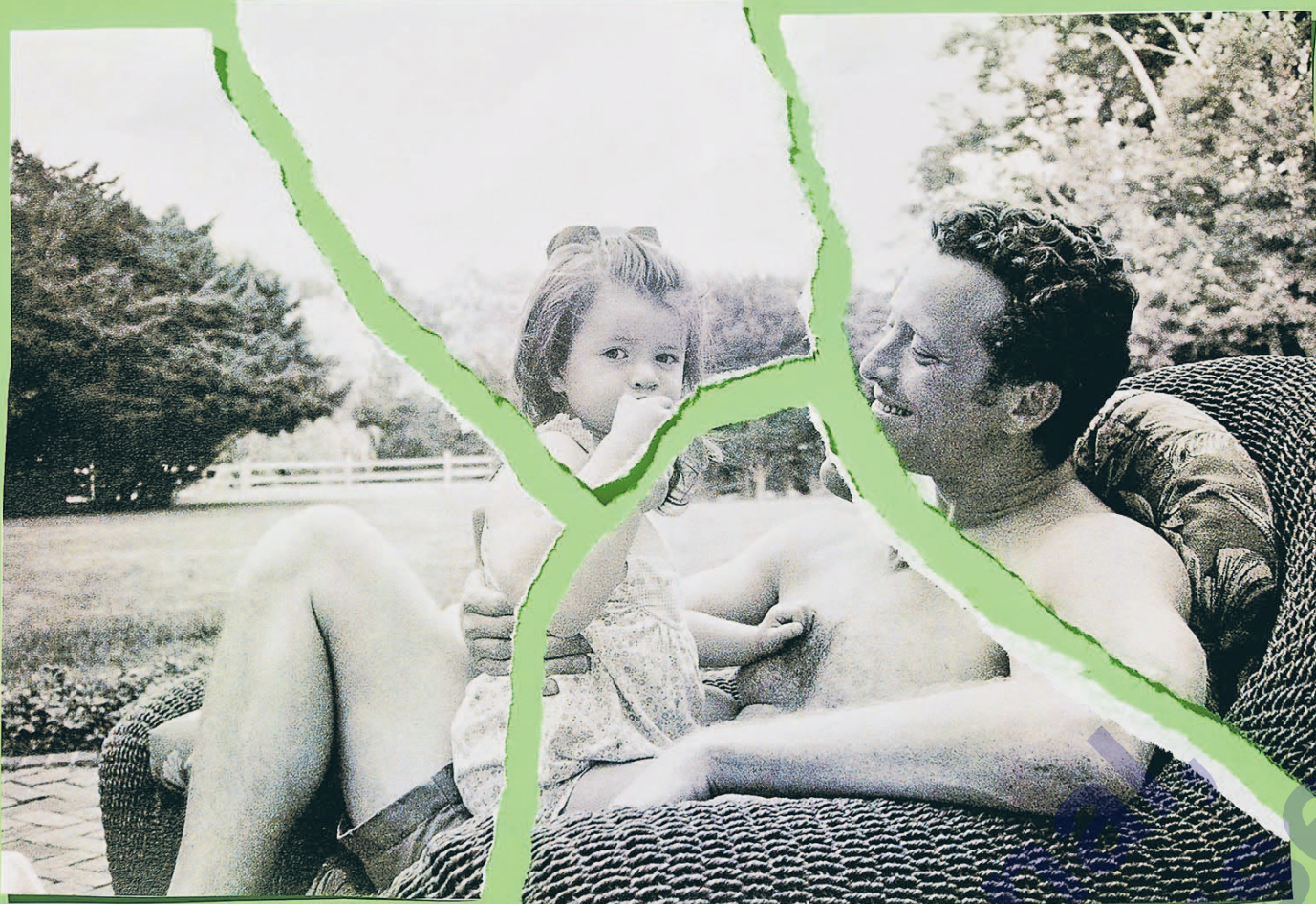
drove home that the unthinkable can actually happen, sometimes with frightening speed.

"I hope that Xi has learned the good lesson from Ukraine: If you invade and try to bully a neighboring country, you are going to fail and the whole world will stand together more than you can imagine," said Wang Ting-Yu, a senior member of the Taiwanese Parliament's defense committee. "But if Xi Jinping has learned the lesson that he wouldn't make the strategic and tactical mistakes like Putin, that Putin is stupid but Xi Jinping is smart, the lesson of how to win a war instead of how to not have a war—then the Ukrainian lesson may become a tragedy for China."

REVIEW

For Estranged Dads, Father's Day Is a Painful Reminder

Divorce, cultural changes and communication problems can make it hard for men to repair their relationships with the children they love.



ing work and autonomy at the center of their lives.

Today's fraught political environment doesn't help matters. A Reuters/Ipsos poll conducted shortly after the 2016 election found that 16% of respondents had stopped communicating with a friend or family member over politics. This was the case for Joseph, a dad in my practice: "I voted for Trump in the last election, and my son who's gay said he can't have a relationship with me because Trump puts people like him at risk. He said if I'm endorsing him then I'm endorsing violence against him."

Joseph and his son were close, and he didn't agree with Trump's rhetoric about LGBTQ issues, but he's a lifelong Republican who always goes with the party's candidate. "The idea that I'll never see him again because I voted for a politician, I just can't make any sense of it," he said. While Joseph was supportive of his son's sexuality, not all fathers are, and numerous studies show that a child's LGBTQ identity often results in less contact and more negative interactions with parents, especially dads.

Changes in the way we think and talk about childhood also contribute to divisions. "My daughter says I emotionally abused her when she was growing up and that it was traumatic for her," Richard, a CEO of a midcap company, told me. "Traumatic? I coached her soccer, helped her with her college essays, traveled with her. I'm not saying I was a perfect parent. But, abusive? No. Never!" He pulled out his phone to show me photos sitting by her at a campfire when she was three, rafting down the American River with him as a teen, high-fiving each other at the summit of Mt. Rainier in her early 20s. "Does that look like a traumatic childhood to you?"

But his daughter sees things differently. It's a common generational divide, due in part to an expanding definition of abusive or neglectful behavior. Unfortunately, fathers are more likely than mothers to respond with hostility when they feel disrespected or rejected, which only weakens the motivation a child might have to forgive or heal. Based on my research and the thousands of estranged dads I've counseled, my advice to fathers is: Don't defend, don't blame, and don't criticize. Instead of asking your child "Why are you doing this to me," say "I know you wouldn't do this unless you felt like it was the healthiest thing to do."

Richard was able to eventually reconcile with his daughter by accepting that his behavior was far more hurtful to her than he realized, making amends, and committing to doing better in the future. When healing isn't possible, you can survive Father's Day by remembering your child is not the ultimate arbiter of your value as a parent. They can have their opinions, but their dissatisfaction doesn't refute your years of love or positive contributions to their lives.

Joshua Coleman is a psychologist and senior fellow at the Council on Contemporary Families, and the author of the book "Rules of Estrangement: Why Adult Children Cut Ties and How to Heal the Conflict."

By JOSHUA COLEMAN

Michael has three grown daughters who haven't spoken to him for four years. His ex-wife ended the marriage over their lack of compatibility, but his daughters blame him for breaking up the family. "I haven't gotten a Father's Day card since my marriage ended, and I'll be shocked if I get one this year," he told me. "It's like I don't even exist. My oldest daughter is getting married and I'm not even invited." Looking surprised by his own admission, he added, "I've never been so sad about anything in my whole life."

I see a lot of clients like Michael in my psychotherapy practice: fathers who vowed to be better dads than their own but now face the prospect of missing their children's graduations or their grandchildren's birthday parties. A study published last year in the *Journal of Marriage and Family* by sociologist Rin Rezek and colleagues suggests that

26% of fathers experience a period of estrangement from their adult children at some point, four times the rate for mothers. Dads are especially vulnerable to becoming estranged from their daughters.

There are a number of reasons why parental estrangement may be on the rise for fathers. One is that children are far less likely to grow up with a father than in decades past. The research group Child Trends found that in 2016 about 40% of births in the U.S. occurred outside of marriage, up from 28% in 1990. Sociologist Frank Furstenberg explains that fathers who never marry "are more likely to fade out of their children's lives, having little or no contact as the children grow up." When that occurs, children may have little motivation to re-establish contact even if the father reaches out later in life.

In my own practice and research specializing in family estrangements, I often see how divorce puts dads at risk. To regain a sense of control, children often seek to assign blame to one parent. Divorce

can also lead to disparagement of one parent by the other. "Mothers are sometimes gatekeepers, preventing or making it difficult for children to have contact if they are in conflict with the father after divorce or separation," said Phil and Carolyn Cowan, professors emeriti of psychology at UC Berkeley.

Remarriage and parental dating bring new people into children's lives who are often perceived as competing for emotional and material resources. Research shows the children aren't just imagining it. When fathers repartner later in life, they are more likely to prioritize the romantic relationship and new children, while ties to their pre-existing children often become weaker. This may also occur because new wives or partners are likely to prioritize their own children and ex-

tended families, which may also cause dad's children and extended family relations to suffer.

Of course, it's not just divorce that limits fathers' involvement. Men—divorced or married—are sometimes less willing or able to engage in the kind of communication necessary for a good relationship with adult children. They're also less likely to seek guidance or corrective feedback from family or friends when things start to unravel. "Men's main problem is not self-loathing, stupidity, greed, or any of the legions of other things they are accused of," writes psychologist Thomas Joiner in "Lonely at the Top: The High Cost of Men's Success." "The problem, instead, is loneliness; as they age, they gradually lose contact with friends and family," often as a result of plac-

26% of fathers experience a period of estrangement from their adult children at some point.



WORD ON THE STREET
BEN ZIMMER

A Stage Bow for A Bendy Term

AT THE TONY AWARDS last Sunday, "Kimberly Akimbo" was the big winner, taking home five awards including best musical. Among its many achievements, the show merits accolades from lovers of peculiar words, simply for using "akimbo" so prominently.

Based on a 2001 play by David Lindsay-Abaire, who worked with composer Jeanine



Kimberly (played by Victoria Clark) befriends a boy named Seth (played by Justin Cooley), a word nerd of the first order. Seth is a proud member of the Junior Wordsmiths of America, a group dedicated to "the puzzleistic arts."

After meeting Kimberly, Seth sets about finding an appropriate anagram for her name. He ultimately discovers (in a musical number called "Anagram") that the letters of "Kimberly Levaco" rearrange to spell "Cleverly Akimbo." The word "akimbo" aptly encompasses how Kimberly's life is askew, thanks to both her unusual condition and her dysfunctional family.

In the original stage play,

the character of Jeff (who became Seth in the musical) explains the word to Kimberly: "It's...bent. You know, when your hands are on your hips, then your arms are akimbo." Indeed, the phrase "arms akimbo" is probably how most people have encountered the word—at least before "Kimberly Akimbo" provided a novel context for it.

While "akimbo" might look like it comes from an Asian or African language, it was actually formed in the English of the medieval era. The phrase "in kenebowe" was used in Middle English to mean "at a sharp angle." The "kenebowe" part may have originally referred to the bend ("bowe") in

the handle of a jug or pot ("kene"). Just think of the children's song "I'm a Little Teapot" for the analogy between a curved handle and an arm with elbow turned outward.

Indeed, the word "elbow" is a distant cousin of "akimbo," since they share the "bow" element that historically describes something that bends. The Germanic root of "elbow" literally means "bend of the forearm." Oddly enough, "buxom" is also etymologically related, since it started off as "bowsom," meaning "easily bent" or "pliable," before it shifted to mean "vivacious" and then "healthily plump" or "full-bosomed."

"Akimbo" has undergone its own semantic shifts since the word assumed that form in the 17th century. (It mutated from "on kenbow" to "on kimbow" to "a-kimbo" before settling into its modern spelling and pronunciation.) While arms were long the only body parts the term could apply to, "legs" joined with "akimbo" as early as 1833, in a story in which a tailor is depicted as sitting on a bench "with his legs akimbo." And limbs so described could be splayed or askew, not simply bent at acute angles.

Over time, other things in skewed positions took on "akimbo" as well. An 1835 obituary of a Scottish theater actor in the Edinburgh newspaper the *Caledonian Mercury* recalled him appearing "with his hat a-kimbo," suggesting the hat lay crookedly on his head. More figuratively, the British journalist Ivor Brown observed in 1943 that "stage people" used "akimbo" when referring to someone "overacting." The word has taken on more poetic resonances as well, as when the Canadian writer Don McKay began a 2000 poem, "To stand with mind akimbo where the wind ruffles the ridge."

As Merriam-Webster's Dictionary observes, "arms akimbo" was originally a "fairly neutral" description, but it now may imply "a posture that communicates defiance, confidence, aggressiveness, or arrogance." The protagonist of "Kimberly Akimbo" might not be aggressive or arrogant, but she does stand quietly defiant in the face of her heartbreaking circumstances. Those who follow the twists and turns of her story may now find brand-new ways to apply that bendy old word.

[Akimbo]

Tesori to adapt it into a musical, "Kimberly Akimbo" tells the story of a teenage girl named Kimberly Levaco who suffers from a disease that makes her age more than four times as quickly as normal.

REVIEW

MIND & MATTER

ALISON GOPNIK

How Money Helps to Build Brain Power



WE KNOW THAT children who grow up poor are much more at risk for problems later on, from mental and physical health issues to lower education levels and less income as adults. It's one of the clearest and most worrying results in psychology. Among other things, children from low-income families are more likely to develop anxiety and depression. More recently, we've also discovered that low income is associated with physical changes in brain development. For example, children from low-income families tend to develop a smaller hippocampus—a part of the brain that is important for learning and memory.

The big question is how we could fix this. A new paper published in the journal *Nature Communications*—by Katie McLaughlin and David Weissman at Harvard and their colleagues—suggests that money can make a difference and so can certain social policies.

Low income is associated with many factors: the place you live, how much social support you can count on and the stresses you experience. In particular, low-income families face more stress, and we know that stress has important effects on brain development. But development is complicated; different social and physical and neurological changes all interact, so it's hard to know exactly how you could relieve that stress. All this complexity might make it hard to design effective interventions.

Could something as simple as money help? F. Scott Fitzgerald once wrote, "The very rich...are different from you and me," to which Ernest Hemingway responded: "Yes, they have more money." Does low income hamper the capacity of children and adolescents? Do we make things better with large-scale social policies like child tax credits, Medicaid or other programs that get more direct financial aid to low-income families?

The paper came out of a very large study of young brains and minds. The researchers got brain scans of over 10,000 children, ages 9-11, in 17 states and also assessed their psychological development. As in earlier studies, they found that lower family incomes



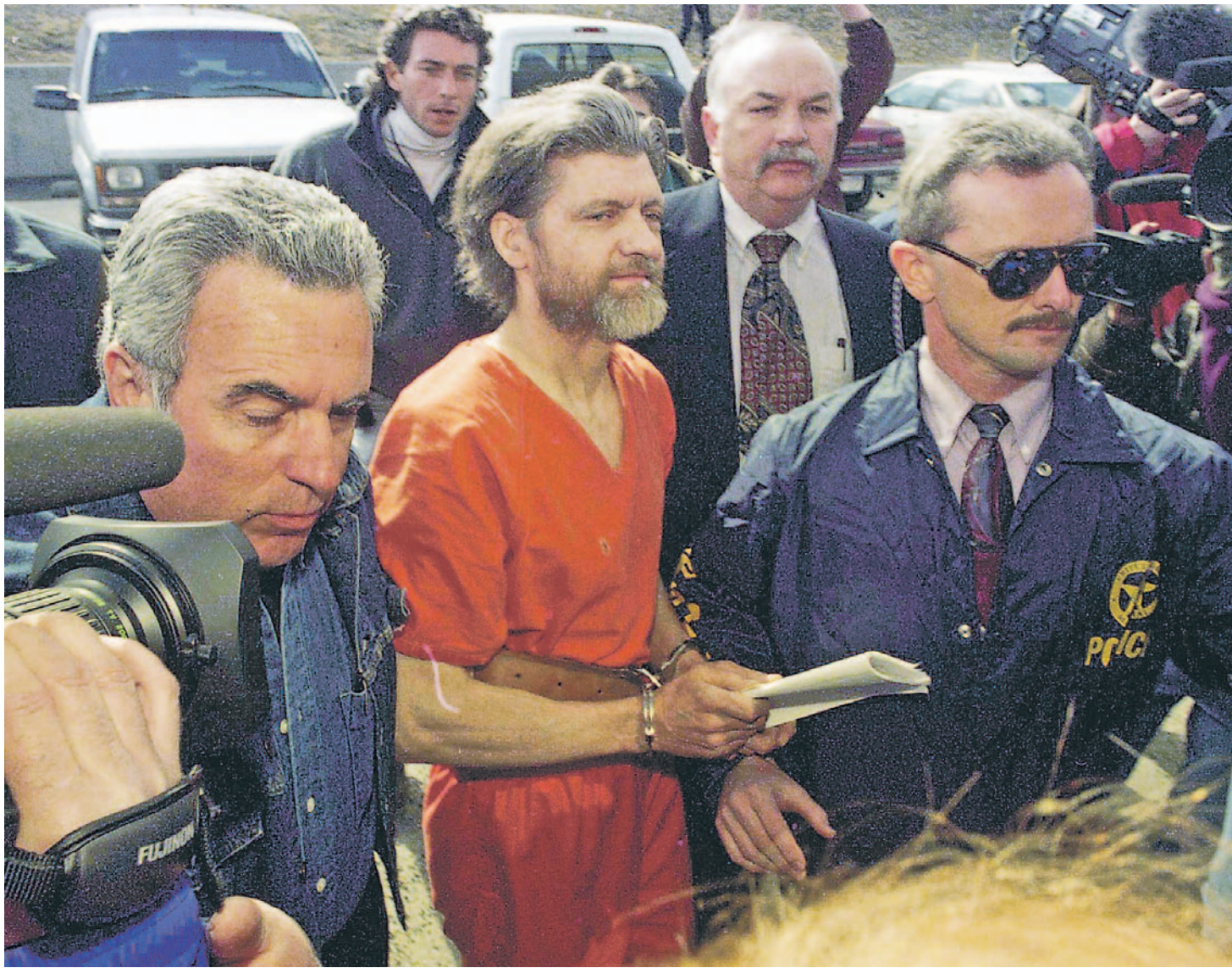
were associated with problems like anxiety and depression and with smaller hippocampi.

But because they looked at so many children from so many different states, they could also compare states with higher or lower costs of living. And because states have very different social policies, they could compare children in states that have more generous child tax credits and expanded Medicaid, like Maryland and Vermont, with states that don't, like Florida and Utah.

Money did matter. On average, wherever there was a higher cost of living, the effects of lower income on the brain and mind were greater. And the same effect held true for social policies—where assistance was more generous, low income had less impact. Moreover, the effect of social policies only kicked in for children who were eligible for those benefits; they didn't have an effect on richer children.

Correlation doesn't necessarily imply causation, but the researchers also controlled for a lot of other differences among the states, like population density, political preferences and education levels. Ideally, you would want a controlled study where families randomly received more income and you could track the effects on the children over time. A study like this called *Baby's First Years* is under way, and the first results are promising. But meanwhile, this study provides some guidance and hope.

Making children's lives better is valuable in its own right, of course. But ultimately, an investment in children could also be cost-effective, yielding more productive, thriving adults.



Theodore Kaczynski (center) at his arraignment in Helena, Mont., April 1996.

The Unabomber's Ideas Aren't So Marginal Now

While Theodore Kaczynski spent the last three decades of his life in prison, many of the radical views he outlined in a published manifesto were gaining support on the right and the left.

BY ADAM KIRSCH

On Sept. 19, 1995, readers of the *Washington Post* opened their newspapers to find a special section entirely devoted to a single, 35,000-word essay. Still more unusual was the way the article had found its way into print. America's most wanted terrorist, an anonymous individual then known only as the Unabomber, had offered to stop mailing bombs if the paper published his manifesto, "Industrial Society and Its Future." At the urging of the FBI, the *Post* agreed, with the *New York Times* sharing the cost of printing.

As it turned out, the publication didn't just mark the end of the Unabomber's campaign of terror, which had killed three people and wounded more than 20 over the previous 17 years. It also led directly to the arrest and conviction of Theodore Kaczynski, a math professor turned hermit, whose brother recognized the manifesto as his work. Kaczynski was sent to prison, where he died this past week at the age of 81.

At the time, the manifesto set off a debate about media ethics, but virtually no one expressed much interest in the ramblings of a mad bomber. Reading "Industrial Society and Its Future" today, however, what's striking isn't the weirdness of Kaczynski's ideas, but their familiarity. The obsessions that turned him into a killer have become mainstream, from hatred of what was not yet called "wokeness" to fear that artificial intelligence will render human beings obsolete. Even the format of the manifesto—a relentless march through 232 numbered paragraphs, laying out the source of every problem in the modern world—feels less crankish today, now that the Internet has turned tweetstorms and "rants" into familiar genres.

In his complete rejection of modern American society, Kaczynski cut across ideological lines. Some of his sentences could get applause from conservatives: "In the United States, a couple of decades ago when leftists were a minority in our universities, leftist professors were vigorous proponents of academic freedom, but today, in those of our universities where leftists have become dominant,

they have shown themselves ready to take away from everyone else's academic freedom."

Kaczynski, who once taught at UC Berkeley, was especially incensed by "political correctness" in language: "Broad" and "chick" were merely the feminine equivalents of "guy," "dude" or "fellow," he writes. "The negative connotations have been attached to these terms by the activists themselves."

Other views, meanwhile, would get a warm reception in many faculty lounges. Kaczynski rails against "blather and obfuscation from the people who have power" on environmental issues, while "we keep on piling up environmental problems that our grandchildren will have to live with." The manifesto begins with a declaration that "The Industrial Revolution and its consequences have been a disaster for the human race," a view shared by Greta Thunberg, who has described the British as "climate villains" because the Industrial Revolution took off in 18th-century Britain.

Above all, "Industrial Society and Its Future" reflects the mind of a conspiracy theorist—a type that has become increasingly common in American politics. Kaczynski's hate-list is long and eclectic, including feminists, scientists, corporations, the media and "big government." But like other conspiracy theorists, he sees all these agents of ruin as expressions of a single malevolent power that must be defeated at any cost, even violent revolution. For Kaczynski, that enemy isn't the 1%, the swamp, or "elites," but something even harder to stop: technological progress.

Part of his indictment of progress is that it has "inflicted severe damage on the natural world," and this is the element of Kaczynski's message that resonates with environmentalists today. "I've recently been reading the collected writings of Theodore Kaczynski. I'm worried that it may change my life," wrote the British thinker Paul Kingsnorth in an influential 2013 essay, "Dark Ecology." While rejecting the Unabomber's violence, Kingsnorth was "convinced by the case he makes," particularly the idea that modern society is incapable of reforming itself. Instead of mailing bombs, Kingsnorth calls on people of conscience to withdraw from the modern world and "build refuges" to protect themselves from its impending collapse.

In this way, radical environmentalism, which is ordinarily thought of as a leftist movement, converges with far-right groups that want to withdraw from society, such as survivalists and militias. Kaczynski himself lived "off the grid" in a primitive wooden shack in Montana, and in his manifesto he writes nostalgically about a time in American history when "A man might be born and raised in a log cabin, outside the reach of law and order and fed largely on wild meat."

The most important thing technology has deprived us of is this

kind of autonomy—the power to shape our lives by our own values. Kaczynski argues that human beings gain self-esteem and self-confidence by achieving their goals through personal effort. But our society is so complicated, bureaucratic and technological that it is impossible for individuals to control their destinies, or even to feed themselves. The manifesto holds this loss of autonomy responsible for just about every social and personal ailment imaginable, including "boredom, demoralization, low self-esteem, inferiority feelings, defeatism, depression, anxiety, guilt, frustration, hostility, spouse or

child abuse, insatiable hedonism, abnormal sexual behavior, sleep disorders, eating disorders, etc." That list is a perfect expression of Kaczynski's monomania, his belief that every problem has the same solution. But the basic idea that the only dignified life is an independent one is very much in the American grain. And his sense of crisis, his belief that technology was on the brink of making the planet unlivable, is now shared even by many of the people who create that technology.

Writing about artificial intelligence in 1995, Kaczynski warned: "If the machines are permitted to make all their own decisions...the fate of the human race would be at the mercy of the machines." Last month, some of the world's leading AI researchers signed a statement that said "Mitigating the risk of extinction from A.I. should be a global priority," comparing it to the danger of nuclear war.

Theodore Kaczynski became the Unabomber because he believed that only spectacular violence could gain a hearing for his ideas. "If we had never done anything violent and had submitted the present writings to a publisher, they probably would not have been accepted...In order to get our message before the public with some chance of making a lasting impression, we've had to kill people," he wrote in the manifesto. Almost 30 years later, it turns out that all he needed to do was wait.



The cabin where Kaczynski lived in Lincoln, Mont., had no electricity or running water.

REVIEW

How to Find Comfort When a Beloved Pet Dies

There are few accepted ways to publicly grieve for an animal companion, but the words of writers and other pet lovers can help.



By Sara Bader

In 2012, I said goodbye to my cat Snowflake. Her death didn't come as a surprise: She had been sick for some time and was getting progressively thinner and frailer over the summer and fall. Still, it was impossible to fully prepare for the depth of sorrow I experienced. Mourning her absence was breathtaking in a literal sense; it took the wind out of me. We had inherited each other at the end of a long relationship—my boyfriend of more than a decade had moved out, and Snowflake had stayed. It wasn't until Snowflake and I were living together, just the two of us, that we forged a deep friendship.

In the days and weeks that followed the final trip to the vet, I couldn't focus and barely ate. Coming home after a long day of work was especially heartbreaking—each time a fresh reminder that her reassuring presence would never greet me again. As I swung open the door, loneliness would set in. I knew I was going

to miss her, but I was blindsided by the intensity of my grief. Feeling unmoored and disoriented, I searched for writing about pet loss that would help put my experience in perspective. I needed help, and who better to consult than the world's finest writers?

I soon learned that my sense of desolation was specific and personal but hardly unique. Returning home at the end of the day was equally brutal for Raymond Chandler and his wife after their black Persian cat, Taki, died: "Even now we dread to come into the silent empty house after being out at night," he confessed. Emily Dickinson was so wrecked by the passing of her Newfoundland dog, she asked for help: "Carlo died," she announced in a letter to her friend Thomas Wentworth Higginson in January 1866. "Will you instruct me now?"

