

THE WALL STREET JOURNAL.

What's News

Business & Finance

◆ **Investors are betting** the recent stock market rally has legs after a lightning-fast rebound drove the index up around 7% over the past two weeks, its best stretch of the year. Bulls are piling into funds that track U.S. shares and abandoning trades that would profit in times of market turmoil. **A1**

◆ **"The Marvels,"** Disney's latest superhero feature, landed with a thud at the box office only days after Chief Executive Bob Iger announced an ambitious overhaul of the entertainment giant's studio business. **B1**

◆ **The new era** of higher interest rates has reignited a debate over whether it is better for ordinary investors to buy individual bonds outright or through shares of bond mutual funds. **B1**

◆ **Former FTX executives,** including one who served as a key witness against Samuel Bankman-Fried, are teaming up to build a new cryptocurrency exchange that aims to solve the problems that doomed their previous employer. **B1**

◆ **The transition to green** energy is becoming more problematic while the oil-and-gas industry is embarking on a round of megadeals enabled by soaring profits. **B1**

◆ **The latest iteration** and first international installment of the NCIS franchise, "NCIS: Sydney," will make its debut on CBS on Nov. 14. **B1**

◆ **Canadian fashion** and retailing mogul Peter Nygard was found guilty in a Toronto court of four counts of sexual assault, concluding a six-week-long trial. **B3**

World-Wide

◆ **Prime Minister Benjamin Netanyahu** of Israel rebuffed calls from the U.S. and some Arab leaders for the Palestinian Authority to govern Gaza after the war ends, deepening the divergence between Israel and the U.S. on a postwar plan for the enclave. **A1**

◆ **Israel said it was** pressuring Hamas to surrender its position inside Gaza's largest hospital as it engaged in intense fighting with militants that left thousands of displaced people stuck inside the complex with dwindling medical supplies, water and food. **A8**

◆ **Sen. Tim Scott** of South Carolina suspended his Republican presidential campaign after failing to catch momentum in a crowded field dominated by former President Donald Trump. **A3**

◆ **House Speaker Mike Johnson** unveiled a two-step short-term spending proposal that would keep money flowing to federal agencies into early next year, in a bid to stave off a partial government shutdown late next week. **A4**

◆ **The U.S. Army** overturned the convictions of 110 Black soldiers charged more than a century ago with mutiny, murder and assault in a riot when members of the 24th Infantry Regiment clashed with police and white residents of heavily segregated Houston. **A6**

◆ **Pope Francis** removed Bishop Joseph Strickland, one of his most vocal critics, and appointed Bishop Joe Vázquez of Austin as "apostolic administrator," or acting bishop, of Tyler, Texas. **A5**

CONTENTS Opinion..... A15-17 Arts in Review..... A13 Outlook..... A2 Business & Finance B2510 Personal Journal..... A11-12 Business News..... B3 Sports..... A14 Crossword..... A14 Technology..... B4 Heard on the Street..... B11 U.S. News..... A2-6 Markets..... B11 World News..... A7-9

Israel, U.S. Split on Gaza Plan

Netanyahu rejects recommendation of governing role for Palestinian Authority

Prime Minister Benjamin Netanyahu of Israel rebuffed calls from the U.S. and some Arab leaders for the Palestinian Authority to govern Gaza after the war ends, deepening the divergence between Israel and the U.S. on a postwar plan

for the enclave. Netanyahu said on Sunday on CNN that "a civilian authority has to cooperate in two goals. One is to demilitarize Gaza, and the second is to de-radicalize Gaza. And I have to say that the Palestinian Authority has unfortunately failed on both counts."

Mahmoud Abbas, leader of the Palestinian Authority, has indicated he is willing to take over control of Gaza with the authority if Israel engages in

By Anat Peled in Tel Aviv, Benoit Faucon in Ramallah, West Bank, and Rory Jones in Dubai

talks about a long-term solution to the conflict.

Netanyahu, under pressure from his right-wing political base, hasn't offered an alternative, saying Israel wants to avoid governing Gaza and needs to maintain security

control over the strip after it defeats Hamas, which he has sworn to do.

The U.S. has said it prefers an "effective and revitalized" Palestinian Authority, based in the West Bank, as the solution for governance and security control in Gaza.

Arab and Muslim leaders, gathered in Saudi Arabia on *Please turn to page A8*

◆ **Israel presses Hamas to surrender hospital..... A8**



Israeli soldiers Sunday searched for human remains from the Oct. 7 attack by Hamas that killed more than 1,200 people in Israel.

He Saved His Friends, Then Vanished

Nepali student thwarted a Hamas grenade. His country is desperate to get him back.

By DREW HINSHAW, JOE PARKINSON AND KRISHNA POKHAREL

Bipin Joshi watched the two grenades skid across the cement floor of the windowless room where he was hiding, shoulder-to-shoulder with 16 other student farmers from Nepal. Outside, the Hamas gunmen ma-

rauding through the orchards and dairy barn of Kibbutz Alumim were killing anyone they could find. The Nepalis had arrived in Israel just three weeks earlier, on a college program to tend orange and lemon groves. They were two days short of their first paycheck. Now, somehow, they were huddled against a wall, bracing for impact.

Bipin lunged forward, picked up one grenade and lobbed it to safety. But he wasn't able to reach the second in time. It exploded, throwing five of his friends to the floor, gravely injured.

By all accounts, the 23-year-old agricultural-science student and amateur rapper behaved heroically that day. He *Please turn to page A10*

Rebound Whets Investors' Appetite For Stocks

Fear of missing out again takes hold in markets with year-end rally in sights

By GUNJAN BANERJI

Investors are betting the recent stock market rally has legs after a lightning-fast rebound drove the index up around 7% over the past two weeks, its best stretch of the year.

Some have piled into funds tracking U.S. stocks, while others have abandoned trades that would profit in times of market turmoil. Many have slashed bearish wagers against the S&P 500 and tech-heavy Nasdaq-100 index, fearful of getting caught flat-footed if the big gains continue.

The Cboe Volatility Index, or VIX, known as Wall Street's "fear gauge," has plunged from its October highs and recently slid for eight consecutive sessions. It is a sign that traders are abandoning insurance-like contracts that would protect them from a stock swoon in the coming weeks, or expecting markets to stay placid.