If we struggle to prepare for the emotional shock of saying goodbye to an animal companion, our culture is even less equipped to support us. Published obituaries and memorial services for

pets are still considered unconventional, and employees are rarely offered bereavement days for the death of a dearly loved animal—a puzzling disconnect, given that losing a pet, for many, can be as devastating as the loss of a relative or friend. "The death of a dog," writes novelist Ann Patchett, "hit me harder than the deaths of many people I have known."

Although social media has provided a communal space for memorializing our pets, there is still embarrassment, even shame, about openly sharing the wave of emotion that washes over many of us when we lose an animal friend. We need to find ways to normalize those feelings, to narrow the gap between the intensity of our grief and the culture's inadequate response to our sorrow. The language already exists: Shards of heartbreak, wisdom and advice are buried in gorgeous personal writing by authors, artists and other celebrated voices over the centuries.

Ethel Smyth, who in 1903 became the first female composer

to perform her work at the Metropolitan Opera, memorialized her large and loyal dogs in the pages of her memoirs: Marco, whom she described as "half St. Bernard, and the rest what you please," along with a succession of sheepdogs. Writing about her love for them helped remove "a few sharp thorns from her heart." But sharing her grief with readers provided something else, too: "I want to join hands with those who are traveling the same road, and make them feel that they are not alone in their sorrow."

Smyth died nearly 80 years ago, but if she were alive now she might follow the much-loved Instagram account of Steve Greig, who provides a nurturing home for elderly dogs with assorted medical needs. (He also cares for a pig named Bikini, a chicken named Betty, and a turkey named Cranberry.) Greig is more familiar with pet loss than most of us: Each time one of his elderly animals dies, he welcomes another. A year after he lost one of his beloved dogs, he remembered an especially comforting gesture of condolence he received: "When Kitty died one of my friends came over to my house that evening, found me upstairs, pulled me out of my chair and gave me the longest, most loving hug of my life. Those few seconds allowed me to grieve openly, which was something I really needed."

The words of Smyth and Greig give me hope that there are tangible ways we can support each other through the choppy emotional channels of pet loss. We can fully acknowledge the heartache—our own and each other's—and create space to share grief openly, without sheepishness or shame.

Sometimes I imagine organizing a gala for pet love and loss that spans geography and time, bringing together voices from the past and present in one spacious room. A massive celebration! I can picture Billie Holiday and Fiona Apple bonding over their cherished dogs, Mister and Janet; P.G. Wodehouse and Georgia O'Keeffe trading memories of his angelic Pekingese Squeaky and her protective chow chow Bo, who often joined her on painting excursions; and Winston Churchill telling everyone about Rufus, his miniature poodle and "closest confidant." It wouldn't be socially awkward, not for a minute: They would have heartbreak in common and plenty of stories to tell.

This essay is adapted from Sara Bader's new book, "The Book of Pet Love & Loss: Words of Comfort and Wisdom from Remarkable People," published last week by Simon & Schuster.

HISTORICALLY SPEAKING

AMANDA FOREMAN

The Royal Origins Of Tennis



FOR THE 136TH Wimbledon Championships, opening on July 3, lady competitors will be allowed to ignore the strict all-white clothing rule for the first time—though only as it applies to their undergarments. Tennis may never be the same.

The break with tradition is all the more surprising given the sport's penchant for strict etiquette rules and dress codes. The earliest recorded version of tennis was a type of handball played by medieval monks in France. Called "jeu de paume," "game of the palm," it involved hitting a leather ball against the cloister wall.

As the sport spread beyond the monastic world, it gained a new name, "tenez," the French word for "receive." It had instant social cachet, since it could only be played in large, high-walled courtyards, thus narrowing the pool of players to kings and aristocrats.

Early "tenez" was not without its dangers. Legend has it that King Louis X, who introduced the first covered courts, took ill and died after an overly strenuous match in 1316. In 1498 another French king, Charles VIII, suffered an untimely end after banging his head on a lintel while hurrying to his tennis court.

By the 16th century, the game had evolved into a cross between modern squash and tennis. Players used angled wooden rackets, and the ball could be bounced off the walls and sloping roof or hit over the net. This version, known as real or royal tennis, is still played at a small number of courts around the world.

The Royal Tennis Court at King Henry VIII's Hampton Court Palace, outside London, was the most luxurious in Europe, but the sophisticated surroundings failed to elevate



on-court behavior. In 1541, Sir Edmund Knyvett was condemned to have his hand chopped off for striking his opponent and drawing blood. Henry ended up granting him a reprieve—more than he did for wives two and five.

The association of tennis with royal privilege hastened its demise in the 18th century. On June 20, 1789, Louis XVI's tennis court at Versailles hosted one of the most important events of the French Revolution. The new National Assembly gathered there after being locked out of its premises, and made a pledge, the Tennis Court Oath, not to disband until France had a constitution. It was a very brave or very foolish person who played the game after that.

Modern tennis—known at first as "lawn tennis," since it was played on a grass court—began to emerge in the 1870s, when an eccentric British Army major named Walter Clopton Wingfield invented a version of the game using rubber balls. His name for it—"Sphairistike," from the Greek word for ball playing—never caught on. But the social opportunities offered by tennis made it extremely popular among the upper classes. The exclusive All England Croquet and Lawn Tennis Club in Wimbledon, whose championships began in 1877, inspired imitators on both sides of the Atlantic.

Unfortunately, many tennis players expended nearly as much effort keeping the "wrong sort" out as they did keeping the ball in. For years, the major tennis tournaments offered no prizes and were only open to amateurs, meaning the wealthy. Professionals were relegated to a separate circuit.

Tennis's own revolution took place in 1968, following sustained pressure from players and fans for the Grand Slam Tournaments to be open to all competitors. Fifty-five years on, the barricades—and the barriers—are still coming down.



EXHIBIT

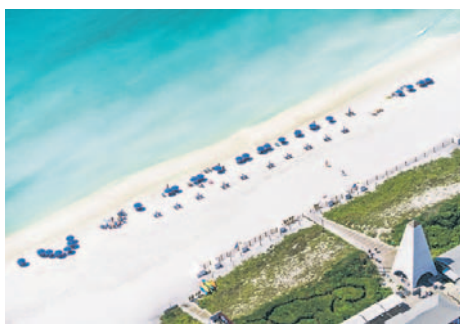
On the Beach

PHOTOGRAPHER GRAY MALIN

has made a name for himself by looking down on the beach scene—literally. In his new book "Coastal" (Abrams), a helicopter-borne Malin captures boats, umbrellas, people and their shadows, all forming geometric patterns. "The beach is my canvas," he says, and in the book he ranges across the U.S., photographing the ritzy Jonathan Club in Santa Monica, Calif., the laid-back beaches along Florida's Scenic Highway 30A and the harbor at Manchester-by-the-Sea, Mass.

In other pictures, what seems like all of Chicago wades into Lake Michigan, and San Francisco fog hangs over ocean waves before they break. In Hawaii, Malin hovers above Hole 17 at the Four Seasons Hualalai golf course, where the turf, cart path and bunkers form a constantly curving world among lava rocks. Near Sydney, Australia, the huge Icebergs swimming pool juts out from the rocky shoreline.

Malin comes down to earth for the funniest photo in the book. In a scene of identical beach chairs shaded by nearly identical umbrellas, the photographer himself seems deep in conversation with his neighbor—a Dalmatian. —Peter Saenger



Gray Malin's photographs of beaches in Oahu (left) and Florida (above right).

ADAM POWELL

GRAY MALIN (2)

THOMAS FUGES

REVIEW



By HAL HERSHFELD

The Benefits of Getting to Know Your Future Self

Many of us feel little connection with the person we'll be decades from now. That can lead to shortsighted behavior that hurts us in the long run.

Is future you...you? It might seem like a strange philosophical question. But the answer to how you think about your future self could make the difference between decisions you ultimately find satisfying and ones you might eventually regret.

A growing body of research suggests that in many ways, our future selves can seem to us like other people, even strangers. To get a sense of this, try picturing your next birthday, and then picture your birthday 20 years from now. In both cases, you probably visualized typical things associated with a birthday: a cake, a celebration, family, friends. But in the first, you probably see the scene unfolding in front of you; in the second, if you are like many people, you might picture yourself as a separate person.

That haziness around your future self is not just about unpredictability. In research published in the *Journal of Personality and Social Psychology*, Emily Pronin of Princeton University asked groups of students in college dining halls to describe either a meal they were currently eating or one a couple of decades in the future. The students envisioning their future meal were about four times as likely to use a third-person point of view, saying "he" or "she" to describe their future selves, rather than "I"—as if they were outside observers witnessing the scene.

I've had similar results in my own research. The brain patterns that emerge on an MRI when people think about their future selves most resemble the brain patterns that arise when they think about strangers.

This finding, replicated by other research groups, suggests that, in the mind's eye, our future selves look like other people.

This can have major implications for our present actions. If you see future you as a different person, why should you save money, eat healthier or exercise more regularly to benefit that stranger? Yet, as philosopher Derek Parfit puts it, "We ought not to do to our future selves what it would be wrong to do to other people." If you see the interests of your distant self as more like those of your present self, you are considerably more likely to do things today that benefit you tomorrow.

In research that I and others have been conducting for more than 15 years, it turns out that people fall somewhere along a spectrum: Some feel a stronger sense of emotional overlap with their future selves, others a weaker one. And those differences can have profound consequences. In one project, my team surveyed people age 20 to 86, asking them to rate how similar they feel to

their selves 10 years in the future. Participants were presented with seven pairs of circles, ranging from completely separate to nearly completely overlapping, and were asked to choose the set that best represented their perceived similarity. Only about half were relatively close. The rest chose options in the middle or mostly to fully separate.

Those who felt more overlap with their future selves in the study accumulated more financial assets. Our findings, published in the journal *Judgment and Decision Making*, showed those people had amassed about 35% more wealth compared with those with below-typical levels. These results remained robust even after considering other factors that could influence asset accumulation, such as age or educational background.

Our relationships with our future

selfes extend beyond financial considerations. In another study, Taya Cohen, Leigh Thompson and I examined responses to business dilemmas that involved a trade-off between financial gain and ethical concerns. We found that people testing at the high end of similarity to their future selves endorsed approximately half as many unethical strategies as those at the low end.

Furthermore, Michael Bixter and colleagues, in a paper in the journal *PLOS One*, revealed that college students who experienced a greater sense of connection and similarity to their future selves were more likely to achieve academic success. Each degree of increase on the similarity scale corresponded to an improvement of approximately one-tenth of a point in grade-point averages.

Relationships with our future

Our future selves can seem to us like other people, even strangers.

selfes also matter for general psychological well-being. In a project led by Joseph Reiff, we analyzed data from the University of Wisconsin's National Survey of Midlife Development in the U.S., which includes 5,000 adults age 20 to 75. We found that those who perceived a great overlap in traits between their current and future selves ended up being more satisfied with their lives 10 years after filling out the initial survey. The correlation with finding satisfaction in life was comparable to the impact of major factors such as relative income and educational background.

So how can we better befriend our future selves and feel more connected to their fates?

For one, consider a technique that charities use to increase donations: They make the recipients more identifiable. When the potential beneficiaries of charity are singled out, it's easier to identify with them and see the world through their eyes.

My collaborators and I have been trying to produce that psychological mind-set with what we call "vividness interventions." We have found, for instance, that showing people images of their older, grayer selves—produced with the help of graphic artists and algorithms that mimic the aging process—increases intentions to save for the long term. In one study among a group of nearly 50,000 retirement account holders in Mexico, exposing people to such images led to a 16% increase in the number who chose to make an additional deposit to their accounts.

In a similar experiment in rural Kenya, economists Anett John and Kate Orkin asked thousands of women to engage in a theoretical conversation with their future selves as a visualization technique. Then the researchers tested the women's propensity to take specific steps with long-term benefits. The participants in the study exhibited a 22% higher likelihood of using free tablets to chlorinate their household drinking water, as well as a 26% increased propensity to save money regularly over a 10-week period, compared with a control group.

Besides such visualization exercises, you might try writing a letter to—and then from—your future self. As demonstrated by Yuta Chishima and Anne Wilson in their 2020 study in the journal *Self and Identity*, when high-school students engaged in this type of "send-and-reply" exercise, they experienced elevated levels of feelings of similarity with their future selves.

Letter-writing and visualization exercises are just a couple of ways we can connect with our future selves and beyond, but the larger lesson here is clear: If we can treat our distant selves as if they are people we love, care about and want to support, we can start making choices for them that improve our lives—both today and tomorrow.

Hal Hershfeld is a professor and behavioral scientist at UCLA's Anderson School of Management. This essay is adapted from his new book "Your Future Self: How to Make Tomorrow Better Today," published by Little, Brown Spark.



I Am Not Goofy Goggles Material. Until I Am.

A tech skeptic resists early adoption, but then, all bets are off.

I'M GOING TO WIND up in those goofy goggles, aren't I? That was my delayed reaction to seeing last week's launch of the new Apple Vision Pro, which I will now rechristen as the Goofy Goggles, because nobody who isn't trying to get a raise in Cupertino is going to call them the Apple Vision Pro.

Immediately, I thought: not for me! Too big, too bulky, too goofy and way, way too expensive (\$3,499). While I listen carefully to everything the Journal's Joanna Stern says—and she came away cautiously impressed about the device's immersive, virtual/augmented "mixed" reality—my early instinct was that this was another technological breakthrough that I would be skipping.

Then I started thinking about my own tech history. I am not what Silicon Valley would call "an early adopter." I am more of what you call a "skeptical jerk"—as in, a hopelessly self-amused curmudgeon, suspicious of enthusiasms, who sees newfangled devices and finds all the ways they will never be integrated into my life, because, as everyone knows, my life is perfect, and needs no further technological assistance.

How I laughed at cellphones when I first saw them! Lots of us did. *Who does this schmuck think he is, talking in his Celica?* Whose life could be so important that they couldn't use a regular pay phone? Heart surgeons, perhaps! Mountain climbers, maybe. Richard Gere in "Pretty Woman." Nobody else.

I felt similarly about the early touch-screen smartphones, which seemed equally self-important, and far too much technology to lug around. Type an email on my phone? *Ha ha right, never.* I was not going to be the type of person who sat and watched a movie shrunk down on a phone—until I became the type of lunatic who



watched a movie shrunk down on a phone.

I definitely pooh-poohed wireless earbuds, which are now ubiquitous, made by a zillion different manufacturers. *Nobody's going to wear those,* I thought. When I saw someone walking down the street, chatting away, seemingly talking to an imaginary friend—I laughed and laughed and wondered if they knew how silly they looked.

Now I take calls on earbuds, looking like I'm talking to an imaginary friend.

What I'm trying to say is I'm a pushover, all talk, walking through the airport with a carry-on bag full of stuff I swore I'd never buy. I know I am not alone. The history of

technology is filled with consumers who rejected radical ideas until they caved and joined the masses. Stubborn humans once resisted refrigeration. Air travel. Suburbs. Pickleball.

The goggles want to be transformative technology, opening up new virtual worlds and experiences. Some of the features do sound intriguing. I can't wait for my kids to hang up on me in 3-D FaceTime.

Still, I keep thinking: goofy. The manufacturer is a famously design-obsessed company, which has never found an object it couldn't streamline and de-button. Surely they wanted to make a statement, to compete with the other

goggles out there, and still: you look like someone playing Laser Tag at a birthday in New Jersey in 1998.

I want to know if they'll make me queasy and they definitely need to come down in price. Way, way, way down. This was what Stern said in her newsletter: "Looks like a pair of ski goggles but costs more than a ski trip." I agree. I see that \$3,499 and think: *that's a very nice bonding adventure with my family.* Actually, I see that \$3,499 and think: that is a very nice bicycle, just for me and no one else to ride, ever.

Of course the price is going to come down, that's the nature of this evolution. When you were a child there may have been one lucky kid in the neighborhood who had a big color TV and allowed you to come over to watch "Magnum P.I." Now millions of people have living rooms that look like a Buffalo Wild Wings.

I'm not saying this is a lock. I'm not going to say this is going to happen. Who knows: I may never buy anyone's goggles, at any price. I'm out for now, but I've been out many times. It's very goofy of me, I'll admit it.



Undead Ex-Girlfriend
Lorrie Moore's new protagonist won't give up the ghost C10

BOOKS

THE WALL STREET JOURNAL. * * * *

Henry Threadgill
An improvised life in American music C12



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The Key To the Iron Cage

Animal Spirits
By Jackson Lears
FSG, 449 pages, \$32

BY JEREMY McCARTER

'ALL HISTORY is the history of longing," Jackson Lears has written. In four major works, ranging across subjects as varied as advertising, gambling and the search for grace, his gaze has turned to one form of longing in particular: our desire to escape the iron cage. That metaphor, as used by Max Weber, illustrates our modern predicament. Progress has left us mired in bureaucracy, disenchanted by science and severed from the nonhuman world.

According to Mr. Lears, the period between the Civil War and World War I was when the cage snapped shut. "Rebirth of a Nation" (2009), his study of American life in those years, traced how the modern corporation organized everybody's lives for maximum productivity, depriving us of our full, messy humanity. Our longing to regain our freedom peeks through all of Mr. Lears's books, sometimes in unexpected places. The craps table might be unsavory and slot machines addictive, but in "Something for Nothing" (2003), his book about the culture of chance, Mr. Lears suggested that they are also useful tools for rebelling against "the modern utopian fantasy of the systematically productive life." Bucking the system this way, bashing against the bars of our cage, satisfies a deep human craving, though not one that tourists think they're going to Las Vegas to assuage.

Now, in his fifth book, this note of longing at last finds full voice. In "Animal Spirits: The American Pursuit of Vitality From Camp Meeting to Wall Street," Mr. Lears offers a direct challenge to what he calls "the official conceptions of what America was (and is) all about"—which, again to evoke Weber, is the perspective of the guy holding the key to the cage. According to this positivist view, we are efficient workers doing efficient jobs in a world where nothing enchanted or spooky or even particularly irrational is going on. Mr. Lears unfolds, in abundant detail, another tradition. For generations, a few bold souls have thought, or preached, or simply lived out a defiant conviction: There is no cage.

You might have questions about all this, including "Didn't I just read this book?" Not long ago, George A. Akerlof and Robert J. Shiller also published a work titled "Animal Spirits." The two volumes share a presiding genius: John Maynard Keynes, who did more to popularize the titular phrase than anyone else. (He believed that most of the decisions we make are the result not of rational calculation but of a "spontaneous urge to action"—that is, animal spirits.) But the similarities between the books end there. Messrs. Akerlof and Shiller, a pair of economists, write like economists: Their argument is orderly, concise, bullet-pointed. Mr. Lears floats and darts and swoops—from indigenous wisdom to Romantic poetry, from "Tristram Shandy" to Bergson vs. Benda, from the Iraq war to neo-Lamarckian genetics and beyond.

Mr. Lears, a professor of history at Rutgers, gathers this superabundance because he's chasing a goal more expansive than Messrs.

'Civilization' is necessary but often soul-deadening. Its counterweight is spontaneity—raw vital energy.

The New Leviathan

Two top MIT economists argue that, when it comes to technology and progress, the state can make better decisions for society than a free and open marketplace

Power and Progress

By Daron Acemoglu and Simon Johnson
PublicAffairs, 546 pages, \$32

BY DEIRDRE N. McCLOSKEY

DARON ACEMOGLU and Simon Johnson have written a long, eloquent book arguing that technological progress is a decidedly mixed bag. They believe that the power of the state can and should be used to select the best of the goodies from the bag. The state, they argue, can do a better job than the market of selecting technologies and making investments to implement them.

Mr. Acemoglu is a prolific economist and a shoo-in for the Nobel Prize; his MIT colleague Mr. Johnson is an economist and professor of management. In "Power and Progress: Our Thousand-Year Struggle Over Technology and Prosperity" they claim that the billions of daily decisions by you and me—to venture on a new purchase or a new job or a new

turn new innovations tended to empower certain sections of society at the expense of others. The "power" that concerns them, in other words, is private power.

Since the 1920s, economists from John Maynard Keynes to Paul Samuelson to Joseph Stiglitz have been claiming, with increasing self-assurance though with surprisingly little evidence beyond the blackboard, that (1) private arrangements work poorly, (2) the state knows better, and (3) we therefore need more state. Messrs. Acemoglu and Johnson have long believed in this antiliberal syllogism. Statism recommends a growing Leviathan, as Mr. Acemoglu argued equally eloquently in "Why Nations Fail," a 2012 book with James Robinson.

We need, in other words, the legislation currently being pushed by left and right to try again the policies of antitrust, trade protection, minimum wage and, above all, subsidy for certain technologies. Messrs. Acemoglu and Johnson are especially eager to regulate digital technologies such as artificial intelligence. "Technology should be steered in a direction that best uses a workforce's skills," they write, "and education should ... adapt to new skill requirements." How the administrators of the Economic Development Administration at the Department of Commerce would know the new direction to steer, or the new skills required, remains a sacred mystery.

Choosing a path for a society and its economy is not the only role of Leviathan; distributing economic justice is equally important. "Government subsidies for developing more socially beneficial technologies," the authors declare, "are one of the most powerful means of redirecting technology in a market economy." Messrs. Acemoglu and Johnson regard the private economy as an inequality machine.

In former times, they write, "shared benefits appeared only when landowning and religious elites were not dominant enough to impose their vision and extract all the surplus from new technologies." Today we need the state to use its powers "to induce the private sector to move away from excessive automation and surveillance, and toward more worker-friendly technologies." Fear of surveillance is a major theme of the book; therefore "antitrust should be considered as a complementary tool to the more fundamental aim of redirecting technology away from automation, surveillance, data collection, and digital advertising."

"Power and Progress" puts forward a new statist agenda and argues against a foolish reliance on individual discovery and free entry into jobs and markets. Well, so what? What's wrong with their case for a new Leviathan, so long as it is advised by certain economists from MIT?

For one thing, Messrs. Acemoglu and Johnson use economic history uncritically. When they want to praise Progressivism, they do not mention its fascination with racism, eugenics, compelled sterilization and nativism, detailed in such works as Thomas C. Leonard's "Illiberal Reformers" (2016). When they want to tar capitalism

with slavery, they appeal to the recent "King Cotton" school, popularized in the "1619 Project." When they want to criticize the practice of surveillance in the early factories, they do not acknowledge the universality of surveillance in any organization, as analyzed for the Royal Navy in the economic historian Douglas Allen's book "The Institutional Revolution" (2011). When they want to cast doubt on the gains from early industrialization, they speak of "long hours" and "crowded cities" as though traditional jobs in the field and workshop did not have long hours and as if those who chose to go to cities seeking work went there mindlessly.

As an economic historian, I do admire their attempt to bring history to their argument. It's something Mr. Acemoglu does in all his books. But it's disastrous for real science to close your ears to the other side. Science advances by conjecture and refutation, both. If history is to be used, it must be tested. Messrs. Acemoglu and Johnson don't.

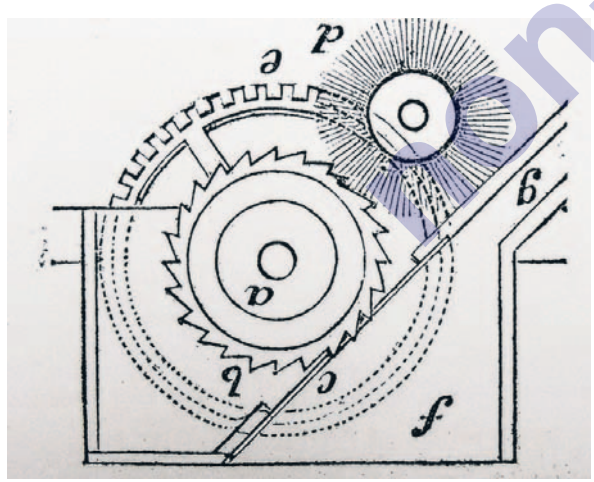
The deeper problem in the science of the book is its economics. Look at the numbers. During the past two centuries, the world has become radically better off, by fully 3,000% inflation adjusted. Even over the past two decades the lives of the poor have improved. The "great enrichment" after 1800 and its resulting superabundance has brought us out of misery. Even the poor workers who did not benefit in the short run have done so enormously in the long run. In 1960, 4 billion of the 5 billion people on the planet lived on \$2 a day. Now it's fallen to 1 billion out of 8, and the income average is \$50 a day. The state didn't do it, and forcing short-run egalitarianism or handing power to the Office of Economic Development can kill it, as it regularly has. Messrs. Acemoglu and Johnson see great imperfections in the overwhelmingly private sources of the enrichment. With such imperfections, who needs perfection?

Another way to see the problem is to remember the common sense, refined in Economics 101 and Biology 101, of entry at the smell of profit. Messrs. Acemoglu and Johnson seem to have missed out on those courses. The great fortunes they deprecate have the economic function of encouraging entry into the economy by other entrepreneurs who want to get rich. This competition cheapens goods and services, which then accrues to the poor as immense increases in real income.

Many fortunes, for instance, were made by the invention of the downtown department store. The profit attracted suburban competitors, and at the mall the department-store model began to fail. Jeff Bezos reinvented the mail-order catalog. He is imitated, and the fortunes are dissipated in enormous benefit to consumers called workers.

It's not the blackboard economics that Messrs. Acemoglu and Johnson proffer. It's what happened and happens in a liberal economy.

Ms. McCloskey holds the Isaiah Berlin Chair in Liberal Thought at the Cato Institute. Her latest book is "Beyond Positivism, Behaviorism, and Neo-institutionalism in Economics."



FIELD WORKER

The mechanism for Eli Whitney's cotton gin, 1849.

idea—do not "automatically" turn out optimally for ourselves or society. In particular, poor workers are not always helped by new technology. The invisible hand of human creativity and innovation, in the authors' analysis, requires the wise guidance of the state.

This is a perspective many voters increasingly agree with—and politicians from Elizabeth Warren to Marco Rubio. We are children, bad children (viewed from the right) or sad children (viewed from the left). Bad or sad, as children we need to be taken in hand. Messrs. Acemoglu and Johnson warmly admire the U.S. Progressive Movement of the late 19th century as a model for their statism: experts taking child-citizens in hand.

The authors begin with the questionable assertion that the most prevalent attitude toward technology today is a heedless optimism. "Every day," they write, "we hear ... that we are heading relentlessly toward a better world, thanks to unprecedented advances in technology." Their chapters then skip briskly through history—from the agricultural revolution of the Neolithic era, to the industrial revolution of the 19th century, to the Western postwar economic expansion of the 20th century—seeking to show how at each



Akerlof and Shiller's—which is saying something, considering they're trying to solve the riddles of psychology and economics. He wants to trace the fugitive survival of animism, the view that the universe is alive, amid the apparent dualism of modern life. He wants to show that many things we think we know about the world—that matter and spirit are separate, for instance—are conventions, not reflections of truth. This subject, he acknowledges in an

Please turn to page C8

BOOKS

'No matter where I lived, geography could not save me.' —ISABEL WILKERSON

FIVE BEST ON THE GREAT MIGRATION

Nicholas Dawidoff

The author of 'The Other Side of Prospect: A Story of Violence, Injustice, and the American City'



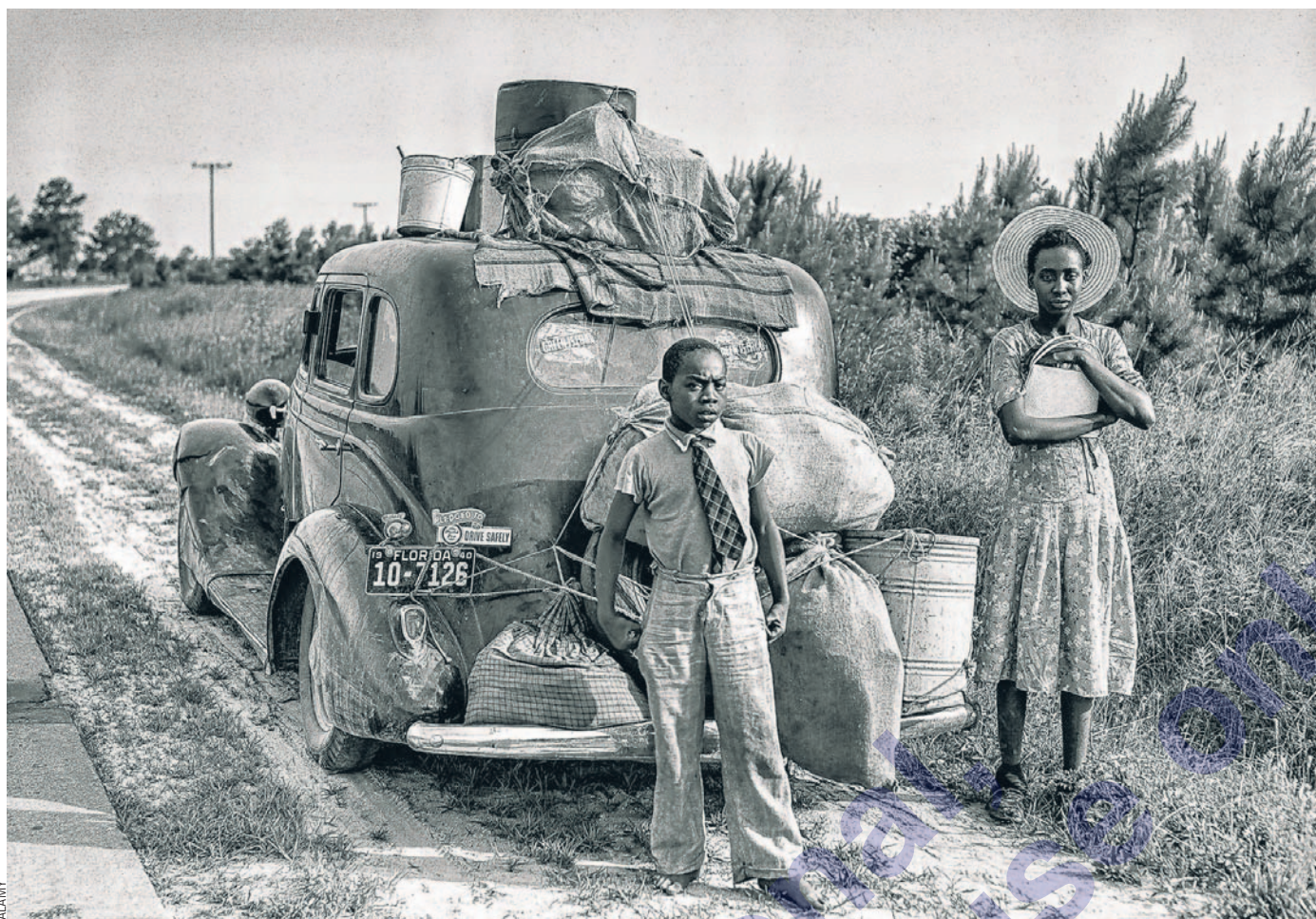
The Warmth of Other Suns
By Isabel Wilkerson (2010)

When Isabel Wilkerson's parents set out northward from Georgia and Virginia, they were part of the largest exodus by choice in American history. Between 1915 and 1970 more than six million African-Americans left the South for a better life. Ms. Wilkerson grew up in Washington, D.C., but considers herself "the daughter of immigrants." Her beloved nonfiction account is the result of her own "Odyssey": interviews with more than 1,200 Americans, oral histories she distilled to inform three representative Great Migration experiences. Ms. Wilkerson's book is especially meaningful to children and grandchildren in Great Migration families; a signal reason is her feeling for the interior lives of those who successfully traveled enormous distances, both physical and cultural. If much about back home was not portable, "the South was still deep within those who left, and the sight of some insignificant thing would take them back and remind them of what they once were." For Ms. Wilkerson's mother, a vase of Casa-blanca lilies brought to mind her own mother, gathered with friends on her porch swing, waiting for a night-blooming cereus to open. Once a year, at 3 in the morning, within the safe and private world of a woman's garden, this otherwise looked-past plant revealed its inner self, becoming something wondrous to behold.

Ms. Griffin creates a deeper understanding of Ralph Ellison, Toni Morrison, Ann Petry, Bessie Smith and many others by placing them in this historical and political context, but her nuanced interpretation of Richard Wright's migration books perhaps best discloses the past as present. In "Black Boy," Wright wrote, "I was now running more away

grandfathers with corn-liquor recipes. Sonny recalls discovering an attractive white neighborhood in Brooklyn, where he would go "when it was spring and everything was in bloom. . . . It used to make me feel like me. I was lost, the colored folks were lost, because there were no Negroes in this nice clean section of town." The decision by pioneering

writes Nicholas Lemann, meant a vision of life renewed. Mr. Lemann's narrative nonfiction is memorable for his textured portrait of Ruby Haynes, whose compelling personal experience speaks to "an overall sense of optimism" so many Mississippi blacks felt when boarding the Illinois Central night train for Chicago. While millions of migrants did find better lives, Mr. Lemann's concern is the disparity between the white immigrants' expectation that poverty would "be escaped by [their] children," and the surfeit of generational urban hardship that is Ruby's fate—and the continuing legacy of so many migrants out of places like Clarksdale. Mr. Lemann's chronicle of an American dream deferred can inspire in readers the same revelation he describes belatedly coming over Robert Kennedy: "Oh, I see—if I had grown up in these circumstances, this could have happened to me."



MOVIN' ON UP 'North Carolina: Mother & Son Florida Migrants on Their Way to Cranbury, N.J., to Pick Potatoes' (1940) by Jack Delano.

The Sweet Flypaper of Life

By Roy DeCarava and Langston Hughes (1955)

5 "I pick up my life / And take it with me" began Langston Hughes in "One Way Ticket," his Great Migration poem and the title of his 1949 collection. After Hughes

met the young photographer Roy DeCarava on a Harlem corner, he looked at DeCarava's portfolio of Harlem pictures and was moved by the distinctive way they captured the post-Migration city existences of everyday country people. "We've had so many books about how bad life is," Hughes thought, "maybe it's time to have one showing how good it is." This collaboration between two luminous artists is a joyful and completely original work. To complement DeCarava's stunning photographs of dancers, lovers, employees, pedestrians, parents and children, Hughes created an irresistible protagonist-narrator, the hard-working grandmother Sister Mary Bradley, who wants to visit South Carolina "once more before she died." Sister Mary has her laments: "Reforming some folks is like trying to boil a pig in a coffeepot." And while she has felt "kinder beat up" at times, and believes "it's too bad there's no front porches in Harlem," she can't but exult "I done got my feet caught in the sweet flypaper of life—and I'll be dogged if I want to get loose."

from something than toward something." In "Native Son," he wrote: "When a man kills, it's for something." These are books now widely read in American prisons. Ms. Griffin's inquiry leaves it implicit why this is, and makes you want to read them yourself.

parents to risk all and go North for upward mobility, confronting segregation, unemployment, exorbitant rents and "dirty, stinky" misery, is why Brown says he and most of his peers would "break bad." He eventually ditches his gun and leaves Harlem. Not the others. As Brown asks: "For where does one run to when he's already in the promised land?"

Manchild in the Promised Land

By Claude Brown (1965)

3 In 1965, two seminal personal histories were published by sons of Great Migration families. "The Autobiography of Malcolm X" had wide, dramatic scope. Claude Brown's autobiographical novel, with its more intimate aperture, is a classic street-level portrait of Great Migration Harlem. Brown's family came from rural South Carolina; living in New York, Brown's protagonist, Sonny (Brown's family nickname), feels oppressed by the presence of Southern echoes like jack-leg preachers, country work songs, praying women, and

The Promised Land

By Nicholas Lemann (1991)

4 The history of American cities describes waves of poor emigrants from distant nations arriving in search of opportunity in slum neighborhoods where foreign ways are in tension with the desire to assimilate and rise up. For midcentury black residents of Clarksdale, Miss.—who lived in rustic sharecropper cabins, suffered relentless police harassment and, into the 1950s, had no high school to attend—"thinking about Chicago,"

'Who Set You Flowin'?

By Farah Jasmine Griffin (1995)

2 There's a unique thrill to reading a work of cultural criticism by a superb scholar immersed in the art and literature of an undervalued human event whose very profundity she is revealing. When Farah Jasmine Griffin published her study, the Great Migration was for many an untold American story. Yet from its inception, gifted black writers and artists had documented the vast collective experience of going and coming—the varied reasons why people went, what they found and how it felt.

Reclaiming Our Native Exuberance

Continued from page C7

introduction, is "huge and elusive." As Mr. Lears unfolds his story across more than 400 pages, other descriptors cross your mind, such as fascinating, surprising and, yes, exasperating. The huge-and-elusive-ness of Mr. Lears's subject arrives before you even open the book. The phrase "animal spirits" is fiendishly tricky: an unstable compound of two unstable words. "Animal," in this context, originally meant "animated," as though a person received a spark or push from some invisible power. But in the last few centuries, the word has developed a different usage, referring to non-human creatures. "Spirit," for its part, originally meant "breath" or "respiration." But it, too, has taken on a new meaning, shedding its physiological origins to connote something ethereal: a soul.

So for Galen, in the second century, animal spirits were a "subtil, aiery substance," but for modern bankers they captured, in Mr. Lears's words, "the emotional turbulence at the core of capitalism," since cycles of boom and bust depend on hope and fear. Ralph Waldo Emerson celebrated their life-giving power, calling them "a power incredible, as if God should raise the dead," but Theodore Roosevelt sought to channel them into military adventures, which yield the exact opposite.

At many different times, in many different ways, people have made money off them, not least by suggesting they're attainable through goods you can buy at the drugstore. They've also been boundlessly useful to poets and novelists, who loom large in Mr. Lears's account. It's a shame that one of the canonical treatments of animal spirits arrived too late for his deadline. In the final season of "Succession," when Kendall Roy delivers a eulogy for his media-tycoon father, he uses words like "great geysers of life" and "magnificent awful force" to describe Logan's ability to create and destroy. Maybe it'll make the paperback.

At every stage in Mr. Lears's history, antagonistic forces have tried to cage animal spirits up tight. The identities

Shaw's life force, Freud's libido, Bergson's 'élan vital': All these ideas are part of the history of animal spirits.

of these forces change but not their profile: They are agents of "managerial mastery"—that is, numbers-crunching killjoys. At one moment, it's Frederick Winslow Taylor, who brought scientific management to workplace productivity; at another, Irving Fisher, who dared to assign a price to everything, even desire. In our own time, Mr. Lears sniffs danger amid the proponents of technocracy and neoliberalism. (He has sharp words for the other "Animal Spirits." Its economics-focused Keynesianism is insufficiently Keynesian for him.)

It's all very rich and complex, but this is only a fraction of what Mr. Lears has attempted in this book. He also traces the career of what he calls "the philosophical successor to animistic thinking": the metaphysical worldview of vitalism. That's an even more huge-and-elusive idea, stretching from Romanticism to Shaw's life force, Freud's libido and Bergson's *élan vital*. All these things, Mr. Lears writes, are "part of the history of animal spirits." But, in the next sentence, he writes that animal spirits and popular vitalism are "parallel but often convergent threads," which, if you're precise in your definitions of "parallel" and "convergent," suggests trouble ahead.

For page after page that follows, alas, it's hard to know quite where you are or where you're going. Names, movements and schools of thought emerge and recede. Amorphous concepts jostle for attention. Thus, the modernist outlook "can loosely be labeled vitalism, even if the vitalist thinker in question never embraced vitalism *per se*," and environmentalists aren't animists "in any strict sense . . . yet the movement revalued animistic traditions." You think you're reading about a thing, but it often turns out to be the thing *next* to that thing.

Here and there, through the fog, something reassuringly solid appears, as when Mr. Lears settles his gaze on an exemplary figure. The most vivid of these is Andrew Jackson Davis, a 19th-century spiritualist who demonstrates

the uses (and misuses) of vitalism in his time. Known as the "Poughkeepsie Seer" for his self-proclaimed ability to detect people's "vitalic elements," he hit the road with his magic staff, offering cures that were gruesome and, in Mr. Lears's telling, hilarious, such as treating deafness by placing a freshly killed rat on each of the sufferer's ears.

Yet even among these profiles the book can be puzzling, because the criteria for inclusion aren't clear. Norman Mailer, an exemplar of what Mr. Lears

and sometimes scandalous vitality of Henry Ward Beecher and not a single line about Donald Trump?

In spite of these frustrations and confusions, the book makes a real contribution to the project that runs through all of Mr. Lears's work. When the author writes about people rattling the iron cage, he doesn't do so as a neutral party: He documents the tradition as a way of extending it.

So the two central figures of his book aren't just subjects, they're collaborators. Keynes dismissed plenty of his colleagues' tidy mathematical models as "mere concoctions" and called for direct engagement with "the complexities and interdependencies of the real world." William James, a recurring beneficent presence in Mr. Lears's oeuvre, disliked "orthodoxers" and their "snarling logicity"—he challenged his readers to venture forth into "the Unclassified Residuum."

What Keynes and James share with each other—and with Mr. Lears—is the conviction that we shouldn't be scared or cowed by the multifariousness of life, but instead delighted. We should derive a sense of optimism from things that are strange. Mr. Lears has been so diligent in excavating the irrational and the enchanted in our lives that when you look around after reading his book, you think: What's *not* strange?

Mr. McCarter is the author of "Young Radicals: In the War for American Ideals" and a co-creator of the audio-drama series "Lake Song."



VITALIST John Maynard Keynes defined animal spirits as the 'spontaneous urge to action.'

calls "imperial primitivism"—the habit of absorbing the animal spirits of a less-privileged group—gets nine pages. But there's only one mention of Elvis Presley, who, precisely because of his animal spirits, is a more consequential figure for everyone except Norman Mailer. A more concealing omission—even a shocking one—is our most recent ex-president. How can there be 10 pages on the destabilizing

BOOKS

‘To discover the character of people we have only to observe what they love.’ —ST. AUGUSTINE

A Life in Late Antiquity

Journeys of the Mind
By Peter Brown
Princeton, 713 pages, \$45

By DOMINIC GREEN

PETER BROWN is the emperor of the history of Late Antiquity, a period he defines as roughly between A.D. 200 and 700. Following Gibbon in “Decline and Fall,” we used to call these centuries an age of decadence or even the “Dark Ages.” That was before Mr. Brown and a small group of colleagues showed that this had also been a period of revival and innovation. The western Roman Empire fell, and an eastern Roman Empire arose in Byzantium. The Judaism of the Exile and the Christianity of St. Paul developed. The pagan world faded, and Islam was born.

Like Augustus and Constantine, Mr. Brown can claim to have founded his empire. “Journeys of the Mind” is a scintillating intellectual autobiography and an evocative traversal of lost worlds, from wartime Dublin to postwar Oxford, from Iran before the Islamic Revolution to Berkeley, Calif., after the sexual revolution.

Born in Dublin in 1935, Mr. Brown grew up with the politics of religion and empire. He was a Protestant in an Irish republic that was 95% Catholic. A scholastic stammerer with a “hoity-toity” English accent, he was a “permanent ‘not-quite,’” descended from a minority that no longer ruled. His mother’s family were soldiers and politicians, his father an administrator at the Sudanese Railways. From early stays in Sudan, he remembers childhood as “a band of sunshine on warm earth.”

Like a provincial sent to Rome, Mr. Brown was educated among “soft-spoken little gentlemen” at an English boarding school. In 1952, he went up to Oxford to read history. He heard C.S. Lewis lecture on Milton “with the trenchancy of a butcher’s chopper”; witnessed Steven Runciman teach on the Great Schism between the Greek and Latin churches; and listened to Stephen Spender as he recounted the more recent schism between left-wing Catholics and Marxists in the 1930s. Facility in Latin, Greek, German, French and Italian was “taken for granted” among the brighter undergraduates.

The “tingling strangeness” of Oxford’s medieval aesthetics drove Mr. Brown to study medieval Europe, but Greek and Latin, he says, had already opened his heart to a “pagan world of shifting shapes and ambig-

ous desires.” Soon they would open up “the road back to Athens and Rome” and then “to Galilee and Saint Paul.” The author’s upbringing had been “intensely biblical.” When the local rector ran out of ideas for his sermon, he would read extracts from Leonard Woolley’s account of the excavation of Ur of the Chaldees. The ancient Near East was a “constant imaginative presence” in his life, like the family copy of T.E. Lawrence’s “Seven Pillars of Wisdom.” This “Protestant Hellenism” led Mr. Brown to the Roman world that had made the Gospels.

A reading course on St. Augustine introduced an imperial mystery: how the western Roman Empire fell. Mr. Brown’s account in this volume resembles a detective novel, with historians as disputatious witnesses. “Roman civilization did not die a natural death,” André Piganiol claimed in French. “It was murdered.” Piganiol blamed the Germanic barbarians who sacked Rome. “It was not the Germans who brought the Roman Empire to its downfall,” countered Otto Seeck for Germany, “rather, an inner illness laid it waste.”

The Italian historian Santo Mazzarino, meanwhile, noted that the history of the “later empire” was “a relatively young field of enquiry.” A second Frenchman, Henri-Irénée Marrou, added that Rome had been “a vigorous organism, still evolving.” Mr. Brown, who began his reading of Marrou in a punt on the River Cherwell, wrote “Hurrah! Hurrah!” in the margin. German art historians, Marrou wrote, now called the “in-between-ness” of Augustine and his age *Spätantike*: Late Antiquity.

Elected to all-male, all-graduate All Souls College, Mr. Brown was inducted into the traditional eccentricities and neuroses. Arnaldo Momigliano, the historian of Alexandria who supervised his doctoral research, was so titanic that Mr. Brown hid under a desk to avoid him in the library. The scholar R.C. Zaehner, who may or may not have been a spy in Iran, tenderized his beefsteaks with a croquet mallet and introduced Mr. Brown to the Dead Sea Scrolls and Gnostic, Zoroastrian and Ismaili Muslim myths “with drink in hand and with Berlioz playing loudly in the background.”

In Rome, Oxford and London, Mr. Brown began the work of



VISION The oldest-known portrait of St. Augustine, from Rome’s Lateran Palace.

grounding the “insubstantial ghosts” of ancient faiths and received opinions in “a concrete social context.” Academics, he writes, were “both more cosmopolitan and more parochial than they are today.” Rather than jetting about to conferences, they “traveled through print” as citizens of *gelehrtes Europa* (“learned Europe”). Mr. Brown’s 1967 “Augustine of Hippo” announced his arrival as a fully formed scholar of Late Antiquity’s inner life.

Mr. Brown’s curiosity turned to the Balkans, for which he read “Teach Yourself Serbo-Croat,” then east, which meant learning Hebrew and Syriac, and then further east, to Persia. “I had found what I wanted: a zone of free

movement,” he writes. The Fertile Crescent was Late Antiquity’s middle ground, between the Byzantine and Persian empires, with a common Syr-

The historian Peter Brown challenged the classic narrative of the fall of the western Roman Empire.

iac culture spilling into both. To write a history of this place would be “to stand at the very center of western Asia” as the world changed around him.

This “vision” became “The World of Late Antiquity” (1971), a civilization-spanning refutation of the classic narrative of Mediterranean decadence. Mr. Brown’s desire to portray his subjects’ inner lives led to studies of holy men, monks, and the symbolic economies of sex and money. His research took him to Iran, Afghanistan and Egypt and his lectures to Canada and the U.S. In 1978, he moved to Berkeley, Calif. (“very strange” after Cairo). The most surprising image of academic friendship in this book is that of Mr. Brown and Michel Foucault, two heirs to liberal Catholic scholarship, discussing Late Antiquity’s “mystique of virginity” over drinks in the Bear’s Lair pub on campus.

There was “a lot to say ‘Gosh’ about” in Foucault’s “History of Sexuality,” Mr. Brown writes, and the French philosopher may have had a “drastically simplified picture” of the past. But Foucault, the author says, freed him to “wonder, with a tingle of vertigo, what strange bodies, what strange notions of sexuality lay at the bottom of that abyss, in the times of Jesus and Saint Paul.” In a field riddled with “anachronistic notions” and “present-day polemics,” Foucault’s work, he says, allowed him to contemplate sexuality in Late Antiquity on its own terms. This comment is typical of Mr. Brown’s ingenuity with his sources and generosity toward his colleagues.

If there are scholarly scores to be settled, they go unsettled in “Journeys of the Mind.” Politics, the curse of the modern academy, also hardly figures. Now in his 88th year and an emeritus professor at Princeton, Mr. Brown is studying the Ge’ez language (Classical Ethiopic) and the “micro-Christendom” of the Horn of Africa. When he considers the constellation of Late Antiquity studies, he feels something of “the awe of the last pagans faced by the majesty of the stars.” He is too modest to mention that when he mapped them, he gave us a new vision of an old world.

Mr. Green is a Journal contributor and a fellow of the Royal Historical Society.

A Bard In the Camps

Sing, Memory
By Makana Eyre
Norton, 337 pages, \$32.50

By TUNKU VARADARAJAN

SOMETIMES A WORD can hit like a hammer, its use smiting our sense of what is decent and humane. In “Sing, Memory,” by Makana Eyre, many readers will learn for the first time that the most abject prisoners in the Nazi concentration camps—so underfed it seemed as though their stomachs and backs would meet—were known as “Muselmänner.” This German word for Muslims, Mr. Eyre suggests, came to be used to “evoke a comparison between the prone state of starving prisoners and a Muslim in prayer.” The word was most likely coined by camp guards, but Mr. Eyre tells us that it was also used with irony by the prisoners themselves, especially those in whom a will to survive had not been snuffed out.

One of those prisoners was Aleksander Kulisiewicz, a Polish law student who was arrested in May 1940 at age 22 in his hometown on Poland’s border with Czechoslovakia. He had earned the wrath of the Gestapo with an article in a resistance newspaper critical of Hitler shortly after the Nazis conquered Poland in September 1939. He was deported to the Sachsenhausen concentration camp, 20 miles north of Berlin, where, as a non-Jewish political prisoner, he faced conditions that were marginally less brutal than those endured by Jews.

Mr. Eyre is a freelance American journalist based in Paris. “Sing, Memory”—his first book—tells the story of Kulisiewicz, who came to be known as the “Bard of the Camps” by the time of his death in 1982. He was born in 1918, the year Poland wrested back the freedom it had last enjoyed in 1795. For more than a century, it had been partitioned and ruled by the Austro-Hungarian, German and Russian empires. Hitler’s invasion ended a short but intense period in which Poles experienced unprecedented political and cultural independence—a condition they wouldn’t recover fully until the fall of the Soviet Union 50 years later.

Kulisiewicz was a self-taught and talented musician. He could sing and had performed as a whistler of tunes—or *siffleur*—at provincial venues. His father, a classics teacher, disapproved of his son’s music, once dragging him offstage in mid-performance. By a quirk of providence, Kulisiewicz had an eidetic memory—an unerring ability to recall images, sounds or words to which he’d been exposed.

At Sachsenhausen, he composed songs, which he performed in secret for other prisoners. His first was called “Muselmann,” inspired by the ghostly inmates who bore that label. “I’m a God-forsaken Polish pagan,” went the first line; “to everyone here I’m less than nothing.” His stanzas ended with a mournful refrain, “Oh Muselmann, Muselmann,” accompanied by a slow, grim dance. The soulful Mr. Eyre writes that “the macabre routine and the tragic melody he sang both shocked and intrigued the other men in his barracks.” This was just as Kulisiewicz had intended. He wanted to convey to his fellow inmates that the Nazis “could not beat the music” out of them.

Shortly after arriving at Sachsenhausen, Kulisiewicz had a chance encounter with an older man who was “fearless, bordering on rash.”

The man had come to his aid when some Czech prisoners had bilked the young Pole out of a sliver of margarine, precious calories worth raising fists for. He was Rosebery d’Arguto—born Moses Rosenberg in northern Poland—a composer and choirmaster. He’d adopted his stage-

having sung together.” The two men became allies—the first time the Pole had befriended a Jew—working in tandem for two years. Kulisiewicz committed to memory every song d’Arguto composed. The most poignant was the “Jewish Deathsong,” adapted from a Yiddish folk ditty

the “Deathsong.” D’Arguto was sent to Auschwitz, never to be heard from again.

Kulisiewicz was among thousands of inmates marched out of Sachsenhausen by the Nazis in April 1945, as the Red Army approached. He escaped to freedom on this “death-march.” In his time at the camp, he memorized every poem, story or song that Jewish inmates entrusted to him, and his “absolute priority” (writes Mr. Eyre) was to leave the camp alive and bring the



RECITAL Kulisiewicz performing in a Nazi camp uniform, ca. 1960s.

name as an immigrant musician in Berlin, where he had organized leftist German workers into a choir that gained national repute in the early 1930s. In 1935, two years after the Nazis came to power, d’Arguto was forbidden to perform music with Aryan Germans. Beggared by the ban, he went back to Poland. But in September 1939, an ill-advised return to Berlin led to his being sent to Sachsenhausen.