"People are trying to position for a year-end rally at this point," said Zhiwei Ren, a portfolio manager at Penn Mutual Asset Management.

Ren said he took a cautious stance in markets for much of this year, concerned that a recession was right around the corner. The market advance has pushed him to rethink his approach. Recently, he scooped up some bullish bets tied to the S&P 500 in the options market to profit from any bigger gains that might come through the end of the year. Activity in such options *Please turn to page A2*

◆ **Investors put bonds back in play..... B1**

INSIDE



U.S. NEWS
Sen. Tim Scott suspends his Republican presidential campaign. **A3**



BUSINESS & FINANCE
The shift away from oil and gas mays increasingly messy to achieve. **B1**

FTX Founder's Parents Support Their Son, Face Own Legal Peril

By JUSTIN BAER

Barbara Fried wanted to get close to her son.

During breaks in the month-long criminal fraud trial of her firstborn child, Sam Bankman-Fried, she would sometimes leave her seat and walk up to the railing that separated him from the gallery. Watching him and his lawyers, often in silence, she was just inches away yet no more able to in-

tervene on his behalf or prevent the conviction that many saw coming.

Joseph Bankman and Barbara Fried had hovered nearby when their son soared to prominence as the crypto industry's biggest star, and advised him as his company collapsed and the government made its case against him. And after a federal jury delivered a guilty verdict that could send him to prison for

decades, his parents are trying to prepare him for what comes next.

The couple maintain their son's innocence and are helping formulate grounds for an appeal. They visited him at a Brooklyn, N.Y., jail last Tuesday to assure him he has a life worth living, even if much of it *Please turn to page A6*

◆ **Former FTX executives plan crypto exchange..... B1**

Are Oreos Stinting on The Creme?

Snack maker says no, but consumers are on high alert

By JESSE NEWMAN

Oreos have been an evening ritual for Shane Ransonet for years.

So he was confounded a few months ago when he opened a package and, as had long been his custom, jabbed a fork into a cookie's creme filling to dunk it into a glass of milk. The cookie broke.

Ransonet, a bottled-water salesman in New Iberia, La., showed his wife, Christine, the offending Oreo. Like others in the box, the twin chocolate wafers were smeared with just a thin coat of creme, far less, he said, than the typical blob he was used to. *Please turn to page A6*

Oregonians Rethink Decriminalizing Drugs

By ZUSHA ELINSON

EUGENE, Ore.—Soon after Oregon became the first state to decriminalize all drugs, Officer Jose Alvarez stopped arresting people for possession and began giving out tickets with the number for a rehab helpline.

Most of the people smoking fentanyl or meth on this city's streets balled them up and tossed them onto the ground.

"Those tickets frankly seemed like a waste of time," Alvarez said.

Nearly three years into an experiment that proponents hoped would spark a nationwide relaxation of drug laws, many in Oregon have turned against the decriminalization initiative known as Measure 110, which passed with 58% support in 2020.

People sprawled on sidewalks and using fentanyl with no fear of consequence have become a common sight in cities such as Eugene and Portland. Business owners and local leaders are upset, but so



Eugene, Ore., Officer Jose Alvarez has stopped handing out tickets for drug possession.

are liberal voters who hoped decriminalization would lead to more people getting help. In reality, few drug users are taking advantage of state-funded rehabilitation programs.

Change appears likely. A co-

alition of city officials, police chiefs and district attorneys recently called on the state Legislature to recriminalize hard drugs. A measure to do so is in the works for next year's ballot. A recent poll

found the majority of Oregonians support the idea.

The fundamental problem, according to law-enforcement officers and researchers, is that the threat of jail time *Please turn to page A2*



U.S. NEWS

El Paso Acquires Shelter for Migrants

As crisis persists, border city buys school and offers temporary haven

By ALICIA A. CALDWELL

EL PASO, Texas—Like most border cities, El Paso has long tried to have as little involvement as possible in caring for the migrants who come and go every day.

Federal authorities arrested and processed people who entered the U.S. illegally, while nonprofits have helped those who needed assistance before traveling to their final destination elsewhere in the U.S.

Now, local officials say they have been forced to change course. The number of migrants being released on El Paso's streets has been at or near record levels for most of the past year, and more are poor parents and children with few resources. Existing shelters don't have enough capacity, and migrants have slept on the streets around a downtown church and at the airport.

El Paso officials have concluded that the situation, which would have previously seemed extreme, is their new normal. The city recently spent \$3.8 million to buy a decommissioned middle school it is turning into an emergency shelter for migrants with nowhere else to go.

"I never thought it would get to this, to what we're doing," said Deputy City Manager Mario D'Agostino.

Numerous border communities, including San Diego, have said the number of migrants being released on their streets every day has reached crisis levels, and they are beseeching the Biden administration for assistance. But El Paso is the only major city on the border that



Migrants slept on the street after being released from U.S. Border Patrol custody in September in downtown El Paso, Texas. Below, beds are set up in El Paso's Community Readiness Center, formerly Morehead Middle School.

has built a public shelter specifically for migrants. The rest offer logistical and financial support to nonprofits.

Some cities far from the border have longstanding public-shelter systems that have recently filled with newly arrived migrants.

El Paso last year began offering free bus rides to migrants, but unlike a similar effort run by the state under Texas Gov. Greg Abbott, El Paso hasn't touted the buses as a way to share the burden of caring for migrants with northern cities.

During the federal fiscal year that ended in September, federal border agents made about 427,000 arrests around El Paso,

a nearly 40% increase from the prior fiscal year. It was a record high since at least 1960, according to government data.

More than 110,000 of those arrested were traveling in families, the second-highest total on record. Because court rulings generally prohibit the Border Patrol from detaining children and their families for more than 20 days, many are quickly released on city streets.

In addition, tens of thousands of recent arrivals have come from countries to which deportation has been diplomatically complicated, including Venezuela and Cuba. Border agents have no choice but to release many of them in the U.S. as well.



GOP's Scott Suspends Presidential Campaign

By ELIZA COLLINS

Sen. Tim Scott of South Carolina had hoped his personal story and positive message would be enough to elevate his Republican presidential campaign, but he was unable to catch momentum in a crowded field dominated by former President Donald Trump. On Sunday evening, he withdrew from the race, acknowledging that his strategy wasn't working.