There, d’Arguto set up a clandestine Jewish choir, for which he composed songs. Such an enterprise was insanely dangerous: If the camp guards found out, he and his choristers would face almost instant death. But as he told Kulisiewicz, he felt “it would be a betrayal” if the inmates “were to die without ever

called “Ten Brothers,” which tells of how these brothers die, one by one. (Recordings of the “Deathsong,” and other compositions by d’Arguto and Kulisiewicz, can be found online. They are harrowing.)

By mid-1942, it became clear that the camp’s Jews were certain to be killed. D’Arguto made Kulisiewicz promise that if he survived, he would sing his “song of bitterness and revenge . . . all around the world.” If Kulisiewicz didn’t, said d’Arguto, he’d be cursed, unable “to die in peace.” (The meticulous Mr. Eyre retrieves these details from Kulisiewicz’s own unpublished life-story, titled “How My Voice Was Dying.”) Shortly after, as if in fulfillment of a premonition, guards disrupted the first rehearsal of

He wanted to convey to his fellow inmates that the Nazis could not beat the music out of them.

words and music to the world’s notice. His burden became his salvation, and later his mission. In a Polish hospital, racked with tuberculosis, he dictated to an angelic nurse every word that was stored in his memory. She typed for three weeks, a total of 700 pages.

He spent the rest of his life collecting the stories of camp survivors, but he found himself undervalued in postwar Poland, which had little appetite for Jewish tragedy as it grappled with its Soviet overlords. Poland’s elites spurned Kulisiewicz: They found the camp music vulgar and crude. And younger Poles sought Western culture, more subversive in communist Poland than death-camp elegies. His vast and precious archives never found a home in his lifetime. Only after his death did they receive respect: a resting place at the Holocaust Memorial Museum in Washington.

Mr. Varadarajan, a Journal contributor, is a fellow at the American Enterprise Institute and at NYU Law School’s Classical Liberal Institute.

BOOKS

'Miracle of midsummer, the trust of dark / sails us beyond this harbor.' —ROSE STYRON, 'GOODNIGHT, GREAT SUMMER SKY'

Against the Darkness

Beyond This Harbor By Rose Styron Knopf, 336 pages, \$32

By MALCOLM FORBES

MANY LIFE stories get underway with a birth and beginnings. Rose Styron devotes the opening chapter of her memoir not to her earliest years but rather the "two weeks that changed my life." In January 1974, the poet, mother of four and wife of novelist William Styron was with her eldest daughter in Chile doing her first "undercover work" for Amnesty International. The previous year, Gen. Augusto Pinochet had seized power from President Salvador Allende in a U.S.-backed military coup. Amnesty tasked Ms. Styron with gathering information on Allende's ministers who had been killed, imprisoned or "disappeared" by Pinochet's junta. "It was all quite James Bond," she writes. But she was an amateur who learned the hard way that her fact-finding assignment was fraught with danger.

Ms. Styron recounts meeting contacts in disguise, devising secret signals and codes, copying up and smuggling out sensitive documents, and trying to stay one step ahead of government agents who monitored her activities and ransacked her hotel room. Within her tale of derring-do and intrigue are testimonies of hardship and horror from victims of Pinochet's brutal misrule. Ms. Styron related them in articles for various publications. On her return she also appealed to the Department of Justice to change the American policy of refusing asylum to Chilean refugees. From that point on, she acquired a new purpose as an international human-rights activist.

Ms. Styron's mission to Chile is one of many memorable anecdotes in "Beyond This Harbor." Her book is a riveting chronicle of a life lived to the full—a life made up of, and made rich by, family and friendship, traveling and writing, reporting and campaigning. By telling her own story, illustrating her achievements and showing that she was more than just a literary wife, Ms. Styron brings herself out of her husband's shadow and into the light.

After hooking her reader with an exciting opener, Ms. Styron casts back to her childhood and proceeds chronologically. Born Rose Burgunder in 1928, she grew



CHOICE COUPLE Rose and William Styron in 1982.

up the youngest of three children in a bookish household in Baltimore. A trip to "wondrous Mexico" during her eleventh summer instilled in her a love of travel. Other seeds were sown for other passions to bloom: She developed an aptitude for poetry in third grade, enjoyed political debates with her Republican father ("I was definitely on the Democratic hustings") and decided she was a pacifist who "wanted to somehow save at least part of the world."

While studying at Johns Hopkins University, Ms. Styron met two guest writers—"extraordinary Dylan Thomas and ordinary-seeming William Styron." The latter made a stronger impression on her when she encountered him, along with Truman Capote, in Rome in 1952. "Bill, you ought to marry that girl!" Capote told Styron one night. Rose Burgunder became Rose Styron the following spring and the pair settled in Roxbury, Conn., which they called home for more than 50 years.

Over that period, Ms. Styron was productive in different capacities. She raised four children. She wrote and published poetry. She assisted her husband by listening to him read his day's work and then typing it up, and later cared for him during his debilitating bouts of clinical depression. She and Styron forged social connections with a wide range of prominent political and cultural figures: Their close-knit Connecticut contacts included Arthur Miller, Peter Matthiessen, Mike Nichols, Leonard

Bernstein and Robert Brustein; their playmates on Martha's Vineyard comprised the likes of the Clintons, various Kennedys, Lillian Hellman, Carly Simon, Mia Farrow and Frank Sinatra. Meanwhile, she was growing into her role as a human-rights activist.

Ms. Styron's accounts of her activism on behalf of those oppressed by tyrannical regimes are among the most engrossing sections of her book. "I became obsessed with helping to change antihuman policies abroad," she writes. She ventured far and wide on behalf of Amnesty, and on her home turf played a key role in steering the Program to Abolish the Death Penalty. In 1983, she visited Cambodia and Vietnam to glean data on human-rights issues for the Council on Foreign Relations. Two years later, as chair of the PEN American Center Freedom to Write Committee, she journeyed to Eastern Europe: in Prague she had a clandestine rendezvous with Václav Havel and other dissidents; in Warsaw she had a "dubious adventure" that culminated in a surprise meeting with the most hunted men in Poland. Then in 1996, she flew to war-ravaged Sarajevo to help plan assistance for women whose lives had been shattered by war.

One of the book's standout chapters focuses on Ms. Styron's "Orwellian year." In 1985, she cut short a trip to Budapest and found her husband "in the grip of a full-on breakdown" (an experience Styron wrote about four years later in "Darkness Visible," his "Memoir of Madness"). She describes her feelings with candor: "I seesawed hopelessly between bafflement and anger at our situation, between immediate compassion for Bill and despair for him, for our future."

Ms. Styron reveals that "the worst moment of my life" occurred 15 years later when Styron crashed and burned a second time. She persuaded him to complete his electroshock therapy. "You're killing me," he told her. He walked back into the treatment chamber and his wife "fell apart."

Not every episode in the book is as compelling. In addition, Ms. Styron's prose is occasionally bland ("He was a most gracious host. We had a splendid lunch") and punctuated with tiresome exclamations ("How dare he! Untrue!"). More frustrating are the many examples of her capitulating to Styron's pettish tantrums and ultimatums, accepting his passive indifference to (or in one case, active discouragement of) her writing, and being careful not to tread on his toes: "Robert Penn Warren was his admired friend, and Bill didn't want to share him with me intellectually."

Fortunately, these niggles are in short supply. For the most part, Ms. Styron's book is suffused with warmth, wit and insight. She paints a sharp portrait of her husband ("never boring, always brilliant, mesmerizingly mercurial") while allowing her reader to view her from different angles—as a friend, a hostess, "a peripatetic Pollyanna and nature nut" and a staunch advocate for freedom, equality and justice. As a storyteller, she shares what she calls adventurous tales of the heart. They are of the heart but also from the heart.

Mr. Forbes is a writer in Edinburgh, Scotland. His work has appeared in the Times Literary Supplement, the Economist, the Washington Post and other publications.

MYSTERIES TOM NOLAN

A Night On the Job, A Life on the Run



JACINTHA 'JACK' CROSS, the London-based narrator of Ruth Ware's "Zero Days" (Scout, 353 pages, \$29.99), excels at breaking into high-security facilities. Her "hacker-tivist" husband, Gabe, is a tech-wizard who remotely guides his wife through her exploits. They're not thieves or terrorists; they're "penetration testers," hired by firms to intrude upon their buildings to check their defenses.

On a Saturday-night incursion at the headquarters of a large insurance agency, Jack fulfills her mission and makes it back to her car—then walks "straight into the arms" of a security official unaware of her assignment. After hours at a police station, she's allowed to drive home—where she finds Gabe dead, throat slit, still wearing the headphones with which he had monitored her recent job. A stunned Jack goes into shock, then eventually calls authorities.

Responding detectives grow suspicious of her timeline, and she soon realizes that they're treating her not like a widow but as a suspect. When she later learns that someone recently took out a joint life insurance policy in their names, Jack sees it could provide a motive for murder. Called to the police station for another "voluntary" questioning, she decides: "I wasn't waiting here to get arrested for a crime I hadn't committed." Improvising an exit through a photocopier room, she flees.

In last year's "The It Girl," Ms. Ware featured a heroine looking for a new solution to a murder case supposedly solved a decade earlier. In this work, the prime player is also the prime suspect; she can't afford to let the cops get things wrong. Jack had been the impulsive, intuitive member of her and Gabe's team. Without his restraining presence, she has cause to second-guess her rashness: "Why had I taken such an insane risk?" Just as quickly, she has her answer: "Because with Gabe dead, I didn't really care what happened to me . . . If the police weren't going to find Gabe's killer, I would."

Helped by family, friends and several benevolent strangers, she tries to deduce who might have had the ways and means to arrange that incriminating insurance policy. Her suspicion falls on the abusive cop with whom she had a premarital affair five years ago. "How had I ever dated this man," she wonders, "let alone slept with him? The thought made me feel sick."

It's exciting to watch Jack do what she does best: inveigle her way into places she doesn't belong, escape at the last moment in panic mixed with exhilaration. But her mission is jeopardized by her stubborn insistence to carry on despite dire injuries she refuses to get treated. Readers willing to follow tunnel-visioned Jack through near-suicidal lapses of common sense, though, will be rewarded with a satisfying and surprising denouement.

THIS WEEK Zero Days By Ruth Ware

Back From the Dead and Ready to Laugh



FICTION SAM SACKS

In Lorrie Moore's novel, a woman's unexpected return to life is no grave matter.

THROUGHOUT HER NOVEL "I Am Homeless if This Is Not My Home" (Knopf, 193 pages, \$27), Lorrie Moore issues a dare to her readers: Make something of this. Parts of this anxious, patchwork book are composed of letters written by the housekeeper of a Southern boarding house sometime after the Civil War, mostly concerning her troubles with a threatening male lodger. When the narrative shifts to 2016 it follows a teacher named Finn who has come to New York to tend to his brother, who is terminally ill and in hospice care. But Finn is pulled from his ministrations by the news of the suicide of his mentally unstable ex-girlfriend, Lily. When he hurries to her gravesite he finds her risen from the dead, covered in dirt but pleased to see him. At which point the pair embark on an impromptu road trip through what may be the Underworld or simply Middle America, it's hard to tell. Like I say—make something of that.

But a little experience with Ms. Moore's writing will help with the demystification process. Across her three previous novels and four story collections, Ms. Moore's twin preoccupations have been 1) death and 2) joking about death. Hence her trademark absurdist mixture of morbid settings and set-ups with a narrative voice that sounds like a sweaty Catskills

stand-up routine. (Her most famous work, the short story "People Like That Are the Only People Here," takes place in a pediatric oncology ward referred to as Peed Onk.) Mortality is a binding agent for the wildly disparate sections of this latest novel—the scenes from the 19th century turn out to be death-haunted as well—but even more constant is the defense mechanism of sardonic wisecracks. "Jokes," says Lily from the vantage of the afterworld, "are flotation devices on the great sea of sorrowful life."

And jokes are what we get, especially in the company of Finn, as he frantically riffs about Manhattan traffic or his brother's digs at the hospice or the surprise of encountering Lily's animate corpse. "Are you still on Facebook?" he asks her. When Lily wonders about the music on their road trip he gripes, "First you're dead and now you want satellite radio?" For her part, Lily gives as good—or maybe as bad—as she gets, reeling off a seemingly endless supply of quips about her decaying state: "I'm afraid I've let myself go a little." "I'm sorry to be so perishable." "All remains to be seen. Get it?"

"People are always funny eventually," Ms. Moore once told an interviewer. "It would be dishonest to pretend not to notice." But the trouble in this novel is that everyone is funny

(or trying to be) all the time, unrelentingly, in exactly the same bewildered-ironic fashion. The smart-aleck patter, which can seem so clever and poignant in isolation, comes to feel like a factory setting with no off-switch, and it's hard not to feel that Ms. Moore has neutralized much of the appealing strangeness of this book with an increased dependence on familiar stylistic tics. "The dead prefer

THIS WEEK

I Am Homeless if This Is Not My Home By Lorrie Moore

The Impostor By Edgard Telles Ribeiro

8 Lives of a Century-Old Trickster By Mirinae Lee

the company of the living. Better light banter," Lily says, but one notices that after a little while even she is ready to get back to the silence of the grave.

The strangeness in the pair of novellas that make up "The Impostor" (Bellevue, 187 pages, \$17.99), by Brazilian author Edgard Telles Ribeiro, is rooted in the uncertainties of perspective. In the title piece, translated by Kim M. Hastings, unreliability has a biological basis: Following a "minor

neurological event" that accompanied a stroke, an elderly unnamed narrator finds himself in the possession of memories that are not his own. As he convalesces with his wife on a vacation to Italy, he drifts in and out of this parallel timeline, which traces backward toward the bizarre fate of the narrator's great-granduncle, who fell to his death in Mount Vesuvius. Mr. Ribeiro's deft and insinuating storytelling captures the uncanny feeling of slippage, moving between the competing realities while musing fruitfully on what the narrator calls "the only philosophical problem that interests me . . . knowing where I am."

Translated by Margaret A. Neves, the novella "Blue Butterflies of the Amazon" divides its narration between four members of a troubled family. Daniel, a workaholic inventor, is blind to the fact that his neglected wife has started a desperate affair with his father. Daniel's mother is catatonic after a stroke but is doomed to see and understand the sor-did betrayal being played out before her. As the affair runs its course, Mr. Ribeiro unfolds four different stories based on the characters' conflicting interpretations of the same events, each concluding with a contrasting moral. The writing is again atmospheric and engrossing, and by the end Mr. Ribeiro has proven himself a master

of the subtleties of subjectivity.

A multitude of characters are contained in one shape-shifting protagonist in Mirinae Lee's debut, "8 Lives of a Century-Old Trickster" (Harper, 290 pages, \$30). The novel is presented as the stories of a woman in a South Korean nursing home whose past illuminates Korea's tumultuous modern history, from the Japanese occupation to the U.S.-led war to the Communist dictatorship in the North. The indomitable narrator is forced to assume different guises to survive each era. Under the Japanese, she is sent to work as a sex slave in a so-called Comfort Station for the military (her later experiences with the American Army aren't a lot better). After the war she takes on a false identity in the hopes of living a normal married life in North Korea. But when her secret is exposed she is forced by authorities to put her talent for transformation to use as a spy south of the 38th parallel.

In nonchronological order, Ms. Lee energetically relates each episode of her protean narrator's biography, stressing the attitude of defiance that inspired each metamorphosis. "Deception was seductive," Ms. Lee writes, and despite the darkness of the history it retells, this is primarily an adventure novel, fueled by the same righteous anger that turns ordinary mortals into masked superheroes.

BOOKS

‘You have learnt something. That always feels at first as if you had lost something.’ —GEORGE BERNARD SHAW, ‘MAJOR BARBARA’

End of the Seminar

The Late Americans

By Brandon Taylor
Riverhead, 303 pages, \$28

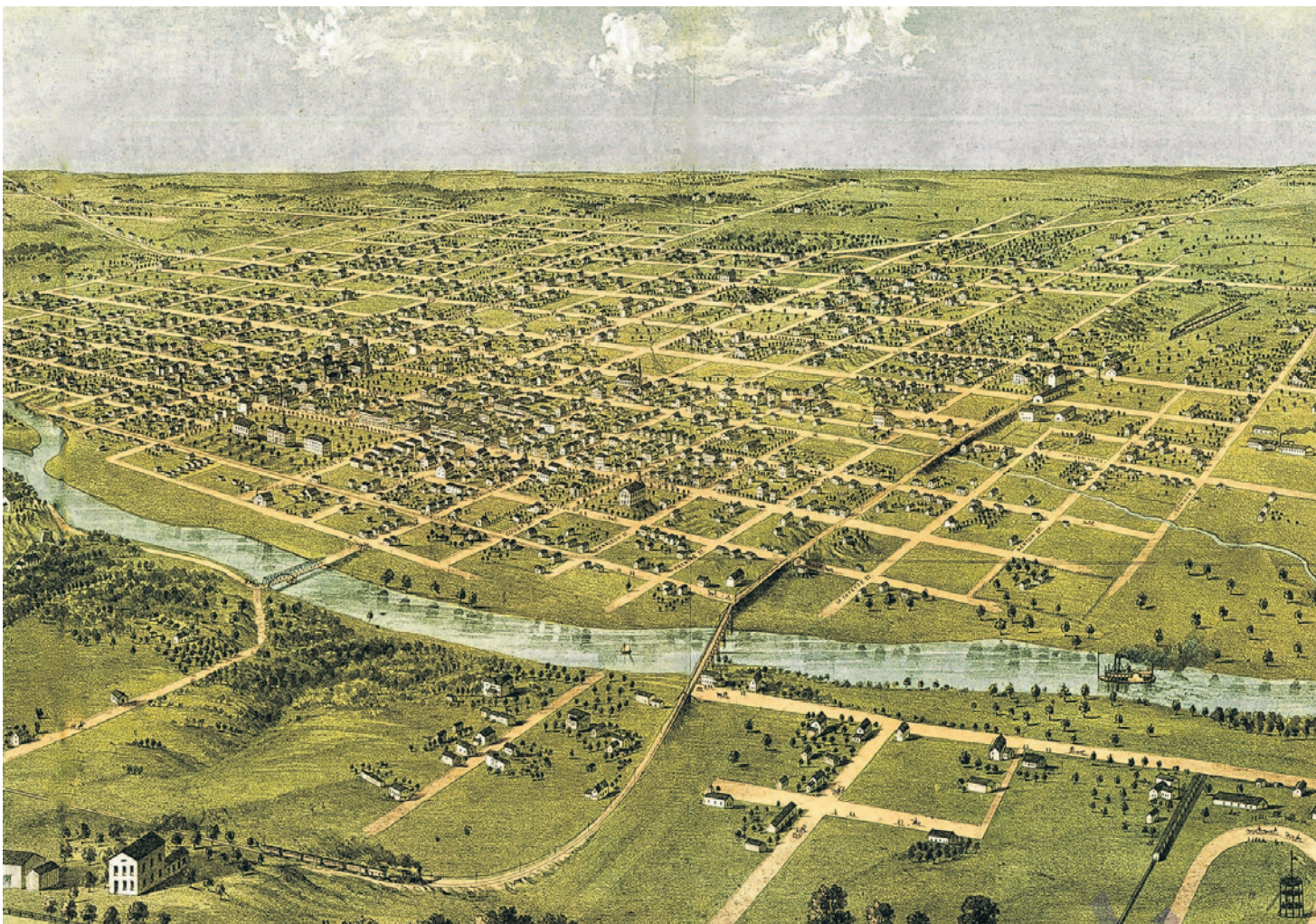
By LIESL SCHILLINGER

SOMETIMES, one era’s pulse resembles another’s, even when the two eras have markedly distinct outward features. In Brandon Taylor’s novel “The Late Americans,” set among anxious, ambitious grad students, most of them gay, many of them black or biracial, the characters’ conversations—earnest, irreverent, despairing or cocky—curiously echo the agita of the young writers in George Gissing’s 1891 novel “New Grub Street.”

Gissing’s Victorian strivers lived in London, not on graduate-school campuses; but then as now, market forces were butting against cultural ideals and realities. Mr. Taylor’s and Gissing’s characters, separated by more than a century, confront the same dilemma: how to create legitimate, or at least popular, artistic work while keeping a roof over their heads... and a partner under that roof.

In the last four years, Mr. Taylor has published three startlingly original works of fiction—2020’s “Real Life,” the 2021 story collection “Filthy Animals” and now “The Late Americans.” All are set in Midwestern college towns among rivalrous, insecure grad students (plus a scattering of “townies”) who have complicated sexual identities and diverse racial, regional and economic backgrounds. “Real Life,” a finalist for the Booker Prize, centered on a diffident black, gay biology student from Alabama named Wallace, who keeps a self-protective distance from the socially assertive students in his circle. An underlying tenderness softens Wallace’s detachment, cushioning the novel’s social collisions. The same gentling effect emerged in “Filthy Animals,” in the character Lionel, of whom a woman friend muses, “There’s something good and wounded about him.” By contrast, the young people of “The Late Americans,” which is set in and around the University of Iowa, have something *spiky* and wounded about them. Armed with “sharp and pointed ideas about one another and themselves and the world,” they joust for validation, partners and the thin spoils of the culture wars.

As the novel opens, the tilting is kicked off by Seamus, an angry, idealistic poet who is enraged by the groupthink of his fellow students—who, in turn, dismiss his work as Eurocentric and lacking in “emotional rigor.” He stewes over their self-righteousness: “It’s such a sham.” When a woman named Beth submits a poem that weaves her own experience into classical myth—calling a blood stain “the Gorgon’s mark”—Seamus thinks to himself “pretentious linkage,” and giggles contemptuously. Another student defends the work as “valid” because it is “clearly carrying a legacy of violence,” prompting Seamus to retort, “Are you a poet or a caseworker?” And when Seamus’s friend Oliver says he shouldn’t laugh at Beth’s life, Seamus snaps, “Why don’t you just go to nursing school?” You gasp: Can a student, even a fictional one, say this in a classroom today? And can an author write it? Seamus, who relishes the “theater” of contemporary cultural tensions,



STREAM OF THOUGHT A bird’s-eye view of Iowa City in 1868, by Albert Ruger.

scorns such misgivings: “Are we just here to read things that make us feel good? That seems silly.” Seamus decides to submit a poem to class that lampoons Beth’s work. But once he finishes (the book’s funniest pages track his three-day jag of poetic creation and procrastination), he discovers that the muse “had outmaneu-

In Brandon Taylor’s novel, a university’s gravitational pull on a group of would-be artists sets friends, rivals and lovers in orbit around one another.

vered him,” tricked him into writing something painful, revealing and true. Worse, his classmates give measured feedback that zeroes in on the trauma behind his words. He had wanted to write “for the eternal, for the everlasting, for the hereafter and for yesterday.” Instead, like Beth, he had drawn on personal history, not meaning to. “The poem was too much about him.”

Though it’s called a novel, this book works like a series of linked stories. Seamus gets the most pages, but he is only one of many moons and satellites—a whirling collection of students, friends, rivals and lovers—who orbit the Iowa campus and each other, going to the same bars, cafes, rehearsal spaces and apartments, breaking up, making up and sleeping with one

another’s partners. Like a voyeuristic astronomer, the reader tracks their courses with guilty fascination, waiting to see who betrays whom, and how; and wondering how each impact might affect the trajectory of the individual, or of the group.

The group includes Timo, a pianist-turned-mathematician, and his boyfriend, Fyodor, who trims fat off sides of beef for a living. Class divides and social attitudes divide them as powerfully as attraction pulls them together. Then there’s Noah, a happy-go-lucky half-Japanese dancer who fools around mostly with older men, like Bert, a gruff property developer prone to violent outbursts, and Ólafur, the lean, mean, Dutch dance teacher. Ivan, a former dance prodigy, once revered Balanchine; now he’s getting an M.B.A. His rich, bossy boyfriend, Goran, can afford to pursue a career as a musician because his white adoptive parents have “so much money that it fell on him like dust or snow, floating down in great tufts.” Ivan tells himself: “the new priests were the bankers... What was culture compared to the brute, terrible force of money and its ability to make and remake worlds?”

Stafford, a shaggy-haired artist, zestfully reinforces that assessment, in an attempt to jolly Seamus out of a poetry funk. “Labels, like *poet, painter, dancer, grad student*,” don’t matter, Stafford tells Seamus. “Our world has no central organizing theme anymore.” He adds, with a grin, “All that remains is labor and capital.” Seamus doesn’t grin back. “Maybe so. But poetry,” he counters. “That’s worth staking your life on. My life, anyway.”

This age-old opposition—hearty careerism versus tortured idealism—echoes the dueling worldviews of “New Grub Street.” Like Stafford, Gissing’s cynical creative Jasper Milvain proclaims that “literature nowadays is a trade,” adding, “let us use our wits to earn money, and make the best we can of our lives.” His friend Edwin Reardon can’t make a living from his novels, and Jasper slips out of an engagement to the woman he loves when her inheritance melts away. Jasper believes that for “comfort and repute,” literary man must have either genius or a fortune—his own, or his wife’s (ideally an heiress, but a “work-girl,” if he is willing to live modestly).

As they revolve, ricocheting, among each other, Mr. Taylor’s Iowa artists, dancers, and writers demonstrate that, although the risk of the artistic gambit may not have lessened since Gissing’s heyday, new freedoms have broadened their agency. One, which Seamus exploits to the full, is freedom from euphemism. Another is the widely available option of graduate school, which might have opened doors for Gissing’s baffled scribes. A vital third is the freedom for anyone to choose a romantic partner of whatever gender, without marriage in the offing—whether it be an heiress or a trust-funder like Goran; or a “work-girl” or a beef flenser like Fyodor. Mr. Taylor recognizes, as Gissing did, the potential that a love affair has, in any age, to build or diminish a career, to buttress or weaken the artist’s armory.

Ms. Schillinger is the translator, most recently, of Takis Würger’s “Stella.”

Nature Lights Up and Chows Down



CHILDREN’S BOOKS
MEGHAN COX GURDON

Twinkly lights like those flashed by fireflies aren’t merely pretty. Some creatures depend on a healthy glow to survive.

A CERTAIN JADEDNESS may be forgiven the modern child, who is growing up amid sensory dazzlements that can make real life seem dowdy in comparison. A few new nonfiction picture books will remind a young reader that natural things come in as many glorious colors and ingenious forms as ever hatched in the mind of a screenwriter or videogame designer.

Consider the gorgeous and bewitching phenomenon of bioluminescence, literally the “living light” that brings sparkle to seas and radiance to forests at night. That organisms should glow in the dark seems an idea from science fiction, or fairy tales, but as Jennifer N.R. Smith explains in “**Glow**” (Thames & Hudson, 40 pages, \$24.95), bioluminescence is a practical asset that some animals, fungi and bacteria produce for themselves by means of chemical reaction.

In this slim, oversize volume, created in consultation with marine biologist Edith Widder and glowing with Ms. Smith’s neon-and-navy illustrations, readers ages 5-9 will get a sense of how bioluminescent effects are created and why creatures use them (to attract mates, to confound attackers, to lure prey), as well as how human beings over the centuries have reacted. According to Pliny the Elder, Roman partiers enjoyed eating a shellfish called the piddock because it oozed “blue

glowing glue” when chewed. Like fireflies and some corals, we too emit a measure of bioluminescence, apparently, though alas it is “much too weak for us to see.”

The appeal of “Glow” is marred, though not fatally, by the author’s inability to refrain from throwing sops to left-wing sensibilities. She provides a dose of vague eco-activism (“campaign for our oceans,” she urges children) and makes the extraneous observation that the curator of crustacea at the National History Museum in London “works to raise awareness of the ways in which people of color have contributed to our knowledge of natural history.”

Illustrator Lucila Perini uses vibrant hues and strong visual contrasts in “**A Home for Every Plant**” (Phaidon, 128 pages, \$29.95), a hefty and accessible work by Matthew Biggs for budding botanists ages 7-12. The object of the book is to cure “plant blindness,” an affliction from which many of us are said to suffer because “our eyes see green more easily than any other color, so plants just fade into the background.”

There’s no danger of anything fading in these vivid pages, which are divvied up in a way that will greatly add to the young reader’s general knowledge. The book doesn’t confine itself to the usual locales (desert, tundra, jungle) but ranges more widely and

with more specificity, taking readers to tropical “cloud forests,” to the California chaparral, to Himalayan screes and to a wetland in South America that boasts a species of water lily so vast that its flowers are the size of footballs.

THIS WEEK

Glow
By Jennifer N.R. Smith

A Home for Every Plant
By Matthew Biggs
Illustrated by Lucila Perini

A Shell Is Cozy
By Diana Hutts Aston
Illustrated by Sylvia Long

Caterpillars: What Will I Be When I Get to Be Me?
By Kevin McCloskey

Great White Shark
By Clair Saxby
Illustrated by Cindy Lane

A sense of kindly affection pervades the design and illustrations of “**A Shell Is Cozy**” (Chronicle, 40 pages, \$18.99), the finale of an elegant natural-history series that began in 2006 with “An Egg Is Quiet.” Having in other books explored the attributes of rocks, nests, beetles, seeds and butterflies, writer Dianna Hutts Aston and illustrator Sylvia Long now turn their attention to a way

of animal life that involves “a cozy, bony shelter that keeps the soft, delicate parts of the shelled animal safely tucked inside.”

Like its predecessors, “A Shell Is Cozy” alternates between making assertions about its subject and elaborating on them in dainty brown typeface. “A shell is athletic,” we read, as in Ms. Long’s ink-and-water-color pictures we see a trio of sea scallops in the act of eluding a starfish (the scallops “clap” their shells together to get around). Later, children ages 3-7 learn that shells may be spiny, smooth, sharp or even hairy.

Thanks to the ubiquity of Eric Carle’s 1969 picture book, “The Very Hungry Caterpillar,” your average toddler knows that caterpillars eat a great deal before spinning themselves into a cocoon. For kindergartners and first-graders, Kevin McCloskey describes the business of metamorphosis in more detail in “**Caterpillars: What Will I Be When I Get to Be Me?**” (Toon, 34 pages, \$13.99), a small, snug, humorous work that uses comic-book conventions to get its nonfiction ideas across.

The presentation starts small and simply, with a boy and a girl examining a green caterpillar atop a mushroom: “There are many kinds of caterpillars.” As the pages turn, the caterpillar munches its way through its early phases of growth—“Each stage is called an instar,”

we learn—and begins to chat with the children. “But who am I? Am I a worm?” the creature wonders. From the replies of the boy and girl, the reader will learn that the caterpillar is an insect with six legs (“Six legs?” yelps their outraged interlocutor, who assumes that he has more on account of his sticky “pro-legs”) and that he will become either a moth or a butterfly.

Claire Saxby offers a nuanced portrait of one of the world’s most terrifying predators in “**Great White Shark**” (Candlewick, 32 pages, \$18.99), a picture book for children ages 5-8. Cindy Lane’s sweeping watercolor pictures show a great white shark roaming the ocean looking for food. That the fearsome fish is a female and soon to give birth to pups might, in other hands, have been used to “humanize” the animal, making it less scary and exotic and, by implication, chiding young readers for thinking otherwise. Here, though, author and illustrator convey the implacable majesty of creatures that can weigh more than a large car, that hunt with a kind of sixth sense (electroreception), and that “can turn their stomach almost inside out to expel bones and shell fragments” after a meal. We are left with a reminder that humans are more likely to be hit by lightning than attacked by a great white: “Is she looking for you? No. Never.”

BOOKS

‘It’s not the note you play that’s the wrong note—it’s the note you play afterward that makes it right or wrong.’ —MILES DAVIS

All That Makes the Musician

Easily Slip Into Another World

By Henry Threadgill and Brent Hayes Edwards
Knopf, 403 pages, \$32.50

By CLIFFORD THOMPSON

‘**M**USIC is everything that makes the musician,’ the Pulitzer Prize-winning jazz composer, saxophonist and flautist Henry Threadgill notes in “Easily Slip Into Another World,” his fascinating memoir not only of a life devoted to music, but of music shaped by life. “Family, friends, hardships, joys, the sounds on the street, how tight you buckle your belt, the person who happens to be sitting across from you in the subway car, what you ate for breakfast—all of it.”

Indeed, during a recording career that has spanned nearly half a century, leading and composing for a succession of ensembles that includes Air, the Henry Threadgill Sextett, Very Very Circus, Make a Move and Zooid, Mr. Threadgill has created music that eschews the traditional structure of jazz tunes for an often thrilling everything-but-the-kitchen-sink sound. In works that range from joyous to introspective, instrumentalists frequently do not so much solo as come to the fore against richly textured, polyphonic backgrounds; a wonderful complexity informs even Mr. Threadgill’s quieter, more stripped-down compositions. A track may fade out at the end, as if the listener has been privy to part of a continuing thought process, or it may reach a clear destination via an alternate route.

As a budding musician, Mr. Threadgill drew inspiration from the works of the saxophonists Ornette Coleman, Charlie Parker and Sonny Rollins, traces of whose sounds, especially those of the free-jazz pioneer Coleman, can sometimes be heard in Mr. Threadgill’s compositions. (“Rag, Bush and All,” Mr. Threadgill’s 1989 album contains distinct echoes of Coleman’s seminal “Free Jazz” from 1961.) In Mr. Threadgill’s career, his artistic restlessness, one that has mirrored his personal restlessness and that calls to mind the careers of Miles Davis and John Coltrane, has resulted in continual innovation.

Mr. Threadgill’s life has been extraordinarily colorful. He was born in Chicago in 1944 and spent his early years near Groveland Park in “a big and noisy apartment” that was crowded with relatives. (His parents were separated.) When he was growing up, local radio stations played a dizzying variety of music, and young Henry absorbed it all. He regularly attended the local Church of God in Christ (his grandmother was a member); visiting singers included Mahalia Jackson and James Cleveland. Henry’s mother, who had studied piano, took him to concerts beginning when he



GET ON THE HORN Henry Threadgill on saxophone in New York during the 1980s.

was a toddler—he heard performers such as Louis Jordan and Lucky Millinder.

Another regular feature of Mr. Threadgill’s early years was racism. In 1954 his family moved to Chicago’s racially mixed neighborhood of Englewood, where police and adult neighbors sometimes seemed to be out to kill Henry and his friends.

In Englewood, Henry began taking piano lessons. During those years he was “captivated” by Parker’s music, and by age 14 or 15, he writes, “I knew I had to play the saxophone.” Meanwhile, in high school, he recalls, “I fell in with a crowd of dedicated miscreants” and was often “drunk at eight o’clock in the morning, before I even arrived at school.” After being expelled, he got himself together and was readmitted, but he continued to struggle with schoolwork—mainly because, at night, he would sneak out of the house with the saxophone his grandmother had bought him and go to music clubs, where “you never knew what was going to happen. Somebody might show you something.” Toward the end of high school, he began composing, inspired by Coleman’s “Lonely Woman,” which was “like an alarm clock going off.” In 1962 Mr. Threadgill enrolled in Wilson Junior College to study music. His courses sparked a lifelong interest in eclectic intellectual

pursuits, including Russian literature, existentialist philosophy and abstract expressionist painting. He graduated in 1964 and began studies at the American Conservatory of Music.

The Vietnam War interrupted his education. In 1966 he became a member of the 437th Army Band, stationed at Fort Riley, in Kansas, getting promoted to head arranger for the top band there. That assignment came to an abrupt end after his arrangement of a medley of “America the Beautiful,” “God Bless America” and other iconic patriotic songs—for which Mr. Threadgill took inspiration from the spiky melodies of Thelonious Monk. Mr. Threadgill’s work so enraged the higher-ups that they deployed him to Vietnam. He became a member of the Fourth Infantry Band but also a soldier: “At any moment, you had to be ready to drop your clarinet . . . and grab your M-16.”

Mr. Threadgill’s war stories, together the book’s dramatic high point, are numerous and wild, never straining credulity even as they sometimes defy belief. He was injured during the Tet Offensive. (For a time, his injury left him addicted to painkillers.) Like everything else in his life, Mr. Threadgill’s wartime experiences would influence his music: “One of the main ways that war transforms you has to do with your sense of hearing,”

he tells us. “You acquire a heightened sensitivity to sound.” After returning to the U.S., he discovered that quite a few musicians he knew had also served in Vietnam. “So many of us saw action,” he notes, “that you have to wonder what effect it had on the development of the music.”

A fascinating memoir not only of a life devoted to music, but of music shaped by life.

Back home, Mr. Threadgill completed his bachelor’s degree from the American Conservatory, became affiliated with the avant-garde Association for the Advancement of Creative Musicians (AACM) and put a group together with the bassist Fred Hopkins and the drummer Steve McCall. First known as Reflections, they later renamed themselves Air. Reviews of their live performances called for them to make records, and the recording industry took notice. Air’s first album, “Air Song,” was released in 1975. By the end of that year, the trio—along with many members of AACM—moved to New York, which has since been Mr. Threadgill’s main base of operations.

While Air’s first albums were largely improvised, the group’s later works, such as “Open Air Suit” (1978), were “almost entirely written,” Mr. Threadgill notes. In composing for Air, he was greatly influenced by the Ahmad Jamal Trio, particularly its “sense of space.” Its musicians, he tells us, “could lock into a groove, but they also knew how to be elliptical: to play a hint or a dollop in a way that suggested more.”

Over the course of leading eight groups and releasing dozens of albums—including the Sextett’s “Easily Slip Into Another World” (1987), Very Very Circus’s “Carry the Day” (1994), Make a Move’s “Everybody’s Mouth’s a Book” (2001) and Zooid’s “In for a Penny, In for a Pound” (2015), which won the Pulitzer—Mr. Threadgill’s musical direction has shifted quite a few times, according to his tendency to “start hearing something totally different.” Mr. Threadgill’s book reveals him to be not only a musician, composer and innovator, but a musical intellectual, one for whom all of life translates into art. “Some people might have a tendency to forget the full variety of their experience,” he notes. “I hold on to all of it.”

Mr. Thompson’s books include “What It Is: Race, Family, and One Thinking Black Man’s Blues.”

Bestselling Books | Week Ended June 10

With data from Circana BookScan

Hardcover Nonfiction

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK	TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Pageboy Elliot Page/Flatiron	1	New	Magnolia Table, Vol. 3 Joanna Gaines/Morrow	6	3
Atomic Habits James Clear/Avery	2	1	The Anti-Communist Manifesto Jesse Kelly/Threshold	7	New
Prepared Mike Glover/Portfolio	3	New	Taylor Swift Wendy Lawton/Golden Books	8	2
The Wager David Grann/Doubleday	4	5	The Puppeteers Jason Chaffetz/Broadside	9	New
Outlive Peter Attia & Bill Gifford/Harmony	5	8	The Creative Act Rick Rubin/Penguin Press	10	4

Nonfiction Ebooks

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Limitless Alok Appadurai/WorldChangers	1	New
I’m Just Saying Milan Kordostani/Health Communications	2	—
Pageboy Elliot Page/Flatiron	3	New
H Is for Hawk Helen Macdonald/Grove	4	—
The Nineties Chuck Klosterman/Penguin	5	—
The Wager David Grann/Doubleday	6	2
The Barefoot Contessa Cookbook Ina Garten/Clarkson Potter	7	—
Ultimate Baking for One Cookbook Kelly Jagers/Adams	8	—
The Warmth of Other Suns Isabel Wilkerson/Vintage	9	—
Outlive Peter Attia & Bill Gifford/Harmony	10	5

Nonfiction Combined

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Pageboy Elliot Page/Flatiron	1	New
Summer Brain Quest: K & 1 Workman/Workman	2	1
Atomic Habits James Clear/Avery	3	2
The Wager David Grann/Doubleday	4	3
Prepared Mike Glover/Portfolio	5	New
Summer Bridge Activities, K-1 Summer Bridge Activities/Summer Bridge Activities	6	10
Summer Bridge Activities, 1-2 Summer Bridge Activities/Summer Bridge Activities	7	7
Outlive Peter Attia & Bill Gifford/Harmony	8	6
The Puppeteers Jason Chaffetz/Broadside	9	New
Summer Bridge Activities, 2-3 Summer Bridge Activities/Summer Bridge Activities	10	—

Hardcover Fiction

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK	TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Happy Place Emily Henry/Berkley	1	1	Lessons in Chemistry Bonnie Garmus/Doubleday	6	5
Cross Down James Patterson & Brendan DuBois/Little, Brown	2	New	The Covenant of Water Abraham Verghese/Grove	7	6
Dog Man: Twenty Thousand... Dav Pilkey/Graphix	3	4	Why a Daughter Needs a Dad Gregory E. Lang/Sourcebooks Wonderland	8	9
Oh, the Places You’ll Go! Dr. Seuss/Random House Young Readers	4	2	Clive Cussler Fire Strike Mike Maden/Putnam	9	New
Lore Olympus: Vol. 4 Rachel Smythe/Random House Worlds	5	New	Identity Nora Roberts/St. Martin’s	10	7

Fiction Ebooks

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Cross Down James Patterson & Brendan DuBois/Little, Brown	1	New
Fourth Wing Rebecca Yarros/Entangled: Red Tower	2	2
Near Miss Stuart Woods/Putnam	3	New
Clive Cussler Fire Strike Mike Maden/Putnam	4	New
Waybound Will Wight/Hidden Gnome	5	New
Happy Place Emily Henry/Berkley	6	3
It Starts With Us Colleen Hoover/Atria	7	6
The Covenant of Water Abraham Verghese/Grove	8	8
Identity Nora Roberts/St. Martin’s	9	5
Lessons in Chemistry Bonnie Garmus/Doubleday	10	9

Fiction Combined

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Cross Down James Patterson & Brendan DuBois/Little, Brown	1	New
Happy Place Emily Henry/Berkley	2	2
It Starts With Us Colleen Hoover/Atria	3	3
Lore Olympus: Vol. 4 Rachel Smythe/Random House Worlds	4	New
Dog Man: Twenty Thousand... Dav Pilkey/Graphix	5	10
Fourth Wing Rebecca Yarros/Entangled: Red Tower	6	—
Lessons in Chemistry Bonnie Garmus/Doubleday	7	6
Clive Cussler Fire Strike Mike Maden/Putnam	8	New
Unfortunately Yours Tessa Bailey/Avon	9	New
Verity Colleen Hoover/Grand Central	10	8

Methodology

Circana 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, web retailers and food stores. Ebook data providers include all major ebook retailers. Free ebooks and those selling for less than 99 cents are excluded. The fiction and nonfiction combined lists include aggregated sales for all book formats (except audio books, bundles, boxed sets and foreign language editions) and feature a combination of adult, young adult and juvenile titles. The hardcover fiction and nonfiction lists also encompass a mix of adult, young adult and juvenile titles while the business list features only adult hardcover titles. Refer questions to Teresa.Vozzo@wsj.com.

Hardcover Business

TITLE AUTHOR / PUBLISHER	THIS WEEK	LAST WEEK
Atomic Habits James Clear/Avery	1	1
StrengthsFinder 2.0 Tom Rath/Gallup	2	4
Dare to Lead Brené Brown/Random House	3	5
The Experience Mindset Tiffany Bova/Portfolio	4	New
The Daily Stoic Ryan Holiday & Stephen Hanselman/Portfolio	5	9
Extreme Ownership Jocko Willink & Leif Babin/St. Martin’s	6	10
Emotional Intelligence 2.0 Travis Bradberry/TalentSmart	7	6
Chaos Kings Scott Patterson/Scribner	8	New
Think Again Adam Grant/Viking	9	—
Never Split the Difference Chris Voss & Tahl Raz/Harper Business	10	—

PLAY

NEWS QUIZ DANIEL AKST

From this week's Wall Street Journal

1. Police arrested Scotland's former leader Nicola Sturgeon as part of a probe into her party's finances. What's the issue?



- A. A rate hike is certain.
B. A rate hike is likely.
C. A rate cut is likely.
D. Rates will remain the same.

5. Bud Light lost its title as the top-selling U.S. beer. What's taken its place?

- A. Michelob Ultra
B. Corona Light
C. Modelo Especial
D. Old Rasputin Russian Imperial Stout

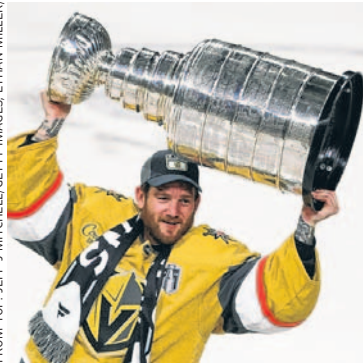
2. George Soros is handing control of his \$25 billion empire to his son Alexander. How does the latter describe himself?

- A. 'I'm more pragmatic'
B. 'I'm more idealistic'
C. 'I'm more conservative'
D. 'I'm more political'

3. One of Saturn's moons was discovered to have all the chemical building blocks needed for life to form. What's it called?

- A. Alcyoneus
B. Damysus
C. Enceladus
D. Polybotes

4. The Fed held its benchmark interest rate steady this month. What do analysts say will happen next month?



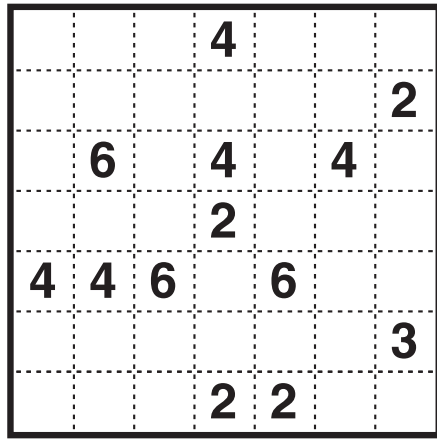
8. The Vegas Golden Knights won hockey's Stanley Cup. Who'd they beat?

- A. The Florida Panthers
B. The Dallas Stars
C. The Toronto Maple Leafs
D. The Colorado Avalanche

Answers are listed below the crossword solutions at right.

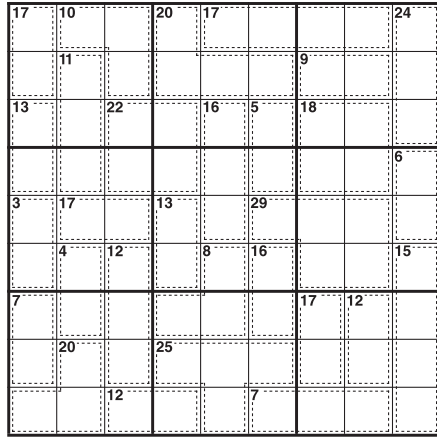
WSJ BRAIN GAMES

Cell Blocks



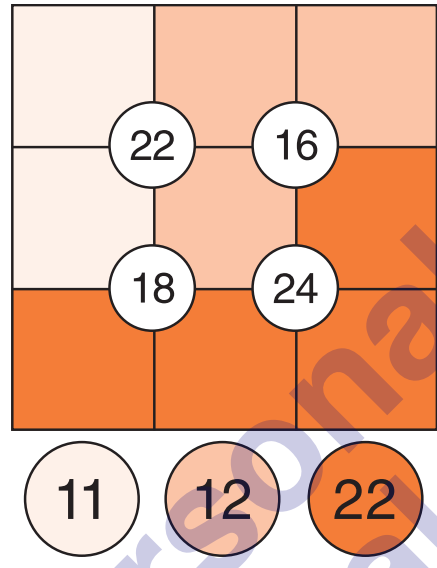
Divide the grid into square or rectangular blocks, each containing one digit only. Every block must contain the number of cells indicated by the digit inside it.

Killer Sudoku Level 2



As with standard Sudoku, fill the grid so that every column, every row and every 3x3 box contains the digits 1 to 9. Each set of cells joined by dotted lines must add up to the target number in its top-left corner. Within each set of cells joined by dotted lines, a digit cannot be repeated.

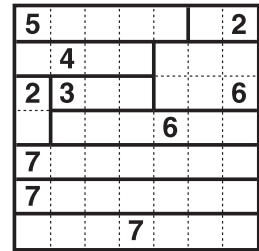
Suko



Place the numbers 1 to 9 in the spaces so that the number in each circle is equal to the sum of the four surrounding spaces, and each color total is correct.

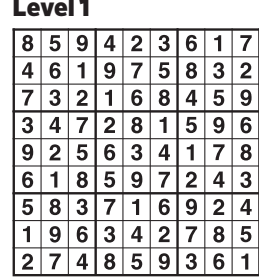
SOLUTIONS TO LAST WEEK'S PUZZLES

Cell Blocks

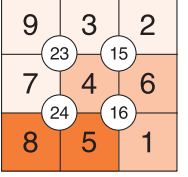


For previous weeks' puzzles, and to discuss strategies with other solvers, go to WSJ.com/puzzles.

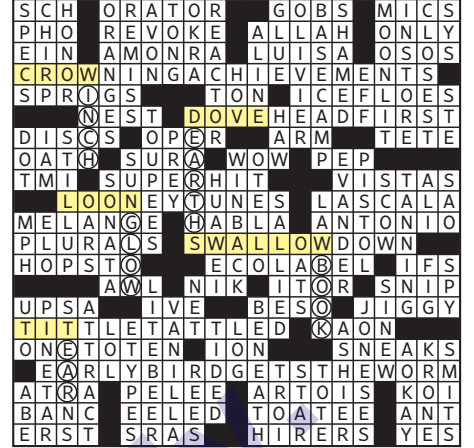
Killer Sudoku Level 1



Suko



Picky Eaters

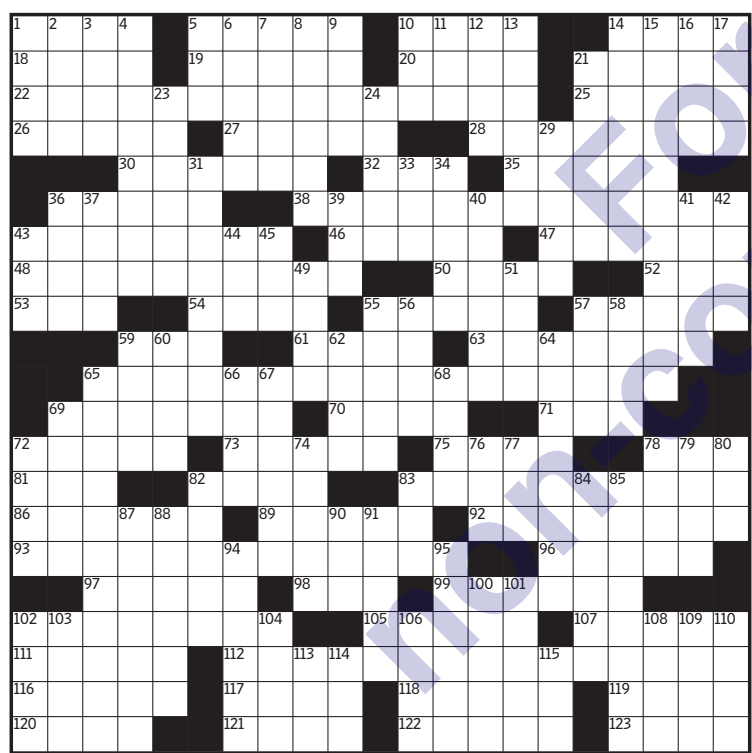


Double or Nothing

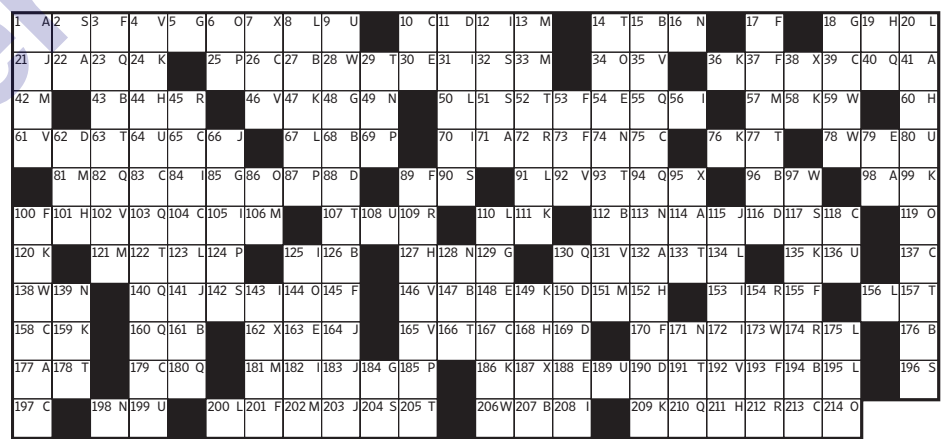


THE JOURNAL WEEKEND PUZZLES edited by MIKE SHENK

Answers to News Quiz: 1.B, 2.D, 3.C, 4.B, 5.C, 6.B, 7.A, 8.A



- 49 Author Stephenson who coined the word 'metaverse'
51 Trendy couple
55 Transitional points
56 Diamond Head location
57 Source of a bouquet
58 Image on a tablet
59 Attend
60 Letters that look like tridents
62 Evil opponent
64 Like many student jobs
65 Hail Marys, e.g.
66 City on a fjord
67 Check out creepily
68 Gas giant
69 Bible prophet
72 Abolitionist and suffragist Lucretia
74 Julia Louis-Dreyfus has 11 of them
76 Expression of indifference
77 Manipulate
78 Snub-nosed pooch
79 Neutral colour
80 Crime writer Rule
82 Unlikely occurrence
83 'Case of the Ex' singer
84 Choose as a successor
85 Speculative undertakings
87 Like elbows after skateboarding accidents, maybe
88 More pretentious
90 Nickname on 1950s campaign posters
91 Follow
94 Gives lip
95 'Welcome Home' sign, often
100 Burdened
101 Indistinct memories
102 Selling point?
103 Promote
104 Texting sign-off
106 West Wing staffer
108 Longish skirt
109 'We've all ___ there'
110 Tax IDs
113 '___ you kidding me?'
114 Roulette bet
115 Pattern-matching card game



Acrostic | by Mike Shenk

To solve, write the answers to the clues on the numbered dashes. Then transfer each letter to the correspondingly numbered square in the grid to spell a quotation reading from left to right. Black squares separate words in the quotation. Work back and forth between the word list and the grid to complete the puzzle. When you're finished, the initial letters of the answers in the word list will spell the author's name and the source of the quotation.