The 58-year-old senator, who had been the only remaining Black candidate in the GOP primary race, made his announcement Sunday on Fox News Channel during an interview with his close friend former Rep. Trey Gowdy (R., S.C.), who was hosting.

"When I go back to Iowa, it will not be as a presidential candidate. I am suspending my campaign. I think the voters who are the most remarkable people on the planet have been really clear that they're telling me, not now, Tim," he said.

Scott went on to say voters weren't telling him never to run, "but I do think they're saying not now. And so I'm going to respect the voters and I'm going to hold on and keep working really hard."

Scott started his campaign with strong fundraising and a hopeful message, but struggled to move beyond single digits in most polling in the race. Scott failed to stand out in the three primary debates that have been held and was backed by just 7% in a Des Moines Register poll of Iowa voters released late last month, despite his campaign emphasis on that state.

While all of the Republican hopefuls are trailing Trump by wide margins, former United Nations Ambassador Nikki Haley and Florida Gov. Ron DeSantis were seen in polls as the most likely alternatives to Trump with the rest of the field falling behind.

There were five Republicans on the debate stage last week, including Scott. Trump skipped the event. If another candidate is to have any hope of beating Trump, the field would likely need to consolidate behind one person. Anti-Trump donors have been urging marginal candidates to exit from the race and back one person to avoid a repeat of the crowding of the field that allowed Trump to become the nominee in 2016.

Scott's exit follows the departure of former Vice President Mike Pence, who dropped out of the race last month after also struggling to gain traction.

—John McCormick contributed to this article.

Home-Insurance Costs Fall on Alabama Coast

By ARIAN CAMPO-FLORES

MOBILE, Ala.—When Kelly and Mike Francis saw the home-insurance quotes for the house they wanted to buy here last spring, they had sticker shock.

The couple decided to take out a different policy from a little-known insurer that included reduced coverage on an aging roof, which made the house vulnerable to hurricanes and other fierce weather that batter the Gulf Coast. At about \$4,500 a year, it was cheaper than a comprehensive policy, but they could still barely swing it.

Now they are poised to secure a comprehensive policy from an established carrier, along with a roughly \$1,000 discount on their premium, thanks to a new storm-resis-

tant roof they had installed in September with the help of a \$10,000 grant from a state program. Financially, "it lets us breathe more," said Kelly Francis, 34 years old.

This state is bucking a national trend. Home insurers across the U.S. are insuring less and charging more as they try to claw their way back to profitability after incurring losses in recent years. Premiums have skyrocketed in Florida. And in some parts of the Gulf and East coasts, carriers are pulling back.

A driving force keeping Alabama's insurance market in check, industry specialists said, is that it leads the nation in building homes and roofs like the one now atop the Francis home.

Their roof complies with a

set of resilience standards developed by the Insurance Institute for Business & Home Safety, or IBHS, a research group funded by insurers.

"At a time when there's tremendous tumult in the Gulf Coast insurance marketplace, coastal Alabama has stability and predictability," said Roy Wright, chief executive of IBHS.

Dubbed the Fortified program, its so-called Gold specifications exceed those of most state and local building codes and include elements such as sealing roof decks, installing impact-resistant windows and doors, and tightly fastening roofs to walls.

Alabama has embraced the program—with a tally of about 43,000 Fortified homes and roofs so far, making up more than 80% of all such

construction in the U.S.

Alabama's efforts illustrate a promising response to an issue confronting many U.S. coastal areas: how to make homes more resilient in the face of stronger storms brought in part by climate change, and to persuade insurers to keep providing coverage for them. Failure on either front could threaten real-estate markets and residents' ability to continue living in vulnerable areas.

Alabama frequently is struck by hurricanes and tropical storms but, because of its smaller coastline, less than Florida and Louisiana. Alabama's coastline comprises two counties—Mobile and Baldwin—that are home to large shipbuilding and aerospace employers, rapidly growing residential developments and

beaches popular with tourists.

Home-insurance premiums in Alabama's two coastal counties have fluctuated but generally declined in recent years, according to data compiled by Lars Powell, director of the Alabama Center for Insurance Information and Research at the University of Alabama. The average premium was \$1,243 in 2021, the most recent year for which data is available, compared with \$1,396 in 2015.

In Florida, the average premium tripled from 2019 to 2023, when it reached \$6,000, according to the Insurance Information Institute, an industry group.

Alabama's insurance market faces challenges, including the rising cost of reinsurance—backup coverage insurers buy—said Mark Fowler, Alabama's insurance commissioner.



The Ritz London



MAISON FAMILIALE INDÉPENDANTE

Laurent-Perrier Cuvée Rosé. Chosen by the best.



Imported by Laurent-Perrier US - www.laurent-perrier.com

PLEASE ENJOY CHAMPAGNE RESPONSIBLY

U.S. NEWS

Speaker Unveils Near-Term Spending Plan

GOP proposal would extend funding into early next year to prevent a shutdown

By KATY STECH FERREK AND SIOBHAN HUGHES

WASHINGTON—House Speaker Mike Johnson (R., La.) unveiled a two-step short-term spending proposal that would keep money flowing to federal agencies into early next year...

Johnson presented the plan on Saturday, a week before federal agencies risk shutting down as current funding runs out. The measure wouldn't impose spending cuts...

Any short-term spending deal will need to get through the GOP-controlled House, which has fought all year over spending, and then win the approval of both the Democratic-controlled Senate and

the White House. That sets up a down-to-the-wire fight over the coming days. Democrats have insisted on a patch that keeps spending at current levels, while Republicans had sought to avoid a deadline around Christmas...

According to a document obtained by The Wall Street Journal, if the two-step plan doesn't pass, House Republicans will turn to what they call a full-year continuing resolution, keeping spending flat...

The two-step plan was also structured to put the defense-related components of the federal budget, which account for more than half of discretionary spending...



Speaker Mike Johnson's plan wouldn't impose spending cuts.

would be on a slower track, easing worries among Democrats that Republicans would try to enact spending that they favor without tackling spending favored by Democrats.

Under the proposal, government funding would extend through Jan. 19 for the Departments of Agriculture, Transportation, Veterans Affairs and Energy as well as several other federal divi-

dividual spending bills for the entire year.