- A. Leftover pieces, scraps
B. Character voted #1 on the AFI's list of greatest movie heroes (2 wds.)
C. Grammy-winning 1961 hit for Chubby Checker (3 wds.)
D. Childishly silly
E. Stylish jazz fan
F. What Juneteenth commemorates
G. DuPont's name for its polymethyl methacrylate plastic
H. Person who might be arrested for doing nothing
I. 1952 novel that won the National Book Award for Fiction, the first for a Black author (2 wds.)
J. '___ exists only as a mental concept': Oscar Wilde
K. No longer in danger (4 wds.)
L. Regardless of the consequences (3 wds.)

- M. White heron whose plumes once adorned women's hats (2 wds.)
N. Hamlet destroyed in the 1940s for the construction of 'London Airport'
O. Misbehave; pantomime (2 wds.)
P. Egypt is responsible for about 20% of global production of them
Q. Delighted (3 wds.)
R. Low speaker
S. Liqueur whose name comes from the Italian for 'a little bitter'
T. Stopped before things became problematic (4 wds.)
U. U.S. cabinet department with the most employees
V. Pervading mood or emotional tone
W. Snack brand created by Charles Elmer Doolin in 1948
X. First state to recognize Juneteenth as an official holiday, in 1980

Get the solutions to this week's Journal Weekend Puzzles in next Saturday's Wall Street Journal. Solve crosswords and acrostics online, get pointers on solving cryptic puzzles and discuss all of the puzzles online at WSJ.com/Puzzles.

REVIEW



WEEKEND CONFIDENTIAL | EMILY BOBROW

Nasim Alikhani

An acclaimed chef brings the flavors of Iran to America.

charities. She also ran seven marathons, competed in triathlons, climbed mountains and earned a master's degree in international affairs at the New School. By the time her children entered high school, Alikhani thought it was time to finally open a restaurant.

She and her husband bought what seemed to be the perfect spot in Brooklyn in 2012, but renovating the space took six grueling years of negotiating building permits and community board restrictions. After

'I began to feel that this is who I want to be, this is what I want to do.'

one of many rejections of her plans, she thought about calling it quits, but a friend convinced her to find other ways to cook while the bureaucratic gears ground on. Alikhani began bringing regular meals to homeless people at a Manhattan shelter. "I loved watching the joy in their eyes," she says. "It took my mind off the approvals process."

"Sofreh" is Farsi for an ornate tablecloth used on special occasions, evoking the kinds of festive meals that bring people together. Alikhani and her husband worked with creative director Rozhia Tabnak to design every detail of the restaurant, from the rustic exposed beams to the mismatched silverware to the basket they provide for bags that might otherwise rest on the ground. "These are the gestures that make food an experience, not just something that fills up your stomach," she says.

Alikhani interned in a number of commercial kitchens, but she says there are lessons of running a restaurant that are invariably learned on the job. She discovered that she needed to delegate better—"restaurants really demand teamwork"—and also not to take it personally if a customer failed to finish a dish. Sofreh was less than two years old when the pandemic hit, but she says her kitchen staff all came back when it was time to cook again.

After years of praise from family and friends, Alikhani knew she could cook, but she admits she was surprised by just how quickly and enthusiastically critics and diners embraced her work. "I really didn't expect any of this," she says. Although she no longer feels pangs of impostor syndrome, she says that she still gets caught off guard. When her husband told her the White House had emailed to ask if she could cater a meal for the Persian New Year this past March, she asked, "Are you sure it's not a scam?"

Nasim Alikhani says she was a 23-year-old "twig of a girl" when she left her war-torn home in Iran, arriving alone in New Jersey in 1983. Poor and disoriented, she commuted to Queens College to study English and threw herself into the cheap comforts of American fast food. "There was a McDonald's and a Dunkin' Donuts right next to the college, and you could pay a dollar for this massive bucket of fries," she recalls. Yet she soon found her new diet unsustainable: "I gained about 20 pounds in a month."

To feel more connected to herself and her past, Alikhani began to cook. Even without proper equipment or a kitchen of her own—"I was moving from room to room in various people's homes and often slept on a couch"—she felt a burgeoning sense of pride in the Persian flavors she coaxed from stubborn American ingredients. She made yogurt from scratch and scoured ethnic grocery stores for long-grain rice, which she mixed with the saffron or turmeric her mother had sent with her. She began cooking for roommates and fellow students, and beamed when they devoured it all.

"Cooking put me at ease. It made me feel more at home," says Alikhani. "Feeding people and seeing the results of your work being consumed with a smile and nods—the joy of it is priceless."

Alikhani, 63, is now credited with raising Persian food in New York to a high art. A home cook with little experience in commercial kitchens, she opened her Brooklyn restaurant Sofreh in 2018 to rapturous reviews. Her first cookbook, "Sofreh," out later this month, shares her contemporary interpretations of traditional Iranian dishes.

"I'm representing where I come from every day," she says. "It's a huge responsibility, and I take it very seriously." Alikhani is also inspiring other chefs to mine their Persian roots. "There's a guy in Toronto I'm in close contact with. There are young women in L.A. who are doing some cutting-edge stuff. There's a lot more Persian food coming, which is really exciting," she says over fizzy water at a window table in her airy, minimalist eatery.

As a girl in Isfahan in central Iran, Alikhani woke up to the smell of sizzling onions wafting from the kitchen. "My mother was a full-time teacher and then a high-school principal, yet there was never a day when there wasn't a meal ready for us when we came home, which she began preparing at 5 a.m.," she recalls. She initially pitied her mother, who always seemed to be cooking or cleaning, but later grasped her mother's power in setting the tone of their home and her pride in feed-

ing her family well. Alikhani was 9 when she began helping regularly with the pickling, jamming and canning of fruits and vegetables: "I began to feel that this is who I want to be, this is what I want to do."

"The culture of food in Iran is huge," Alikhani observes. Meals are big and often shared, and friends and relatives regularly drop by with edible gifts. When Alikhani returned to Isfahan years later with her husband, Akis Petroulas, a chemical engineer, she says he was dazzled by all the visitors who came with jars of "shimmering marmalades," sour pickles and homemade pastries. "Yes, yes," she told him. "This is what we do."

A headstrong young woman, Alikhani left home in 1977 to study

law at the University of Tehran, with plans to be a judge. Yet she found she cared less about torts and contracts than making meals for friends. When the country erupted in demonstrations the next year, first against the Shah and then against the Islamic Republic of Ayatollah Khomeini, who closed all universities, Alikhani calmed herself with cooking. One friend observed: "Nasim, bullets are flying outside and you're in here frying eggplant?"

After seeing friends imprisoned and executed, and with few opportunities for women under the new regime, Alikhani decided it was time to leave Iran. Her father arranged for her to stay with a co-worker's family in New Jersey, and her mother packed her suitcases with dried

plums and barberries, herbs and raisins. After spotting an ad for a nanny in a Farsi newspaper, Alikhani soon had both a job and an antidote to her loneliness. Her employer loved her cooking and hired her to cater parties. She says guests were incredulous that such a slight woman could create these Persian feasts: "They would say, 'You're the cook?' I would beam with pride."

Alikhani went on to earn a degree in sociology from Hunter College and spent years running her own copy shop in Manhattan. She thought of opening a cafe in the early 1990s but put the idea on hold after giving birth to twins. Instead she threw herself into cooking for her family, then took on grander catering projects for the kids' schools and various

MASTERPIECE | 'BLOOD MERIDIAN' (1985), BY CORMAC MCCARTHY

A Novel of Brutal Beauty

By BRIAN P. KELLY

IT TOOK CORMAC MCCARTHY a decade to write "Blood Meridian." Mr. McCarthy, who died at age 89 on Tuesday, pursued this bleak western with the same obsessiveness that he did all his writing, moving to the American Southwest in the mid-'70s to aid his research and enduring poverty to dedicate time to his art—a burden that would be eased thanks to a 1981 MacArthur Fellowship.

When the novel was published four years later, it was notably his first to be set in the West and, even for Mr. McCarthy, who had already put out four hard-edged books, notably violent. Critics were divided, the book sold fewer than 2,000 copies, and most of its first edition was remaindered. It took a decade or so until readers began to appreciate the greatness of this work—a harrowing struggle between notions of fate and free will, and in my view one of the most profound novels in the English language.

The plot is as straightforward as it is grisly. A runaway adolescent known only as "the kid" heads west and in 1849 joins the murderous Glanton gang—scalp-hunters

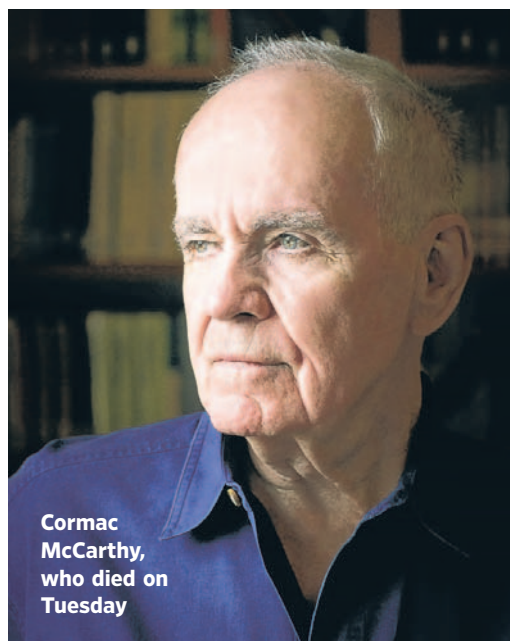
who are enlisted to kill threatening Apaches but soon expand their quarry to include all sorts of innocents—then spends much of the story traversing barren deserts and committing unspeakable acts of horror. (John Joel Glanton and his debauched marauders were a real group, and Mr. McCarthy based much of the book on the accounts of Samuel Chamberlain, who published a memoir about his time with them.)

Why would someone want to read a novel whose graphic acts of brutality make Hieronymus Bosch's paintings look like a children's coloring book? A simple answer is Mr. McCarthy's writing. Without question, he was one of the best stylists of the 20th century—stripping punctuation to its studs, embracing diction archaic and mellifluous, apt to reduce sentences to the fewest possible words but unafraid to let them gallop along at full tilt when they needed to. A dying man lets out "a howl of such outrage as to stitch a caesura in the pulsebeat of the world." Parties passing in the night are "pursuing as all travelers must inversions without end upon other men's journeys."

Amid this gripping prose "Blood Meridian" grounds itself in man's

preoccupation with the inevitability of death. Yes, carnage surrounds the characters and killings are handed out without a second thought by characters ranging from the psychotic Judge Holden—the closest thing the novel has to a flesh-and-blood antagonist—to the still-religious ex-priest Tobin. And yet, hardened as these men are, the clawing knowledge of mortality still eats at them—the "ultimate destination" of man "is unspeakable and calamitous beyond reckoning." Like all of ours, their deaths are *faits accomplis* from the moment they are born; in life, they are "a ghost army" who "sleep among the dead," experiencing but a brief interregnum between periods of nonexistence.

So how is that brief moment of life directed? If Melville—with whom Mr. McCarthy is frequently compared and whose "Moby-Dick" is often cited as a precursor to "Blood Meridian"—explored man's



Cormac McCarthy, who died on Tuesday

search for meaning through a Romantic, post-Enlightenment lens, then Mr. McCarthy does it through a nihilistic, post-Nietzschean one. Here, free will and fate grapple in a seemingly unresolvable conflict that plays out against a godless landscape of savagery.

Early on, the harshness of this world is said "to try whether the stuff of creation may be shaped to man's will or whether his own heart is not another kind of clay"—whether we control our destiny or our destiny controls us. An argument for the latter is a piv-

otal fortune-telling scene where a group of performers prophesy with particularly accurate detail the gruesome end many in the group will face. The judge, on the other hand, is militant in his pursuit of control, documenting everything from plants and animals to ancient markings and colonial relics in a ledger he carries in the belief that by "singling out the thread of order from the tapestry . . . he will effect a way to dictate the terms of his own fate."

It is in the novel's lurid violence that these opposing epistemological views are reconciled. The judge explains the paradox in mystical terms: "War is the truest form of divination. It is the testing of one's will and the will of another within that larger will which because it binds them is therefore forced to select. War is the ultimate game because war is at last a forcing of the unity of existence. War is god."

For the believers in predestination, their survival or slaying in every skirmish is written in the stars; for the acolytes of autonomy, the battlefield is the ultimate testing ground to gauge the wisdom or foolishness of their decisions. In Mr. McCarthy's badlands, all tenets are subsumed by bloodshed.

Mr. Kelly is the Journal's associate Arts in Review editor. Follow him on Twitter @bpkelly89.



Claw and Order
This summer, a Y2K-era hair clamp is cooling heads again **D2**

OFF DUTY

High Tech, Low Humor
Little known fact: You can make your Tesla toot **D8**



FASHION | FOOD | DESIGN | TRAVEL | GEAR

THE WALL STREET JOURNAL.

Saturday/Sunday, June 17 - 18, 2023 | **D1**



STOOL SHED Behind a historic Nantucket home, designer Kristin Paton turned a ramshackle ironmonger's shop into a cozy pub. Below, a view from inside, with swing-down awning windows.



A Truly Open Bar

The finishing flourish of your outdoor setup, whether for entertaining guests or just yourselves? A counter (or even a little cottage) to serve up cocktails.

By MICHELLE SLATALLA

THE BACKYARD PUB crawl started last summer right after Lauren Smith got her bar hut. A couple of guys from Taverns-to-Go had arrived on a truck and within an hour assembled the prefab bar in her yard in Long Beach Island, N.J. To four pressure-treated lumber walls they added a corrugated metal roof, lots of shelves to hold bottles and glasses and the bar countertop itself. Her deluxe model, 5-foot-by-10-foot, even had enough wall space to mount a TV.

Smith painted the hut white, bought four white bar stools and strung up some twinkly lights. It was easily visible from the street. "Everyone driving by was asking, 'Where did you get your bar?'" she said. Soon the people across the street got one. Then the neighbors down the block. "Now we do little pub crawls at our bars on the weekends," Smith said, adding, "It brings together a

neighborhood. I suggest everyone get one. How is this just now becoming a thing?"

By any objective measure, backyard bars are very much becoming a thing. As recently as 2021 only 4% of U.S. homes had one, according to a National Home Trends Institute survey. But when the pandemic forced people to socialize outdoors, they discovered they really, really liked it out there—even after it was safe to go back indoors. And now?

Architects and designers say clients are clamoring for \$50,000 built-in bars so they can play bartender at pool parties. Appliance makers say sales of weather-resistant kegerators, refrigerators, ice makers and undercounter wine coolers are surging. "Warm-weather states are hot spots, but even in the Midwest people are putting in outdoor bars at their lake houses," said Heather Shannon, director of brand marketing for Milwaukee refrigerator manufacturer Perlick.

Some backyard bars are swanky enough to feel like a resort. Architect Christopher Brandon's is a sleek, cedar-clad

Please turn to page D4

Inside



CREASE CONTROL
Cotton T-shirts get wrinkly fast. These options refuse to rumple. **D3**



VENICE WITHOUT THE MENACE
If you find crowds maddening, seek out the city's hidden corners **D7**

WHICH PINK TO DRINK?
Rosé sales are down, but these bottles still sell well—for good reason **D10**



WHO NEEDS A WINDOW?
Gloom is not chic. Strategies to brighten a sunless bathroom **D5**

STYLE & FASHION

The Bare Market

‘Naked dressing’ is dominating red carpets, but you needn’t show all to master the trend. How to wear skimpy styles chicly—even to work.

By KATHARINE K. ZARRELLA

IM 60. It’s dangerous to show that part of your body,” said Suzanne Corcoran. In April, she’d ordered a pleated, turquoise A.L.C. dress online (below right, in yellow) with what she thought was a small cutout above the right hip. The Alexandria, Va., developer loved the piece’s shade and silhouette—she’d worn a similar dress to prom—and figured a tailor could close the peephole. Not so. She asked friends if they’d struggled with exposure too. “They were like, ‘No. Why would I buy a dress with that?’”

Corcoran’s niece, 28, stepped in, telling her aunt the flesh flash looked fabulous. Reassured, Corcoran donned the dress sans underpinnings to a formal Manhattan event. Disaster did not ensue.

“Naked dressing”—apparel that leaves little to the imagination—has been dominating runways and red carpets. Kendall Jenner eschewed pants for her 2023 Met Gala look; model Ashley Graham wore a sheer Prada mini to a May fete in Cannes; and Zendaya essentially donned a bra at 2023’s NAACP Image Awards.

“The idea of skin-baring gets bad PR,” said New York stylist Steven La Fuente. “We’re seeing extreme versions on red carpets and it can look ridiculous. Like, we’d never go out looking this.” And yet, he said, most anyone can wear more subdued takes on the evident-epidermis trend. “Everyone says the number-one step is to have confidence. But more important is having the right base layer,” he said. Once you get that, “any body type can wear these things.” Even so, a little swagger doesn’t hurt. After triumphantly debuting her bare(ish) torso in New York, Corcoran decided to take her dress to a Boston fundraiser. “I’m going to rock it with the cutout,” she declared. “I will wear it again and again.” Here, clever ways to dress a little more nakedly than usual for all sorts of occasions, from nights out to days in the office (yes, really).



From left: Sheer style on Chanel’s spring 2023 runway; a Prada-clad Ashley Graham in Cannes in May.

If you don’t share genes with Gypsy Rose Lee, or if you’re simply new to naked dressing, sheer is the easiest point of entry—and has been for decades, said Amanda Suter, owner of online boutique Butch Wax Vintage, where transparent pieces from the 1930s and ‘90s are in high demand. To start, pull a sheer maxi dress over an opaque slip, said Washington, D.C., stylist Naina Singla, creating an illusion of exposure. Los Angeles stylist Emily Men, 35, sports such layered, diaphanous looks to work events, dinner with her parents and even the grocery store. “If I happen to be wearing that and need to swing by Whole Foods, I have no problem,” said Men. Easier than a see-through dress is a sheer blouse, which Singla deems appropriate for most offices—provided it’s paired with a cami beneath or a blazer on top.



Stretch Slip Dress, \$62, Skims.com

Sheer Norma Kamali Dress, \$273, MyTheresa.com



From left: A cutout dress in Nensi Dojaka’s spring show; Janelle Monáe in a hip-baring gown in March.

“What are we going to cut out next?” joked Sarah Hoover, referencing fashion’s gopher-like obsession with holes. While growing up in Indiana, the New York writer, now 38, tried to channel the “pretty rad” cutout Hunza G mini dress Julia Roberts wore in 1990’s “Pretty Woman.” (Fun fact: The brand has reissued it in multiple colors.) Hoover has lately favored high-fashion iterations of the flesh-baring outfits she coveted as a teen. “It’s been interesting and fun to see how much you can get away with,” she said. Singla finds side cutouts most approachable for her clients, while La Fuente suggests starting with bare shoulders. Worried about showing too much skin? La Fuente advises “Frankensteining” together combos of sheer bodysuits (or slips) and cutout wares, an approach that Liane Wiggins, head of womenswear at e-retailer Matches, said is proving popular among customers.



Pleated A.L.C. Cutout Dress, \$595, NeimanMarcus.com



From left: Max Mara’s spring bandeau and high-waist pants; Zendaya in a star-powered bra top in February.

“I love wearing a bra with really oversize trousers,” said Carrie Barber, 38, the Los Angeles founder of Make Beauty. At six-feet tall, she long struggled to find traditionally sexy clothes in non-Lilliputian proportions. Now proudly statuesque, she feels most empowered in untraditional options, like high-waist pants, a bra top and a roomy blazer. “I like to be sexy but half covered,” she said. Wiggins agrees bra tops work best when anchored by down-to-earth elements. Matches’s shoppers are buying tone-on-tone outfits in fabrics like linen, she said, and bras with support and structure. Julie Macklowe, 45, the New York founder of the Macklowe Whiskey and a naked-dressing veteran, took the look formal for a 2022 event, donning a modern Dior sports bra with a vintage striped ball skirt. “If I’d done that 10 years ago, people would have said ‘What is Julie wearing?’ Now people are like ‘I love that outfit.’”



Wide-leg Pants, \$168, TheReformation.com

Victoria Beckham Bra Top, \$130, MyTheresa.com



From left: A blazer dress from Bottega Veneta’s spring collection; Kendall Jenner forgoing pants last November.

“Novices need not apply,” said La Fuente of pants-free fashion. “It’s intimidating. You don’t have to go there.” Instead, he advocates beginners nod toward bottomlessness by pulling a sheer skirt over something safe but small, like boy shorts. Dare to be barer? Singla proposes teaming a long blazer with stockings. “It’s intriguing but classy,” she said. La Fuente seconds that idea but adds hot pants in a color and texture that make them “feel intentional, not like a wardrobe malfunction.” If determined to conquer this double-black-diamond naked trend and go truly pantsless à la Cher in 1989’s “If I Could Turn Back Time” video or Lady Gaga in the 2010s, opt for opaque tights, briefs and an ample sweater or jacket. “It’s a balance of, ‘I don’t have pants on but I’m fully covered,’” said Barber, who touts the comfort of going sans pants. “I wear it more for me than for anyone else.”



Linen Anine Bing Blazer, \$450, Saks.com

Ribbed White Knit Bike Shorts, \$265, Jacquemus.com



A Y2K Hair Hack That Clawed Its Way Back

Claw clips have refused to stay in the circa-2000 mall. Five high-fashion options to try.

IF YOU’VE been on TikTok lately—or even just outside—you might have noticed that the “claw” clip, a Y2K hair-accessory staple, is grasping hair anew. Google searches for “claw clip” reached a five-year high this March, and online shopping payment service Klarna reports a 24% spike in purchases in the past month. Kendall Jenner recently sported a tortoise one, Hailey Bieber favors pop-color clips, and Bella Hadid is in the fad’s grip, too. Once a drugstore buy, clips have gone high-fashion luxe. Read: *pricey*.

Clawed locks may telegraph effortlessness, but even simple ‘dos might call for a tutorial. A “waterfall” is great for shoulder-length hair and is “kind of old-school,” said Los Angeles hair stylist Laura Polko. “You twist hair at the base, clip it underneath and let it fall over the top.” There’s a style suited to nearly every hair length, cut and texture, said Polko. “The only way to mess up,” she added, is by wearing a clip that’s too big or small for your head or hair. Here, five accommodating options. —Grace Rasmus



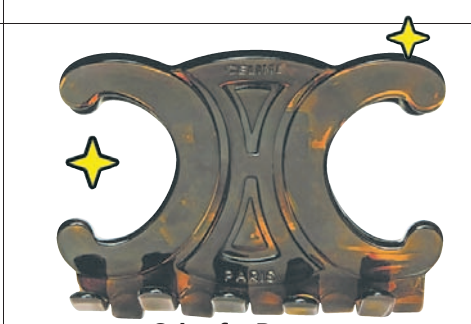
White Claw
Sophie Buhai 4.5-inch Resin Clip, \$285, Net-a-Porter.com



Cherry on Top
Acetate 4-inch Clip, \$34, EmiJay.com



The Gold and the Beautiful
Jacquemus 6.5-inch Metal Clip, \$230, Ssense.com



Going for Baroque
Acetate 2.8-inch Clip, \$475, Celine.com

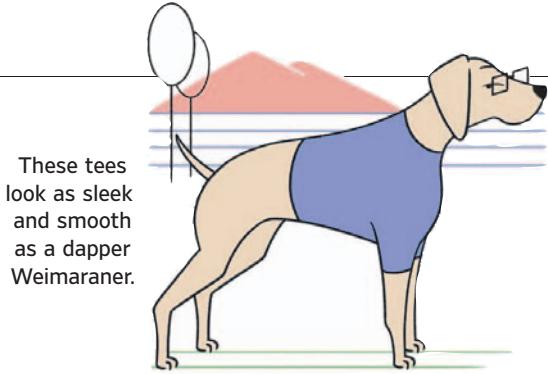


Blush Life
Undo Hairware 4-inch Resin Clip, \$36, SolidAndStriped.com

STYLE & FASHION

No-Crease Offerings

Cotton T-shirts are quick to wrinkle—and so surprisingly high-maintenance. Can we interest you, instead, in a new wave of tees cut from fabrics that rarely rumple?



These tees look as sleek and smooth as a dapper Weimaraner.

By Ashley Ogawa Clarke

WHEN IT COMES to T-shirts, Jeff Yamazaki encourages competition. The Los Angeles actor, 31, pits his tops against one another—call it a tee-off. “I’ll buy a couple white tees [from different brands] at the same time and see which one holds up best,” he said. After the candidates weather many wears and washes, he’ll pick a winner. Among his criteria: Which is comfiest? Which neckline sagged the least? And, crucially, which looked most presentable without the aid of an iron? (He’ll then buy the victor again, perhaps in a different color.)

We’re not talking about basic cotton T-shirts. Yamazaki’s top-scorers to date are from Copenhagen brand Son of a Tailor, which makes agreeably bumpy waffle-knit and piqué designs as well as custom-fit cotton tees. He finds the brand’s wares look sharp even after a long day. A close second: Uniqlo’s smooth, micro-polyester AIRism tops (bottom row, left). “I hate the stickiness of cotton when you get too sweaty, but AIRism doesn’t have that,” he said of the sweat-absorbing textile. Though it looks like cotton, he says it hardly wrinkles. “It’s easy, I don’t have to think about it.”

Guys want to appear more refined than a standard cotton crew neck typically allows.

Can the same be said of a cotton T-shirt? Though reputed to be the breeziest of wardrobe items, a classic cotton tee often behaves like a brat. It demands regular dates with an ironing board or steamer if you expect it to be dapper. Fish it out of the pile and throw it straight on and you’ll often look like you’ve slept in a corn field.

Good news: Men who like a more polished look can now choose from a smorgasbord of handsome tees in unobvious, alternative fabrics. Some skew dressier, while others have appealing, gritty textures that add interest to your summer wardrobe. Crucially, none are precious. Many resist wrinkles more stubbornly than a freshly Botoxed forehead, so you can look pulled-together with zero effort. Consider them the ultimate easy tees.

Standouts include a tan T-shirt from German brand A Kind of Guise crafted from a blend of cooling linen and moisture-wicking merino. Or a nubby, recycled-silk gem from Cos (bottom row, middle) that will straighten itself out after you thoughtlessly scrunch it into your carry-on. Patrick Burch, founder of Arizona menswear store Cave & Post Trading Co., recently stocked a selection of soft, beachy-looking hemp T-shirts from Jungmaven. He was sold by the way the fabric gives creases their marching orders. “The yarn is so dense that the wrinkles disappear when you put it on,” he said.

Many options in this emerging unwrinkly category cost more than a routine cotton T-shirt. A tee from Yamazaki’s beloved Son of a Tailor can set you back \$85; that nubby Cos



BOTOXED WARDROBE Designs that resist wrinkles far better than these tarp backdrops. Clockwise from top left: Lyocell-Blend Tee, \$100, *CDLP.com*; Avalon Knit Tee, \$98, *BuckMason.com*; Hemp-Blend Tee, \$54, *Jungmaven.com*; Waffle Tee, \$75, *SaturdaysNYC.com*; Oversize Recycled-Silk Tee, \$89, *Cos.com*; AIRism Tee, \$15, *Uniqlo.com*

design costs a few dollars more.

On a recent visit to a Todd Snyder store in New York, Antonio Fragoso, 38, found his new favorite unfussy style: a knit T-shirt. Like a refined sweater with the sleeves lopped off mid-bicep, these designs skew fairly formal. Yet Fragoso, who works in advertising in New York, finds them low-maintenance because he needn’t “bother about ironing” them.

Turner Allen, a New York men’s style consultant who mostly works with busy tech guys, turned Fragoso on to these styles. Post-pandemic, Allen’s clients want to appear a little more refined than a standard cotton crew neck typically allows. “A knitted T-shirt is an easy way for them to elevate [their look],” he said. One of his favorites is Buck Mason’s sufficiently roomy, unclinging, cotton-jersey Avalon model (top row, middle). Its slightly higher

neck looks great under a jacket, he said, and you can just chuck it in the wash.

Another way to let your iron gather dust? Try lyocell, said Stockholm stylist Eilidh Greig. This silky wood-pulp textile resembles cotton at its most crisp and barely wrinkles, she said. Among her top picks: the versions from Swedish brand CDLP (top row, left).

But here’s a thought: Rather than striving for smoothness, embrace a deliberately crinkled design with creases stamped into its DNA, said Damien Paul, head of menswear at retailer MatchesFashion. He likes the tees from Homme Plissé Issey Miyake. Anyone who travels a lot, he noted, might welcome the polyester tops’ distinctive accordion-like pleats, since they can’t be bent out of shape. “Once it’s washed and you hang it dry, it goes back to exactly how it was.”



Content with looking as wrinkled as a Shar Pei? Stick to classic 100% cotton T-shirts.

Fallen Tops: Three Out-of-Style Looks

While stocking up on your new creaseless T-shirts, avoid these dated designs, say experts

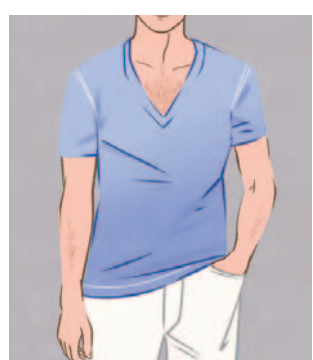


POCKET TEES

Some say that a chest pocket on a T-shirt is an unnecessary, fussy detail—and therefore decidedly uncool. “I tend to steer away from them,” said New York style consultant Turner Allen. “I find that the pocket is purely ornamental and serves no practical purposes, so why have it?”

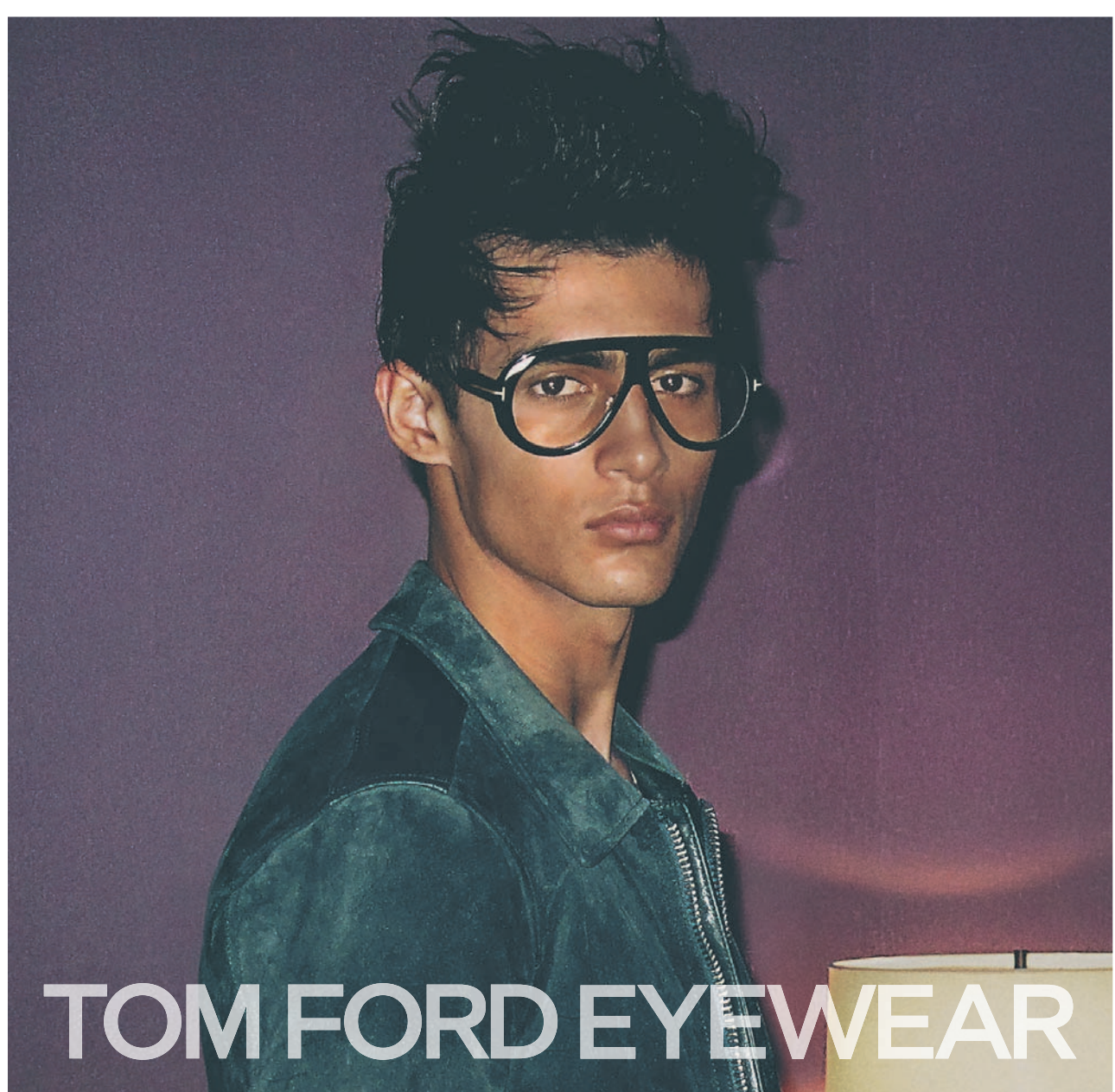
LOGO STYLES

Over: announcing your loyalty to a brand by displaying its logo across your chest. Loudly branded tees have lost favor in the “Succession”-fueled era of Quiet Luxury. That “might be a buzzword, but it’s a way to say that to be stylish now is to be understated,” said stylist Eilidh Greig.



DEEP V-NECKS

The late 2000s may have had a moment recently with the revival of Indie Sleaze (think hipster-ish cardigans and cropped leather jackets), but that era’s plunging V-neck tees should be confined to the history books. “They’re so horrible,” said Greig. “It’s too showy.”



TOM FORD EYEWEAR

E. MARTIN RAMIN/ THE WALL STREET JOURNAL (6); ILLUSTRATIONS (DOG): FEDERICA DEL PROPOSTO; ILLUSTRATIONS (T-SHIRTS): PAUL TULLER

DESIGN & DECORATING



THE PATIO PUB Architect Christopher Brandon bumped out his pool house, in Costa Mesa, Calif., to accommodate a handsome bar.

No Last Call—Ever!

Continued from page D1

extension to the pool house in his Costa Mesa, Calif., backyard. With a concrete countertop and a midcentury-tile backsplash, the bar has all the bells and whistles: a sink, an under-counter refrigerator and a dishwasher drawer. With views of both the sport court and the pool, the bar “allows us to have a few couples over, serve food, fix drinks and keep our eyes on the kids to make sure nobody is bleeding or drowning,” Brandon said.

At the lower end of the budget spectrum are the offerings of Etsy sellers such as Liam Gallagher. His Pearl River, N.Y., company, Bars to Yards, sells \$2,500 prefab bar huts, and Gallagher says demand is spiking. “We sold 70 in 2021, 300 last year, and we expect to double that this year. Customers send us photos after they give them a nautical theme, or do them up as tiki bars. Others...paint them all different colors.”

Perhaps it was inevitable that after Americans spent the past three years maxing out their backyards with fancy furniture, big grills and plunge pools they would turn their attention to what may be the last frontier of outdoor entertaining: adorable playhouses for grown-ups.

“It was the final piece of my backyard oasis,” said Diana O’Connor, a hospital administrator in Pearl River. “I come from a big Italian family—Sunday dinner can be quite an event—and I’m planning a pool party for 70 people for my daughter’s first birthday. I needed this bar hut.” She bought it this spring, after learning that Gallagher lived in the neighborhood. O’Connor invited him to survey her backyard. “Next thing I know, he comes with a team and they put the pieces together boom-boom-boom in an hour,” she said. “It’s not even painted yet, but my husband and I can’t resist it—we’re sitting outside next to this unfinished pine thing watching TV. It’s like we’re on vacation.”

That’s precisely the allure. After growing to love their backyards more over the past three years, Americans are ready to pretend—without actually leaving them—that they have traveled somewhere else. Depending on the décor, an outdoor bar has the power to transport its owner to a faraway destination: to Gilligan’s Island, say, or a breezy St. Barts cabana or even a sea captain’s snug.

On Nantucket, designer Kristin Paton recently transformed a derelict 19th-century ironmonger’s shop in the backyard of a home into a meticulously restored gem—a Mini-Me to match the architecture of the

circa-1760 main house. The bar hut has windows paned in antique glass, a tiny pitched roof and a trellis for a climbing rose. “The intention is to make it look even more twee, like an antique dolls’ house with roses all over,” she said.

Minneapolis homeowner Mark Tierney’s backyard bar creates a different mood. Located inside his garage, the bar is an elegant stage set. As with an antique roll-top desk, its magic is hidden behind a mahogany louvered screen that lifts to reveal the bar counter, on which sits a little cut-glass tabletop lamp and its glowing red lampshade. Inside the garage, Tierney plays bartender against a backdrop: A pair of antique glass and mahogany screen panels salvaged from a defunct department

rate beer gardens with billiards tables, dance floors, bowling alleys and panoramic views of the city. And in lower Manhattan an open-air saloon called Niblo’s Garden created magic with colorful hanging lanterns, said food historian Cathy Kaufman, an assistant professor at the New School in New York.

These so-called urban pleasure gardens anticipated today’s backyard bars in the sense that they were “socializing places, not just for drinking alcohol but also where you might go for courting—a young lady might come with a chaperone—or to take a family to get an evening ice cream in a lovely illuminated place,” said Kaufman.

Nowadays, a few key elements are all it takes to create the backyard enchantment that “makes you feel like you’re transported to another, more exotic place,” said Steve Griggs, a Blauvelt, N.Y., designer specializing in elaborate suburban landscapes in the tri-state area.

“Colors and textures of plants play a crucial role as a backdrop for creating the right emotions for your bar,” Griggs said. “If you want a romantic resort atmosphere, plant grasses that blow in the wind.”

Other design elements to consider: lighting (“you want to create a candlelight effect,” he said), a fountain or bird bath (“the sound of water transports you to tranquility”) and even wind chimes (“another sensory sound to evoke emotions”).

For small, tight spaces with no room for a stand-alone bar hut, an awning window on the side of a house can re-create the mood of a snack bar on a beach. “An awning window swings up and out of the way and can connect your outdoor bar to your indoor kitchen, which has everything you need to serve drinks,” said Erin Sander, an interior designer in Dallas. “On the exterior, all you need is enough space for a countertop and bar stools.”

Sander, who currently is working on five vacation-house projects for clients who have requested outdoor bars, said foldaway bar stools are another space saver. “We call them integrated bar stools,” she said. “They can be connected to the house and swing out into space when you’re using them, then fold back underneath the serving counter.”

Big or small, a backyard bar “is the centerpiece everybody gathers around, no matter where you put it,” said Jodi Lyn Tomlin. She should know. The Mattoon, Ill., homeowner’s reclaimed-wood bar, delivered from Etsy last winter, found a temporary home indoors, in her family room, to protect it from snow and wind. Even before the weather warmed up enough to consider moving the bar to the backyard near the hot tub, her 25-year-old twin sons started using it regularly. “They like to sit at it and eat their lunches there,” Tomlin said, “and they don’t even drink.”



Designer Imogen Woodage’s private pub, in Manchester, England.

‘It’s not even painted yet, but my husband and I can’t resist it. We’re sitting next to this unfinished pine thing watching TV. It’s like we’re on vacation.’

store’s dressing rooms “hide the garden tools and cars parked behind him,” said architect Christopher Strom.

The false wall is key to creating the mood, Tierney said. “When you’re the bartender—enclosed by the backdrop and facing the three stools sitting on a raised wooden platform on the other side of the bar—it creates an unusual feeling of intimacy. The bartender and the ‘client’ are within two feet of each other, and the conversations are fabulous.”

Atmospheric décor has long been a hallmark of outdoor bars. The ancient Romans lounged against marble columns and stucco wall reliefs at their open-air drinking parties. In 19th-century New York City, German immigrants introduced the airy freedom of elabo-

Four Backyard Bars That Are Ready to Serve

There’s lots of time left before summer’s last call. Here, options for saloons that need little or no construction on your part, from vintage bamboo to cool concrete.

HEMINGWAY HIDEOUT



Like Papa in Key West, this set will age better if protected from sun and rain in a covered area. Four swivel stools complete the vintage vibe. 1950s Wood and Bamboo Dry Bar Set, \$8,995, Chairish.com

SOUTH PACIFIC PUB



Slatted acacia panels and a petite peaked roof will transport the tropics to your backyard, with stools included. Assembly required and weatherproof cover recommended. 3-Piece Patio Bar Set, \$940, Wayfair.com

THE SO-CAL SALOON



With a sealed concrete counter and mortise-and-tenon acacia base, this model can brave the open-air elements even on a grassy sand dune. Bonus: built-in bottle opener and steel foot rest. Abbott Outdoor Bar, \$3,399, PotteryBarn.com

SEASIDE SPEAKEASY



This 8-foot-by-5-foot unit is press-shack chic, made of pressure-treated lumber and a galvanized roof assembled by carpenters who deliver coast to coast. Castlebar, \$3,195, Taverns-To-Go.com

DESIGN & DECORATING

HOW TO LIVE WITH A ROOM YOU HATE

Bright? Check.

If you're fed up with a windowless bathroom that feels like a depressing cave, we have some pro tips.

BY ANTONIA VAN DER MEER

Dim and "dank" don't rank high on the list of dream-bathroom buzzwords. Yet the washrooms in many homes—from suburban ranches to urban townhouses—dismally lack windows.

Without fresh air or natural light, "it can feel like you're in a dungeon," said designer Christine Lin of Form & Field in San Francisco, where city-dwelling clients are often saddled with walled-in baths. Lauri Kleiman, a teacher in San Francisco, made do with her windowless loo for 16 years before finally seeking relief. "It felt claustrophobic and depressing," she said. She turned to Emily Flaxman, of Flax Interiors in Berkeley, Calif., who banished the sadness with an airy design. Step one: papering the

compact room's four walls (and ceiling, too) with Cole & Son's ethereal cloud-print Nuvolette wallpaper. "It really opened up the space and made the whole room feel lighter," Flaxman said.

Laid low by your own lightless lav? Here, strategies from designers who've faced down the darkness.

Bring in Nature

"In a room with no windows it's particularly important to do things inspired by nature," said Flaxman. For her part, Lin relies on accents like a wood-framed mirror or Hinoki bath mat, which exudes a light cypress scent—subtle ways to connect your tiled cell to the organic world. Even simpler? For a pop of freshness, Josh and Jack Manes, a husband-and-wife design duo in Brooklyn, suggest finding a spot for a few sprigs of eucalyptus—which lasts for weeks and emits a clean, invigorating fragrance.

Think Clearly

Because glass tricks the eye and can "expand" a sense of space, when dealing with the shower in a dim W.C., Jack Manes shuns shower curtains and engineers a clear partition. Reflective surfaces can also mimic windows. In a recent bath reno, Amanda "Birdy" Pierce of Birdsong Design in Augusta, Ga., used a playful arched wall cabinet with glass doors to reflect light. "It helps replace what's lost by not having a window."

Reel in the Great White

Many homeowners assume the way to remedy a dark space is to use bright white everywhere—but some designers caution that a white-out can evoke a hospital. The trick to keeping things fresh, not clinical? Use a mix of whites,



GLASS ACT A see-through shower door brightens a New York City bathroom by Josh Manes Architecture & Interiors.

from milky to icy, says Pierce.

Lisa Mettis of Born and Bred Studio in London suggests a gutsy, counterintuitive move: Rather than running from it, lean into the darkness. In a petite powder room that Mettis designed underneath the staircase of a Victorian home (left), shadowy reads as dramatic thanks to a base of glossy bottle-green wainscoting and a riotous floor-to-ceiling swath of Hollyhocks wallpaper from House of Hackney. "All you see is flowers," she said. "You forget all about the fact that there is no natural light."

Just Breathe

A windowless full bath can turn swampy fast. To combat the effect, Flaxman amps up ventilation. For instance: While updating a 38-square-foot restroom in Palo Alto, Calif., she installed a doubly-powerful exhaust fan to ensure all humid air could escape.

For en suite layouts, Gretchen Murdock of Modtage Design in San Francisco sometimes aids airflow with large pocket doors. "Leaving them ajar allows you to pull in light and air from the adjacent space," she said.

Light the Way

Without the luxury of sunlight, choose lighting as strategically as a president chooses his cabinet. One big no, say the Manes: Edison bulbs. "They're terrible for bathrooms!" said Josh Manes. "[They] can be glaring and the exposed bulbs cast terrible shadows." To soften the severity in a recent reno, the duo swapped out offending Edisons for a pair of Kelly Wearstler alabaster sconces. They diffuse light over a honed marble sink and its dramatic veining. The result (above): a dreamy, not at all dreary, vibe.



A London powder room by Born and Bred Studio is dramatic, not dreary.

ANNA STATHAKI (BORN & BRED); KRISTEN FRANCIS (JOSH MANES)

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ADVENTURE & TRAVEL



EASY DOES IT A trek to Haida Gwaii includes a hike to old-growth forests.

TRIP QUANDARY

Adventures For Unrugged Souls

How can travelers experience wilderness when they're not up for an arduous trek? We asked trip experts to recommend a few milder ways.

By NINA MOLINA

WREN HUDGINS has "always been an outdoors person"—but while still drawn to the planet's wilder locales, the retired psychologist from Issaquah, Wash., has been taking fewer risks since entering his 70s. In recent years, Hudgins and his wife, Leigh, have embarked on a handful of trips with Aurora Expeditions, a travel company based in Surry Hills, Australia,

specializing in cruises and tours to places like Svalbard, Norway, where the couple experienced "adventure in small doses."

Finding ways to let travelers who have physical challenges engage with nature has led companies to swap vertiginous ski slopes for laid-back forest hikes to accommodate an accessible itinerary.

Here, three travel experts propose outdoorsy vacations devoid of both exhausting mountain-climbing and logistical headaches, but full of sweeping seascapes, ambling hikes and cultural insights.



Haida totem poles in the village of Skidegate

OPTION 1 Culture and conifers in an archipelago When grueling hikes aren't a viable way to explore a country's great outdoors, a milder alternative is to learn about its native heritage. Entrée Destinations, a Canada-based travel company, leads a gentle, weeklong outdoorsy cultural trip to the Haida Gwaii archipelago in British Columbia. Before traversing the old-growth forests and ancient village sites on these mist-blanketed islands, travelers take a pledge to try to understand Haida history, practices and respect for the earth. "We are a guest of the Haida nation throughout," said the company's president, Marc Telio. Shepherded by a cultural guide, guests visit carvers and other artisans and stay at an oceanfront cabin in Haida House at Tlaal. From about \$10,500 a person, EntreeDestinations.com

Pros A chance to experience both indigenous culture and nature. **Cons** The threat of rain.



Hiking with llamas has a slower, more peaceful tempo.

OPTION 2 A peaceful pace in a national park Hiking the backcountry of Yellowstone National Park is less taxing (and sweeter) when a flock of adorable llamas carries your camp and picnic gear. All Roads North, a luxury travel company based in Venice, Calif., provides this perk as part of a longer trip through the region that lets sightseers "escape the vast majority of visitors that never leave Yellowstone's front country," said founder Sam Highley. During the trek, a naturalist monitors the pace and shares insights on the wildlife, geology and history. The trip can include fun extras like attending a rodeo, wandering Bighorn National Forest, or floating along the Yellowstone River. From \$8,250 a person, AllRoadsNorth.com

Pros Interactions with gregarious, fluffy creatures in awe-inspiring surroundings. **Cons** Peak season is late-May through mid-October, so you need to hurry.



Glaciers and icebergs make refreshing travel companions.

OPTION 3 Icy excitement en route to Greenland Craving fiords and arctic vistas in the heat of summer? Hayley Peacock-Gower, chief marketing officer of Aurora Expeditions, suggests a two-week cruise that lets adventurous spirits breathe in cooler air as the boat heads to Greenland's northernmost point. The ship ferries travelers from Iceland's capital, Reykjavik, across the Denmark Strait, a picturesque oceanic channel where bolder passengers can try off-the-beat activities such as taking a polar plunge. If the thought of icy water sends a chill up your spine, spend a day on deck contemplating the scenery, as experts offer color-commentary on the wilds and the wildlife (black-legged kittiwake, muskox and arctic fox) that's passing by. From about \$12,416 a person, Aurora-Expeditions.com

Pros The opportunity to enrich the experience by doing a deep dive into the area's fauna. **Cons** The obligation to take at least two weeks of PTO.

WELL RED 26" Lightweight Wheeled Case, \$1,650; Travel Kit, \$275; Classic Shave Kit, \$225; Town and Country Tote, \$725, TAnthony.com



BAGGAGE CLAIM

Jackie, Marilyn and Me

A shared obsession with the venerable T. Anthony luggage brand connects this fan to the past

IN THE MODE of both a former first lady and an iconic sex symbol, I carry T. Anthony luggage.

My love of the American brand, which was established in 1946 by Theodore Anthony, began in the mid-1990s when I was traveling to promote a book with my co-author Penny Proddow, a luggage obsessive. The jewelry historian was exclusively devoted to T. Anthony bags, and liked the way their traditional look served as a visual counterbalance to her avant-garde Comme des Garçons clothes. I was intrigued.

Distinguishing Features The pieces are covered in sturdy canvas and trimmed in leather, a look that, especially when monogrammed with your initials, can make travel feel glamorous. They resemble the hard-sided suitcase Gwyneth Paltrow as Margot Tenenbaum hauls about in Wes Anderson's 2001 film, "The Royal Tenenbaums." This was certainly true of the carry-on suitcase in red canvas with black leather trim from the Heritage line that I purchased at the T. Anthony store in Midtown Manhattan, Penny,

thrilled by my interest, escorted me there like a luggage Pied Piper.

A few years later, I purchased the lighter—but not exactly "lightweight"—26-inch wheeled case. The physical heft of its ultra-tough 3-ply canvas, five zippered compartments and two meaty leather handles, is as much of a throwback as the designs, which haven't changed significantly since both Jacqueline Kennedy Onassis and Marilyn Monroe traveled with T. Anthony luggage in the 1960s. **Packing Tips** Over the years, I added matching toiletry kits and a tote bag, each one cherished. It is one of life's pleasures to set up camp in a hotel room with a full array of my appealingly red luggage. For me, it has become a symbol of my adventures with Penny, who died in 2009 after a battle with cancer. She was right about its enduring quality.

—Marion Fasel

ADVENTURE & TRAVEL

Alone, Again, in Venice?

Well, not quite. But the city—known for its tourist hordes—has peaceful, uncrowded neighborhoods once you move beyond the hot spots. Here's how to navigate its secret corners.



By TARA ISABELLA BURTON

IN SUMMERTIME, on days so sweltering that the cobblestones themselves seem to sweat, it is almost impossible to walk from Venice's Rialto Bridge to the Piazza San Marco along the main roads. The surge of day-trippers clog the central pathways. A tourist struggling to haul a suitcase over a bridge is enough to bring a hundred people to a standstill. A 10-minute stroll—by map directions—can take half an hour or more. It's the Venice so often described, and fairly decreed, as a tourist trap: an on-rails carnival, less a city

than a conglomeration of souvenir shops.

Until you go one street over.

For the past decade or so, I've spent between two weeks and a month each year in Venice. And every time I return—my mental map of the city getting a little more accurate with each visit—I'm struck both by the frenetic crush of what you might call tourist Venice, and how easy it is to leave it behind.