Under the proposal, government funding would extend through Jan. 19 for the Departments of Agriculture, Transportation, Veterans Affairs and Energy as well as several other federal divi-

Under the proposal, government funding would extend through Jan. 19 for the Departments of Agriculture, Transportation, Veterans Affairs and Energy as well as several other federal divi-

sions—agencies for which lawmakers have made progress in finalizing next year's spending levels. Money for remaining federal agencies, such as the Labor Department and the Justice Department, would expire in early February.

In the Senate, Democrats and some Republicans have questioned whether the plan is too complicated.

House lawmakers could vote on the proposal as soon as Tuesday. Johnson now needs to sell the plan to House Republicans, a group that has been hard to unify on federal spending.

House lawmakers could vote on the proposal as soon as Tuesday. Johnson now needs to sell the plan to House Republicans, a group that has been hard to unify on federal spending.

House lawmakers could vote on the proposal as soon as Tuesday. Johnson now needs to sell the plan to House Republicans, a group that has been hard to unify on federal spending.

Democrat, yet to be sworn in after winning an open seat.

Kevin McCarthy (R., Calif.) was ousted as speaker last month after he endorsed a temporary spending bill that passed with more Democratic support than Republican votes hours before the government was set to shut down on Sept. 30.

Democrats in both chambers had warned Johnson that they won't vote for any proposals with steep spending cuts or conservative policy changes on issues such as immigration.

On Thursday, Senate Majority Leader Chuck Schumer (D., N.Y.) took the first legislative step toward preventing a shutdown by calling up a placeholder bill that lawmakers could use to insert any funding-extension language.

If lawmakers don't act in time, hundreds of thousands of government workers will be furloughed starting Saturday, and others will be forced to work without pay until the standoff is resolved.

Killing Federal Agencies Is Easier Said Than Done

By ANDREW RESTUCCIA

WASHINGTON—Republican candidates for president are pledging to shut down federal agencies if they win the White House. There is almost no chance they will succeed.

Closing a government agency requires action by Congress. Persuading a majority of the House and Senate to close down agencies, many of which distribute billions of federal dollars to their states and districts, has proved nearly impossible for decades.

That hasn't stopped a long line of presidential candidates from promising voters that they will do it anyway. In Wednesday's presidential debate, biotech entrepreneur Vivek Ramaswamy vowed to "shut down redundant agencies that should not exist" as part of a plan to reduce the federal workforce in Washington by 75% and balance the U.S. budget.

Ramaswamy has promised to shut down the Education Department, the Federal Bureau of Investigation, the Nuclear Regulatory Commission and the Bureau of Alcohol, Tobacco, Firearms and Explosives. Florida Gov. Ron DeSantis has called for closing the Education Department, the Commerce Department, the Internal Revenue Service and the Energy Department.



The federal government has never shut down a major cabinet-level agency, according to experts who follow the issue.

Trump, the leading Republican candidate for president, has urged Republicans in Congress to defund the Justice Department and the FBI. Trump proposed abolishing agencies while he was in office, but didn't ultimately do so.

The issue has been a perennial applause line for Republican politicians dating back to Ronald Reagan, who promised during his 1980 presidential campaign to eliminate the

newly created Education Department, which he called Jimmy Carter's boondoggle. The Education Department was still open for business when Reagan left office and has continued operating in the subsequent decades. Then-presidential candidate Rick Perry said he would kill the Energy Department, only to go on to lead the agency during the Trump administration.

Former government officials say the rhetoric is little more than a talking point.

"It will not happen. They can't just do it," said Elaine Kamarck, a senior fellow at the Brookings Institution and former Clinton administration official who managed Bill Clinton's effort to streamline the government.

Kamarck noted that several of the agencies Republicans want to kill oversee programs that the public—and their

elected officials—support. The Education Department, for example, largely doles out federal grants to schools. If that money dried up, many schools wouldn't be able to function.

"Everything in the federal government has a constituency that's pretty powerful. It wouldn't be there if it didn't," she said.

Kamarck also warned that cutting agencies and government workers could lead to

higher rates of fraud because there would be fewer civil servants to conduct oversight on how money is being spent.

Over the years, Congress has managed occasionally to eliminate agencies or create new ones. Lawmakers voted in 1995 to abolish the Interstate Commerce Commission, transferring its functions, including oversight of the nation's railroads, to other agencies. That same year, lawmakers defunded the Office of Technology Assessment, a congressional office created to analyze technological developments, after Republicans targeted it as an example of government waste.

Following the 9/11 terrorist attacks, Congress created the Department of Homeland Security. The Consumer Financial Protection Bureau was created after the 2007-08 financial crisis.

Closing government agencies is a "common talking point, but very rarely an action point," said Max Stier, the president of the Partnership for Public Service, a nonpartisan better-government group. "The agency itself is the wrong vessel for having the policy debate. It really ought to be the specific responsibilities of the agencies that you should examine."

In 2012, President Barack Obama lobbied Congress to restore presidential reorganization authority as part of an effort to consolidate six agencies into a single agency focused on business and trade. Congress didn't approve the effort.

Democrat Stands By Mideast Position That Has Drawn Primary Threat

By JIMMY VIELKIND

Rep. Jamaal Bowman (D., N.Y.) hoped a breakfast with Jewish constituents would help alleviate the criticism over his response to Hamas's Oct. 7 attack on Israel. It didn't go well.

Bowman—who was forced to change venues to avoid protests—denounced Hamas but defended his opposition to a House resolution that condemned the attacks. Bowman said he voted against the resolution because it didn't recognize Palestinian victims, according to people who attended the Monday meeting at his White Plains office.

Dozens of Westchester County and Bronx residents told him they felt unsafe living as Jewish people in their own community. After almost two hours in a windowless conference room, one attendee asked the congressman if, after hearing from concerned voters, he would act differently.

No, Bowman replied. He wouldn't change a thing.

His stance—and the defiant streak that fuels it—has placed the 47-year-old former school principal at the center of the Democratic Party's internal

feud over Israel. Bowman is one of four House members in a progressive group known as the Squad facing potentially serious primary challenges next year after their criticism of Israel—as well as their calls for a cease-fire—put them at odds with Democratic leadership, which has supported Israel's military campaign.

In an interview, Bowman said a primary challenge was part of the process. He said he supports Israel's right to exist, "but I also support a Palestinian state—in a real way, not in a lip-service way. Not in a mythological way and not in a way that also simultaneously undermines a Palestinian state which is what's been happening over several decades."

New York is home to a significant Jewish population, and the party's divide on Israel is on full display in the state. In parts of the Bronx just south of Bowman's district, Democratic Rep. Ritchie Torres has been a vocal supporter of Israel and was one of 22 House Democrats who voted with Republicans last week to censure Rep. Rashida Tlaib (D., Mich.), the only Palestinian-American in Congress, over comments she made about Israel that



Rep. Jamaal Bowman voted against a resolution that condemned the Hamas attack on Israel.

were widely criticized.

Being in the middle of controversy isn't uncomfortable for Bowman, who challenged the established party structure when he successfully ousted a three-decade incumbent in 2020. He rocketed to further national attention this autumn when he pulled a fire alarm before a key House vote,

prompting a partial evacuation of the Capitol complex.

He said he pulled the alarm by mistake, apologized and pleaded guilty to a misdemeanor charge.

Bowman said he sought office to challenge the status quo—in ways that his detractors call brash, and supporters call clarion. He has had several

viral moments from arguing with or shouting at his Republican colleagues.

"When we compromise, the most vulnerable people continue to be hurt," he said of his approach to politics.

Bowman's record on Israel was complicated even before his vote against the resolution condemning Hamas. He was

reprimanded by the Democratic Socialists of America, which had supported him, when he voted in 2021 for a military-aid package for Israel.

But he also faced criticism from Jewish leaders in his district who said he ignored their requests for meetings since taking office and for refusing to attend a July speech at the Capitol by Israeli President Isaac Herzog. Bowman said he didn't go because Herzog hadn't done enough to foster a two-state solution.

After Bowman voted against the resolution, the Westchester Board of Rabbis released a letter "expressing frustration and anger." An organization affiliated with the pro-Israel Aipac lobbying group began running attack ads. Prominent Jewish Democrats began courting Westchester County Executive George Latimer to challenge Bowman, according to political operatives.

An Aipac spokesman said Bowman is "outside the mainstream as he refuses to stand with the Jewish state."

Latimer has said he is considering a run, and people close to him said he is leaning toward launching a congressional bid.

U.S. NEWS

Pope Francis Removes Conservative Texas Bishop

By FRANCIS X. ROCCA

Pope Francis removed Bishop Joseph Strickland, one of the pope's most vocal critics in the U.S. hierarchy, the Vatican said.

The Vatican said the pope had "relieved [the bishop] of the pastoral governance of the Diocese of Tyler," Texas, and appointed Bishop Joe Vázquez of Austin as "apostolic administrator," or acting bishop, of Tyler.

"I'm saddened for the harm to the faithful but at peace in His Truth, stay Jesus Strong," Strickland wrote via email on Saturday, in response to a request for comment.

The conservative bishop's departure comes after Francis complained this summer of a "very strong reactionary attitude" among elements of the Catholic Church in the U.S.

In May, the bishop wrote on X, the platform formerly known as Twitter, that "Pope Francis is the Pope but it is time for me to say that I reject his program of undermining the Deposit of Faith," or the body of Catholic Church teaching contained in the Bible and tradition.

Strickland's firing follows a Vatican investigation this summer, which led to the conclusion that "the continuation in office of Bishop Strickland was

not feasible," according to a statement on Saturday from Cardinal Daniel DiNardo, archbishop of Galveston-Houston, who oversees the Catholic hierarchy in southeastern Texas. The cardinal's statement didn't specify why Strickland's departure was recommended. Strickland was asked on Thursday to resign, but refused, DiNardo said.

It is extremely rare for the pope to remove a bishop in such a manner, as opposed to requesting and receiving his resignation. In September, Strickland told Religion News Service that he wouldn't step down voluntarily but acknowledged the pope had the power

to remove him. The loss of his role overseeing the diocese doesn't deprive Strickland of his rank as a bishop.

In a July radio interview, Strickland confirmed media reports that his diocese had recently undergone a Vatican-ordered investigation, which he compared to "being called to the principal's office."

The cardinal's statement on Saturday said the Vatican investigation had been "an exhaustive inquiry into all aspects of the governance and leadership" of the diocese under Strickland, conducted by Bishop Dennis Sullivan of Camden, N.J., and retired Bishop Gerald Kicanas of Tucson, Ariz.

In August, Strickland wrote an open letter to his diocese warning that October's Vatican synod of bishops, clergy and laypeople—which Francis' supporters have described as one of the key initiatives of his reign—could cast doubt on certain "basic truths" of the faith, including the sinfulness of sex outside of marriage and the "undeniable biological and God-given" nature of gender identity.

A working document for the synod, published over the summer, called on the assembly to consider, among other matters, "what concrete steps are needed to welcome

those who feel excluded from the Church because of their status or sexuality (for example, remarried divorcees, people in polygamous marriages, LGBTQ+ people, etc.)."

The closed-door gathering did address LGBTQ issues, participants said, though the final report issued in late October played them down.

Francis has acknowledged anxieties that the synod might change doctrine and, in remarks to members of the Jesuit order in Portugal during a visit in early August, he lamented what he called a "backward-looking" attitude in parts of the U.S. church.

U.S. WATCH

TEXAS

Police Officer Killed, Shooter Dead

A Texas police officer was killed on Saturday in a shooting that left the gunman dead and a second officer wounded, authorities said.

Two other people were later found dead inside a home in Austin, interim Police Chief Robin Henderson said.

Henderson said officers were called to the home shortly before 3 a.m. Saturday by a woman screaming that she was being stabbed. One person escaped the home before officers arrived, Henderson said, and told police the man in the home was armed with a knife.

Police then tried to enter the home and were met with gunfire, but didn't return fire, retreated and called for a SWAT team, Henderson said.

"SWAT officers arrived on scene and forced entry into the residence...to rescue the victims," Henderson said. "As SWAT officers entered the suspect immediately fired his gun at the officers and the SWAT officers returned fire."

Two officers and the suspect were struck by the gunfire. The suspect was killed at the scene and the two officers were taken to a hospital, where one died and the second was in stable condition, Henderson said.