Take an unexpected, even exasperated, left, off the Salizada S. Giovanni Grisostomo or the Calle del Lovo, and you are as likely as not to find yourself

alone. Turn a blind alley, and then another, until you can no longer hear the sound of footsteps. You may, of course, find yourself lost or totally cut off—plenty of Venice's back streets end in water. Or you may find yourself in an unmarked square at a hidden eatery, like my own found favorite, Osteria il Milion, named for Marco Polo ("Il Milione," Venetians called him), who had a palazzo nearby. The restaurant is a place where the waitstaff remembers your order (in my case: artichoke soup, topped with Parmesan) year after year.

Jostle your way past the crowds and cheap hotels at the Santa Lucia train station and find yourself on Calle de la Misericordia at Osteria al Cicheto, one of the best wine bars in the city. The spot is rightly lauded for its *bigoli in salsa*, a Venetian pasta specialty made of caramelized onions and anchovies tenderly simmered so the flavors and textures gracefully blend. Intoxically labyrinthine, Venice is indeed most easily navigated through its obvious arteries, each with their dialect names: the *salizadas*, or paved streets, that lead to each neighborhood's parish church, the *macellerias* and *pescarias* that historically go to meat and fish markets, respectively.

But if you're willing to get a little lost and leave the thronging nexus of the San

WAYS TO GO The view from Ponte dell'Accademia (above); the Castello area, a short walk from San Marco (right)

Marco area behind, I know few cities better for silence.

Just a 15-minute walk past San Marco, for example, all the way past the Arsenal, a 12th-century former shipyard complex now doubling as one of the locations of the annual art and cultural fair known as the Venice Biennale, you can wander the Castello area, a largely residential lattice of streets canopied by hanging laundry and intermittently marked by shrines to the Virgin Mary.

Inevitably these streets lead to the Castello area's de facto center, Via Garibaldi. On this street, the widest in Venice, side-by-side outdoor *ciccheterias* offer afternoon



the area behind the Basilica di Santa Maria della Salute offers views of picturesque Giudecca Island to the south. A quick bus trip away, Giudecca has trattorias perfect for a casual lunch, minus the maddening crush in San Marco square. It's well worth heading out to the city's northern waterfront along the Fondamenta Nove, best known to tourists as the site of vaporetto ferries leaving for Murano and Burano islands. The streets are quieter and more residential—in lieu of trinket shops, you can find mellow institutions such as Gianni Basso Stampatore on Calle del Fumo, a custom print shop for meticulously engraved business cards and stationery. The proprietor proudly told me about his time studying the art alongside Armenian monks, and recoiled in horror when I tried to pay for a print with

a credit card. ("No plastic!" he scoffed.)

Still, when even these neighborhoods feel insufficiently quiet, I have options.

A five-minute ride from the vaporetto terminal brings you to the cypress-lined cemetery island of San Michele, where Russian composer Igor Stravinsky, American poet Ezra Pound and controversial English author Baron Corvo (Frederick William Rolfe) are buried. Here selfie-taking and other strenuous acts of tourism are discouraged in favor of quiet reflection.

The last time I visited, I paused for a while at Pound's grave, where another visitor had left behind on the tombstone a conflicted fan letter at once celebrating Pound's poetry and wrestling with his sympathy for fascism. No one was around. In the soft light of afternoon, it was easy to linger.



A glimpse of Venice as seen from Giudecca. Inset: An aperitif from one of the *ciccheterias* on Via Garibaldi.



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GEAR & GADGETS

High Tech, Low Brow

By JULIE KLING

RECENTLY, I went to Austin, Texas, to help out a friend who had just given birth. It soon became clear that my postpartum assistance would mainly involve driving her Tesla around town to buy beer and Pampers. One day, while I was testing the limits of that 3.1 second 0-60 mph acceleration time—something my 2010 Honda CRV could only dream of—the empty passenger seat...farted.

Wait, really? Just as I was pondering whether a lactose-intolerant ghost had chosen this moment to show itself, I spied an icon depicting a whoopee cushion in the car's application launcher. My impish friend, it turns out, had remotely activated the car's built-in "Emissions Testing Mode" from the Tesla mobile app.

It was tempting to write this off as an anomaly, given the juvenile

A product is more memorable when it can make you laugh.

sensibility of Tesla's leader. But as I explored the menus of my other devices, I discovered other low-brow jokes lurking in plain sight. It seems that certain manufacturers believe a product is more memorable when it can make you laugh. Here's what I learned.

1. Tesla Toots

Go into the Application Launcher on the touch screen dashboard of any Tesla and select "Tesla Toy Box" from the menu bar, then tap "Emissions" to launch "Emissions Testing Mode." Then, you can drag a whoopee cushion icon around the screen to decide where, when and how juicy the farts should be. You can even activate these sonic interruptions from the Tesla mobile app, which is convenient if you're sitting at home with your snoozing newborn and want to mess with the friend driving your car. *Tesla Model 3, from \$40,240, Tesla.com*

These six devices don't just guide you to your destination, ease you to sleep, or adjust your lights—they incorporate goofy, even loutish humor



2. Oops!...Make a U-turn
Gone are the days when setting the voice of your navigation system to "British English" was a revolutionary move. The Waze app's "Voice & Sound" settings menu lets you choose from about 40 rotating free voices for navigation. You can select

tennis legend "Roger Federer" for instance, who will declare "It's drive time. I can feel the adrenaline kicking in already"; the "90s pop star" sings your route with a Britney-Spears-esque lilt; the "80s aerobics instructor" might appeal if you ever owned a VHS copy of Jane Fonda's

"Lean Routine." *Waze App, free, Waze.com*

3. Zombies That Run

For a true runner's high, try sprinting from hordes of undead. The Zombies, Run! app grants access to immersive "missions"—

apocalyptic stories you consume like podcasts—to accompany your workout. At any point on a run, toggle on "Zombie Chases" to hear mindless grunts of the reanimated, inching closer and closer. *Zombies, Run!, free, ZombiesRunGame.com*

4. D.J. W.C.

Numi 2.0, the latest in Kohler's fleet of intelligent toilets, has a built-in Alexa, high-fidelity speakers and LED lighting. This means that, while porcelain-enthroned, you can use the Kohler Konnect app or voice commands to play whatever music or prescribe whatever lighting effects the moment requires. The app itself offers five pre-installed sensory experiences, themed pairings of music and ambient lighting. If you want to ease into the day, choose "Sunrise" for chirping birds and a warm glow emanating from behind; or select "Miami" to channel your inner Will Ferrell with upbeat music and dynamic lighting that evokes "A Night At The Roxbury." *Kohler Numi 2.0 Smart Toilet, \$8,625, Kohler.com*

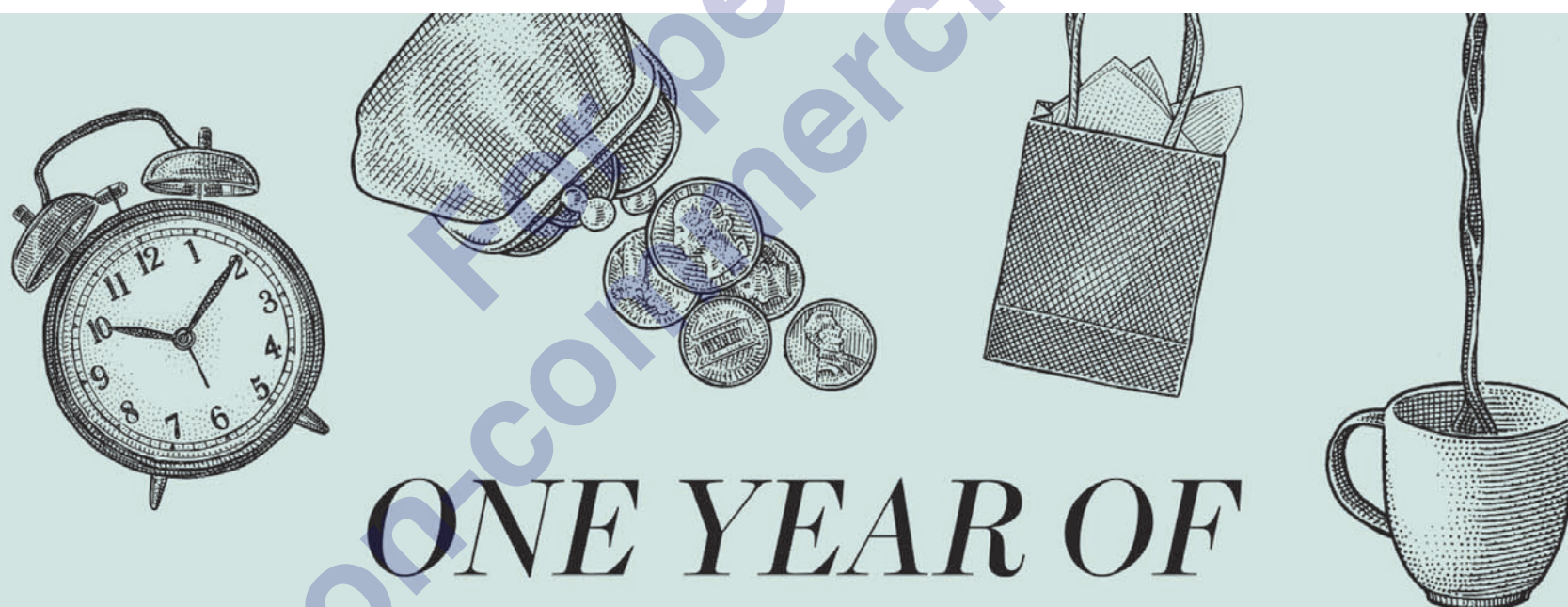
5. Speak Now

Me: "Alexa, make fart noises." Alexa: "That was a silent one. Try asking me for a spicy fart or say 'random.'" Amazon and Google fully recognize the value of incorporating comedy into product design. Both companies have hired writers from groups like the Upright Citizens Brigade and the Onion to give their voice assistants a sense of humor. The result: dozens of funny commands you can try with any smart speaker. *Amazon Echo Pop, \$40, Amazon.com; Nest Mini, \$49, Store.Google.com*

6. Cat Nap

Designed to block out noise, monitor your heart rate and wake you up on time, the Amazfit Zenbuds also come with preloaded sounds designed to help you fall and stay asleep more easily, including the noise of a snoring cat. You can use the free app from Amazfit parent company Zepp to control all audio selections and volume, and program any sound to play up to 12 hours (superb news for users who sleep as much as a cat). *Amazfit Zenbuds, \$150, US.Amazfit.com*

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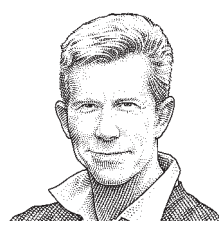
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GEAR & GADGETS

SHAPE SHIFT The 2023 Maserati Grecale Modena has a deliberately unboxy silhouette.



RUMBLE SEAT / DAN NEIL



Maserati Mounts a Comeback, Modestly

TWO WEEKS AGO, for the first time since the 1957 German Grand Prix, a Maserati driver won a big-time single-seater race. Maximilian Günther's victory in the Formula E race at Jakarta is the latest sign that the Stellantis-owned luxury-performance brand is back...or might be coming back. Or will be right back, after these messages?

From the driver's seat of the Maserati Grecale—the Italian automaker's comely new compact cross-

over—the brand's triumphant return still feels like a work in progress. But progress nonetheless. Introduced last year in Europe, the Grecale fared well in the froufrou compact crossover segment, up against the Porsche Macan, Mercedes-Benz GLC and BMW X3, among others. Maserati more than doubled deliveries in Q1 2023, borne up on Grecale's slim shoulders.

Here it's worth noting the Grecale's entry price (\$63,500 for the

GT) is higher than any of the above.

Why, you may wonder? Call it the vowel tax. Just about everybody who comes this way has marveled at the weird stickiness of Maserati—a one-word tone poem, energized by those sizzling consonants. This phonetic pixie dust still casts a spell, despite decades of failed commerce. All most people know is that it sounds expensive. Maserati charges accordingly. The Grecale is a majority-alumi-

num unit-body vehicle built on the updated Giorgio Platform—a two-row, five-seat crossover SUV with a performance-oriented AWD system. So far, so good. The Grecale's relatives include two fine-feathered raptors from Alfa Romeo, the Giulia sedan and Stelvio sport-crossover. If you were looking to have an ill-advised affair with a secondhand Italian performance machine, I highly recommend either. *Buona fortuna.*

Grecale's presentation is on-brand, for sure. It looks very much like the longer Levante Xeroxed at 97% scale. In both cases, the house style leans toward volumes and curves and away from the segment's default angularity that is intended to suggest utility. With a rear-cargo space of just 20.1 cubic feet, the low-roofed Grecale might as well be banned from Costco parking lots.

Inside are some familiar Modenese landmarks: the fancy clock-like display in the center dash, the trident emblem on the steering-wheel cap. Yet while nicely wrapped in the requisite leathers and scintillant with high-res displays, the Grecale cabin offers fairly generic premium luxury. Luddites, beware: Almost all vehicle functions, settings and selectables are accessed through the two center-mounted touch screens. The driver display is also all digital.

As a saving grace, there is a rotary selector on the steering wheel—the drive mode control—from which one can instantly summon more power.

Like the Alfas, the Grecale accommodates a range of power plants, each character-defining in its way. The GT and Modena trims employ a 2.0-liter four-cylinder wondermill, dressed with an electric turbocharger, mild-hybrid assist, high-pressure direct fuel injection (200 bar) and variable displacement oil pump. The wick is set to produce 296 hp in the U.S.-spec GT and 325 hp in the Modena, both producing a maximum torque of 332 lb-ft.

The flagship Grecale Trofeo enjoys the services of a homegrown, Modena-built 3.0-liter V6—the glory-throated Nettuno. With twice

the e-turbos and a 50% more displacement than the 2.0-liter, running at nearly twice the fuel-injection pressure (350 bar) at an 11:1 compression ratio, the Nettuno gins up a wild-eyed horsepower tornado: 523 hp at 6,500 rpm. The huffier Trofeo puts the Modena on the trailer, with a 0-60 mph acceleration 1.4 seconds quicker than its sibling, says Maserati.

Paired with both the four and six-cylinder engines, an eight-speed automatic transmission sends torques to the AWD drive-line and limited-slip self-locking rear differential, actuated mechanically or electronically (Trofeo).

The phonetic pixie dust of the Maserati name still casts a spell, despite decades of failed commerce.

As for the Modena, most of the work is being done by the big chrome trident in the grille. In this highly competitive segment, vehicle prices and attributes often come down to a tie on all sides. The Maserati is more fun to talk about.

It is also a lot of fun to drive, if driving fun is your thing. If not, the Modena will likely feel like a daily beating. Bombing through canyon country, the sophisticated four-link front suspension (with virtual steering axis) feels locked down, level and steady. But in less taxing moments, the suspension feels over-tight, the ride quality flinty and the steering response wicked-quick, all of which makes line-tracing kind of fretful.

The Modena is also a mild hybrid, often operating agreeably on its 48V electric system at low speed. My problem is with the drumming and chirring when the engine lights again. *BERUM-MMAHHH.* Yikes.

Maserati says it will soon introduce an all-electric version of the Grecale, as part of the company's new EV portfolio called Folgore. It sounds like a winner.

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Where to Turn in the Midst of a Rosé Rut



ARE WE IN the middle of rosé malaise? According to the retailers I talked with, the answer is yes...with an asterisk. Thanks to the rise of competing drinks (hard seltzer, canned cocktails), continuing Covid fallout and a

boom in production all over the world that helped fuel a rosé glut, rosé sales are definitely less robust than in years past. Yet certain rosés are selling well. Indeed, some wines seem to be veritably malaise-proof.

At Crush Wine & Spirits in New York, I found a dozen or so rosés on display, but, according to Crush wine director Joe Salamone, he had many more just two years ago. “I scaled way back in 2022,” he said. The Covid

shutdown curtailed in-store shopping, which put a big dent in rosé sales, and demand has yet to fully rebound. But, Salamone added, some labels still sell well. “Provence still rules,” he said.

Salamone named three Provençal wines as perennial bestsellers: the 2022 Peyrassol Les Commandeurs Côtes de Provence rosé (\$25), the 2022 Château Pradeaux Bandol rosé (\$27) and the 2022 Domaine du Bagnol Cassis rosé (\$27). One non-Provençal pink, the 2022 Bernard Baudry Le Rosé Chinon rosé (\$24), from the Loire Valley,

nitely less than we used to.” By contrast, he added, “Canned cocktails are HOT.” The French pinks that sell well at Grapes include the aforementioned 2022 Peyrassol Les Commandeurs Côtes de Provence rosé and the 2022 Triennes Rosé (\$17).

At Metro Wines in Asheville, N.C., rosé sales are down, but France remains the highest in sales in the category, reported co-proprietor Gina Trippi. She shared an analysis of rosé sales that Metro store manager Zach Eidson put together. It attributed reduced rosé sales to worldwide shipping delays. Sales of rosés overall were down by 12% last year, and have dipped similarly this year. Eidson also noted that there has been competing customer interest in skin-contact white wines, whose sales are up a whopping 230% year-over-year in 2023; they were up 140% the year prior. The French rosés that still sell well at Metro include the Domaine Houchart Côtes de Provence rosé (\$17) and the 2022 Moulin de Gassac Guilhem rosé (\$12 at Metro Wines; I paid \$10 in New Jersey, as wine pricing structures vary from state to state), from Languedoc, France.

Gary Fisch—founder and CEO of Gary’s Wine & Marketplace, which has locations in New Jersey and Napa Valley—also noted the delayed shipment of rosés last year: “A lot of ’21s didn’t get here until August.” That meant months of lost sales. Sancerre sales, meanwhile, are “through the roof.” In fact, Sauvignon Blanc from all over the world is hot. One rosé remains a standout: “Whispering Angel, by a large margin, is our number one rosé,” said Fisch. (This wine, from Château d’Esclans, sells for \$22 at his stores.)

Whispering Angel isn’t selling so well at Total Wine & More’s 249 stores across the country—nor are rosés from California and Italy—but other French rosés are selling well, said Brian Gelb, vice president of wine merchandising and marketing. He singled out a few consistent sellers, including the 2022 Gérard Bertrand Cote des Roses rosé and the 2021 Rosé D’Anjou from Famille Bougrier (\$15), a direct import wine from Total Wine. “We’ve seen double-digit growth on this item.”

How good are the rosés retailers say are their most reliable? To find out, I bought 14 of the wines that retailers named, at prices ranging between \$10 and \$27 a bottle.

The best of the less-expensive rosés was the 2022 Moulin de Gassac Guilhem rosé (\$10), a blend of Cinsault, Carignan and Grenache produced in the Languedoc region in a partnership between the Guibert family of the famed Mas de Daumas Gassac and local growers. Light and pretty, it’s been one of my reliable, inexpensive, dry rosés for many years. Bonus for easy-breezy summer drinking: It comes in a screw cap.

A couple of slightly pricier pinks were also quite pleasant. The 2022 Gérard Bertrand Cote des Roses rosé was a light, berry-inflected blend from the Bertrand empire, which turns out a good

OENOFILE / THE ROSÉS STILL WORTH BUYING



2022 Château d’Esclans Whispering Angel Rosé \$22 Whispering Angel is one of several wines under the Château d’Esclans label. This soft, pink, Provençal drink, created in 2006, helped to create a market for dry rosé stateside.



2022 Domaine du Bagnol Cassis Rosé \$27 This wonderfully mineral rosé marked by floral and red fruit aromas is produced in the Cassis subregion of Provence. The domaine is a mere 200 meters from the Mediterranean Sea.



2022 Peyrassol Les Commandeurs Côtes de Provence Rosé \$25 At 819 years old, Peyrassol is one of the oldest estates in Provence and a name synonymous with quality rosé. This crisp, elegant pink produced from organic fruit is Peyrassol’s entry-level rosé.



Gérard Bertrand Cote des Roses Rosé \$15 The bottle is a pleasure to behold. (Bertrand definitely knows how to market rosé.) The wine inside—a zesty dry blend of Grenache, Cinsault and Syrah—is also a pleasure to drink.



2022 Moulin de Gassac Guilhem Rosé \$10 Produced in a partnership between the Guibert family of the famed Mas de Daumas Gassac estate and a large group of Languedoc grape growers, this is a lively, light-bodied pink.

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How good are the rosés retailers say are the most reliable?

is a consistent favorite as well. Another favorite, the Domaine Tempier Bandol rosé, was out of stock.

Jeffrey Wolfe, proprietor of Wolfe’s Wine Shoppe in Coral Gables, Fla., said that the Florida market has been so inundated with rosé “from every planetary system” during the past couple of years that it took some time to sell out. His perennial bestsellers include two from Provence: the 2022 Clos Ste Magdeleine Cassis rosé (\$38) and the 2021 Domaine Tempier Bandol rosé (\$59). One domestic bottling, too, consistently moves: the 2022 Arnot-Roberts Rosé (\$30).

Daniel Posner of Grapes the Wine Company in White Plains, N.Y., still sells a fair amount of rosé “but defi-



amount of well-made, reasonably priced wine in various appellations in France. The 2022 Triennes Rosé was fresh, and uncomplicatedly delicious, while the pale-salmon 2022 Château d’Esclans Whispering Angel rosé (\$20) was quite light-bodied, more aperitif than food wine, with an attractive floral note. (Launched by Sacha Lichine in 2006, Whispering Angel is often credited as the dry rosé that created the rosé craze.)

The next three rosés were a bit more complex. The Grenache-dominant 2022 Peyrassol Les Commandeurs Côtes de Provence rosé, the entry-level rosé from a great Provençal estate, had a brisk acidity and aromas of red fruit. The crisp 2022 Domaine du Bagnol Cassis rosé was marked by a lovely mineral note. And the terrifically juicy 2022 Bernard Baudry Le Rosé Chinon rosé, a bit fuller-bodied, was my favorite rosé with food.

I was not, unfortunately, able to taste the Domaine Tempier Bandol rosé, as the 2022 vintage won’t arrive until later this summer, according to Anthony Lynch, sourcing manager of Kermit Lynch Wine Merchant, Tempier’s longtime importer. But I do have some Tempier from last year in my cellar. This rosé is not only a reliable seller; it’s also a terrific wine for those who know it’s one rosé that actually gets better with time.

► Email Lettie at wine@wsj.com.

EATING & DRINKING

THE BAKEAWAY

Shortcut To Bliss

Drop biscuits offer all the buttery goodness minus the rolling, cutting and fussing

By VALLERY LOMAS

BISCUITS. I CAN'T THINK of any other baked good that so deftly straddles sweet and savory, breakfast and dinner.

The type known as drop biscuits are spooned and dropped onto a baking sheet before going into the oven. Their dough has a higher ratio of liquid to flour than that of other biscuits—so moist you couldn't roll it if you tried. Their crackled top and crunchy bottom make them more rustic than their kneaded and rolled counterparts. And while they won't rise as high in the oven, they will deliver all the buttery biscuit flavor you crave.

Why You Should Make Drop Biscuits
They can be baked up quickly, without the fussy parts of biscuit-making: laminating dough, rolling it out, punching out rounds, and then the waiting. But we're not talking Bis-

The basic rules of biscuit making still apply: hot oven, cold butter, work quickly.



MUSCLE CARB
Drop biscuits have a rustic crunch that stands up beautifully to butter, jam or gravy.

Drop Biscuits
Total Time 45 minutes
Makes 10 biscuits

- ½ cup (1 stick) very cold unsalted butter
- 2 cups all-purpose flour
- 1 tablespoon baking powder
- 1 tablespoon granulated sugar
- 1 teaspoon kosher salt
- 1 cup buttermilk, plus

more as needed
Melted butter, to finish (optional)

1. Place cold butter in freezer to chill until very cold but not frozen, 10 minutes.
2. Preheat oven to 375 degrees and place a rack in the center position. Line a baking

- sheet with parchment paper or a silicon mat.
3. In a large bowl, combine flour, baking powder, sugar and salt. Whisk to combine.
4. Remove butter from freezer. Use the large holes on a box grater to grate butter into bowl. Use your hands to toss

- shredded butter with flour to coat without clumping.
5. Pour buttermilk evenly over flour-butter mixture. Use a rubber spatula to fold until combined, working quickly so butter stays cold. Add 1-2 tablespoons buttermilk if dough is not holding together.
6. Scoop out a scant ½ cup dough at a time and mound on prepared bak-

- ing sheet. You should have 10 biscuits, spaced evenly.
 7. Transfer to oven and bake until golden brown on top and set in center, 22-25 minutes. Serve warm or at room temperature. Brush with melted butter, if desired.
- Find a step-by-step recipe video at [wsj.com/food](https://www.wsj.com/food).



quick here: These are completely from scratch. If you're looking for a quick breakfast bread to slather with softened butter and strawberry jam, reach for a bowl and make these. Whisk the dry ingredients together in a bowl, grate in cold butter and toss with flour, fold in liquid, scoop the dough onto a pan and bake. The resulting biscuits also happen to be the ideal vehicle for scrambled eggs or gravy. This is low-effort, high-reward baking.

What You'll Need
For the dry ingredients: all-purpose flour, baking powder, sugar and salt. The sugar helps

with browning while adding a whisper of sweetness. If you opt for a savory biscuit, perhaps with cheddar cheese or jalapeños, don't skip the sugar altogether, just reduce it to 1 or 2 teaspoons. For the fat, use unsalted butter. It must be very cold (but not frozen) so you can easily grate it on the large holes of a box grater. (If you use salted butter, skip the salt in the dry ingredients.) Grated butter incorporates easily into the dough without the need for additional equipment or the risk of overworking, which would make a denser biscuit. Buttermilk brings tang and a tender texture. If you don't have buttermilk, you can

make your own by adding a tablespoon of lemon juice or vinegar to a cup of milk. Then wait for 5 minutes for it to start to curdle. For tools: a large bowl, a whisk or fork, a box grater, a baking sheet, and a rubber spatula. Folding the dough with the spatula is a shortcut to creating some of those folds you get in a laminated dough. A ½-cup measure is helpful to scoop out the mounds of dough.

3 Top Tips for Drop Biscuit Success
The basic rules of biscuit making still apply: hot oven, cold butter, work quickly. Make sure your oven is completely pre-

heated before combining the ingredients. This recipe comes together quickly, and you don't want your biscuit dough to have to wait on the oven. Your butter should be cold and you must work quickly to make and bake the dough. The goal is for the butter to melt in the oven, releasing steam, which will make for a fluffier biscuit. Enjoy these warm. You can brush them with melted butter or a maple-butter glaze. Or you can simply add a pat of room temperature butter and watch it cascade down the biscuit. Heaven.

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70 GANSEVOORT ST. MEATPACKING DISTRICT, NEW YORK, JUNE 8th - JULY 16th