—Associated Press

NEW YORK

Rep. Higgins Will Leave in February

Rep. Brian Higgins (D., N.Y.) said he would leave Congress before the end of his term after growing frustrated with dysfunction in Washington.

"It's just a time for change, and I think this is the time," Higgins, 64, said Sunday. He plans to leave office during the first week of February, he said.

Higgins, who serves on the House Ways and Means and Budget committees, began his 10th term in January.

"Congress is not the institution that I went to 19 years ago. It's a very different place today," he said. "We're spending more time doing less. And the American people aren't being served."

Higgins's departure will likely set up a special election for the spring in New York's heavily Democratic 26th Congressional District, which includes parts of Erie and Niagara counties, including the cities of Buffalo and Niagara Falls.

—Associated Press

GEORGIA

Escaped Inmate Caught After Weeks

The third of four men who escaped from a Georgia jail in October was captured Sunday morning at a home in Augusta, local and federal authorities said.

Johnifer Dernard Barnwell, 37, was captured in a home where police also found large quantities of drugs, according to the Bibb County Sheriff's Office and the FBI.

Barnwell was being held on drug charges when he and three other inmates escaped through a damaged window and a cut fence at the jail early Oct. 16.

Authorities continue to search for 52-year-old Joey Fournier.

Chavis Demaryo Stokes, 29, was caught on Oct. 26; Marc Kerry Anderson, 25, was captured Nov. 3.

—Associated Press



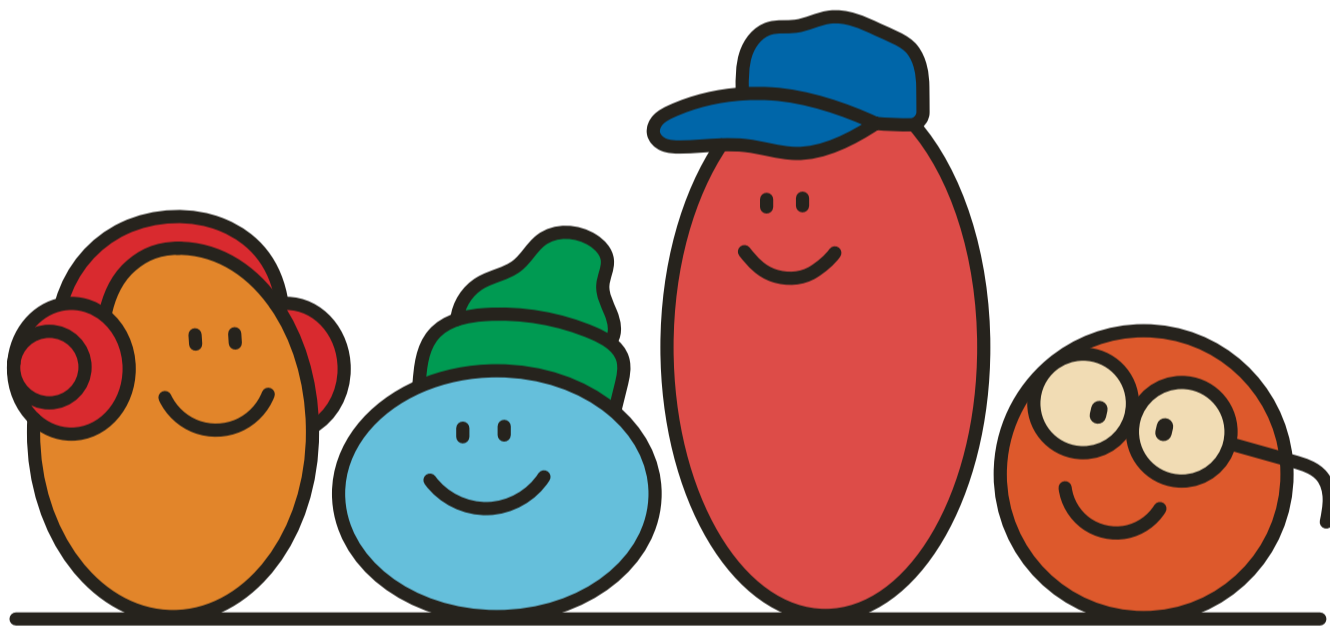
GREEN JOBS

Our Executive Chairman Anthony Pratt was joined by U.S. Ambassador to Australia Caroline Kennedy, Kentucky Governor Andy Beshear, and Australian Ambassador to the U.S. Kevin Rudd at the recent grand opening of Pratt Industries' newest **100% recycled paper mill and box factory** in Henderson, Ky.



www.pratt.com

Family Link helps you **choose** safety settings for each of your kids.



Family Link provides you with online safety settings for your entire family across Search, YouTube, and other Google apps. You can limit the type of content they can access, the apps they can download, the websites they can see, and even set the time allowed per device. It's totally up to you. To find Family Link, and other online safety features for kids and teens, visit families.google

Making the internet safer for kids and teens.

Google

YouTube

THOR
KITCHEN®

IMAGINE ODIN IS COMING FOR DINNER.



#COOKLIKEAGOD



The real value in pro-grade performance.

THOR Kitchen: a complete line of full-featured, superbly crafted, stainless steel warriors. Dual fuel, gas and electric options. 4,000–18,000 BTU burners. Infrared broilers. LED panel lights. Continuous cast iron grates. Heavy-duty tilt panel controls. Massive capacities. LightningBoil™ speed. Brilliant blue porcelain oven interiors. And now offering an integrated air fry feature.

MEMBER
NKBA NATIONAL
KITCHEN+BATH
ASSOCIATION

[THORKITCHEN.COM](https://thorkitchen.com)

© Copyright 2023 THOR Kitchen, Inc. | All Rights Reserved.
23THOR01-14-149339-2

WORLD NEWS

Sudan Militia Has Infamous Past

Group that grew out of Darfur attackers killed around 800 at refugee camp

By NICHOLAS BARIYO
AND GABRIELE STEINHAUSER

The gunmen arrived on motorcycles and in the backs of Toyota pickups, brandishing Kalashnikovs and dressed in the telltale sand-colored uniforms of Sudan's Rapid Support Forces militia. Over three days, they killed hundreds of men and teenage boys in a Darfur refugee camp, witnesses, local human-rights groups and international aid agencies said.

The Sudanese-Arab militia worked its way systematically through the tents, shacks and mud houses of the Ardamata camp, shooting male residents. The settlement in western Darfur was home to about 30,000 non-Arab Sudanese people who had fled earlier bouts of fighting in the country's civil war, which started nearly seven months ago.

The United Nations Refugee Agency on Friday said around 800 people were killed in the camp and the surrounding community between Nov. 4 and 6. Local activists said the number of victims could be above 1,000.

The killings, these activists and international officials say, raise the specter of a repeat of the bloodshed inflicted on Darfur two decades ago, when Sudanese-Arab militias killed an estimated 300,000 people, most of them members of the region's non-Arab minority.

That wave of violence, widely viewed as the first genocide of the 21st century, was led by fighters known at the time as the Janjaweed, who were enlisted by Sudan's then dictator, Omar al-Bashir, to put down an uprising by non-Arab communities in Darfur.

Tensions in Darfur, a mountainous semidesert region roughly the size of Spain that



Women who fled to Chad from Sudan cry after being notified of the death of their relatives.

holds some of Africa's richest gold and silver reserves, have simmered and occasionally flared in the years since the 2003-2008 genocide.

In recent months, the region has experienced some of the worst violence from a broader war between Sudan's two top generals—Lt. Gen. Abdel Fattah al-Burhan, Sudan's de facto president and commander of the military, and his rival, Lt. Gen. Mohamed Hamdan Dagalo. Dagalo rose through the ranks of the Janjaweed during the genocide, eventually building it into today's RSF.

"People across the whole of Darfur are already enduring mass atrocities on the scale of those committed in the 2000s," said Mohammed Hassan, the director of Darfur Network for Human Rights, who spent much of this week interviewing survivors of the Ardamata attack who have fled across Sudan's border to Chad.

"We are worried this could even get worse because the RSF and its Arab militia allies

are better armed and more powerful now than they were 20 years ago," he said.

Hassan said he believes the assault on Ardamata was part of a campaign of ethnic cleansing, designed to clear Darfur of non-Arab communities.

A spokesman for the RSF denied responsibility for the attack. "The RSF does not target civilians," he said. "Today we are fighting side-by-side with the people of Sudan to restore our country to its rightful path of civilian-led democratic rule."

The U.S., U.N. agencies and Sudanese and international rights groups have all said the RSF was behind the assault on the Ardamata camp. The Bureau of African Affairs at the U.S. State Department on Thursday said it was "deeply concerned by credible reports of killings by the RSF and affiliated militias in Ardamata, West Darfur, and other abuses including killings and unjust detentions."

Witnesses and Sudanese activists interviewed by The

Wall Street Journal said RSF fighters entered the Ardamata camp on Saturday morning, soon after taking control of a nearby Sudanese army base in the city of El Geneina, the regional capital of West Darfur State. Soldiers from the base fled to neighboring Chad without offering protection to the camp's residents, they said.

A spokesman for the Sudanese Armed Forces didn't respond to requests for comment. Malek Haruna, a 50-year-old farmer, said he tried to hide with some of his male relatives and neighbors when they saw the RSF fighters. Talking by phone from the Chadian town of Adré on the border with Sudan on Thursday, Haruna said he watched as the men shot his uncle and brother.

"I couldn't count the number of dead bodies. They were very many," Haruna said.

"I am lucky to be alive, but I don't know the fate of many of my relatives," he said.

Hassan Omer, a 30-year-old woman, said she and her three children covered for much of the first day of the rampage in a hut they used as a kitchen. She said they listened to RSF fighters shouting racial slurs as they searched homes for survivors.

Omer and her children are now in Adré, but she has no news of her husband, who had gone out to buy food when the RSF fighters roared into the camp. "I have no idea if my husband is dead or alive," she said. "But many people were killed."

Among the dead was Farsha Mohammed Arbab—a prominent leader of the Masalit, one of the ethnic minorities in Darfur that has repeatedly been targeted by the ethnically Arab militias spearheaded by the RSF.

Arbab was shot along with a son, one of his brothers and eight of his grandchildren, the youngest of whom was just 10 years old, said Hassan, the director of Darfur Network for Human Rights, and other local activists.

The 75-year-old had chosen to stay in the Ardamata camp, Hassan said. Sudan's Sovereign Council, the country's de facto government, on Thursday said Arbab was killed by RSF fighters during attacks on civilian homes.

The World Health Organization and the United Nations Children's Fund in October cited projections from Johns Hopkins University that more than 10,000 Sudanese children under the age of 5 may die by the end of 2023 because of lack of food and disruptions of other essential services.

Filippo Grandi, the head of the U.N. Refugee Agency, on Friday urged all parties involved in the conflict to halt the fighting and to avoid "another catastrophe."

"Twenty years ago, the world was shocked by the terrible atrocities and human rights violations in Darfur," he said. "We fear a similar dynamic might be developing."

WORLDWATCH

SYRIA

U.S. Strikes Sites Linked to Militants

The U.S. conducted a round of strikes against targets in eastern Syria on Sunday, the third time in recent weeks, in response to the growing number of attacks against U.S. forces there and in Iraq.

U.S. military forces struck a training facility in Abu Kamal and what was described as a safe house for militant groups in Mayadin. The Pentagon said the facilities were used by Iran's Islamic Revolutionary Guard Corps and other Iran-affiliated groups.

—Gordon Lubold and Nancy A. Youssef

SAUDI ARABIA

Iran's President Joins Summit

Iran's president joined dozens of Arab and Muslim leaders at a summit in Saudi Arabia on Saturday—the first such visit to the kingdom in more than 15 years—as the Islamic world sought to project unified opposition to Israel's military operations in Gaza.

At the meeting of the League of Arab States and the Organization of Islamic Cooperation, Iranian President Ebrahim Raisi accused the U.S. of complicity in what he called war crimes by supplying weapons to Israel.

—Stephen Kalin

MEDITERRANEAN

Five U.S. Troops Killed in Crash

The Pentagon said five U.S. service members died after a military helicopter crashed in the Mediterranean late Friday evening in a non-combat incident while refueling on a training mission.

The Pentagon had earlier said the crash had happened on Saturday and hadn't specified what kind of aircraft was involved. The Pentagon didn't identify the victims, pending notification of next of kin.

—Doug Cameron

collette
EXPLORATIONS:
**SMALL GROUPS,
BIG ADVENTURES.**

Join Collette, North America's longest running guided tour operator, and find the adventure you've been dreaming of. With small group tours across the globe, travel alongside an average of 16 travelers. Dive deep into culture and connect with locals for the most authentic experience.

For reservations, call Collette at 844.217.9717 or see your Travel Professional and ask for Collette.

visit [gocollette.com](https://www.gocollette.com)

Visit Our Website

CST No. 2006766-20, UBI No. 601-220-855, Fla. Seller of Travel Reg. No. ST35613

Holiday in the Wild

GRAB THE ATTENTION THIS SEASON WITH OUR
UNIQUE 18KT GOLD ALLIGATOR BANGLE FROM ITALY

\$1,695
Compare at \$2,495

Crafted in Italy with exceptional textured detailing, our eye-catching alligator bangle bracelet sets your style apart in luxurious 18kt gold.

Available in 7" \$1,695 and 8" \$1,895
Shown larger for detail.

ROSS SIMONS
Fine Jewelry | Fabulous Prices

FREE EXPRESS SHIPPING — ORDER TODAY!
To receive this special offer, use code: GATOR118
1.800.556.7376 or visit ross-simons.com/gator
Item #869123

WORLD NEWS

Israel Presses Hamas to Surrender Hospital

Medical staff at Al-Shifa unable to retrieve fuel delivery amid intense fighting

Israel said it was pressuring Hamas to surrender its position inside Gaza's largest hospital on Sunday, as it engaged in intense fighting with militants in the area.

By Chao Deng, Dov Lieber and Saeed Shah

Israel alleges that Hamas hides underground complexes and a command center at Al-Shifa Hospital in northern Gaza, a claim Hamas denies. "The ultimate goal is for them to come out and surrender while we're in the vicinity of the hospital," said Lt. Col. Richard Hecht, a military spokesman, referring to Hamas militants. "We haven't gone in yet."

A second day of intense fighting on Sunday left thousands of displaced people



People in Rafah in southern Gaza salvaged belongings from a damaged building Sunday.

stuck inside the sprawling complex with dwindling medical supplies, water and food, as well as a power outage caused by a lack of fuel. Israel said Hamas prevented hospital

staff from retrieving containers of fuel left about 1,000 feet from the entrance by Israeli soldiers Sunday morning. Staff at the hospital said it was too unsafe to retrieve them.

Doctors at Al-Shifa have described an increasingly desperate situation, with the remaining medical staff there struggling to provide basic care. Mohammad Hawajri, a

nurse stationed at a Doctors Without Borders office 1,000 feet from Al-Shifa, said the gunfire was too intense for him to walk there on Sunday.

The head of Al-Shifa, Mohammed Abu Salmiya, told Qatari-funded Al-Araby TV that the fuel would have been enough to run the generators for only 15 to 30 minutes and couldn't be retrieved for security reasons. He said the fuel would need to be delivered through the Red Cross or other international aid agencies.

Since the war began, Israel has banned fuel from entering the Gaza Strip without the release of 239 hostages taken by Palestinians on Oct. 7. Israel says Hamas has fuel that it can provide to hospitals and other civilian organizations, but chooses to use its reserves for militant purposes. Israeli officials say Hamas would also steal new fuel imported into the enclave, as it needs fuel to keep ventilating hundreds of miles of tunnels used by its fighters.

Hamas has denied both taking over fuel in the strip and preventing reserves from reaching hospitals.

The lack of fuel at Al-Shifa has meant a near-complete shutdown of operations, from intensive-care to incubators for premature babies. Two babies died Saturday, doctors said.

A Hamas spokesman said Sunday that Israel was bombing Al-Shifa, and accused it of killing civilians inside. "The goal is to displace citizens to the south for political goals by trying to confuse citizens by killing the wounded, sick and medical staff," he said.

The Israeli military has said it is "taking all feasible measures to mitigate harm to civilians." It declined to comment on military activities.

Watch a Video



Scan this code to watch a video on supply shortages at Gaza hospitals.

Netanyahu Spurns Plan To Govern

Continued from Page One Saturday, endorsed in a draft declaration the Palestine Liberation Organization, the body overseeing the Palestinian Authority, as "the sole legitimate representative of the Palestinian people."

Israel's stance reflects tensions in Israel over the Palestinian Authority and Netanyahu's limited room to maneuver in his coalition government.

"It's all about political survival," Mitchell Barak, a political analyst at Jerusalem-based Keevoon Global Research, said of Netanyahu's approach to the Palestinian Authority and Gaza. "He hasn't articulated his plan

or his vision," because he is trying to appease the far-right, added Barak, who was an aide to Netanyahu in the 1990s.

The prime minister's foreign-policy adviser, Ophir Falk, said Israel's strategy is to free Gaza from Hamas and ensure the Palestinian enclave is demilitarized and deradicalized.

Israel's military has largely sealed off northern Gaza and its soldiers are engaged in intense fighting around Gaza City's Al-Shifa Hospital. The military has said it has killed dozens of midlevel Hamas military commanders, but has failed to take out any senior leaders—its stated goal.

The intense street battles on Sunday around Gaza's biggest hospital left the medical facility with dwindling supplies for thousands sheltering there while a power outage led to the death of two newborns, doctors at Al-Shifa said.

Israel said it isn't targeting hospitals and that it is allow-

ing safe passage out of them. It accuses Hamas of using civilians as human shields, including in health facilities.

Israel is facing growing calls for a cease-fire. According to health authorities in the Hamas-run enclave, Israel's offensive has killed more than 11,000 people in Gaza, the majority of them women and children. The figures don't distinguish between civilians and combatants. At least 44 Israeli soldiers have been killed in combat in Gaza since the ground incursion began, the Israeli military said.

Netanyahu's rejection of the Palestinian Authority could eventually have less impact, given that many political analysts said he might not remain in power when Gaza's postwar order comes into clearer focus.

Israelis are angry at his perceived failure to prevent the Oct. 7 Hamas attacks that sparked the current conflict in Gaza, in which more than 1,200

Israelis were killed. He is facing criticism for his handling of the war and failure to return around 239 hostages Israel said are being held in the strip.

Members of Netanyahu's Likud party have privately said he is unlikely to remain as leader after the war.

Still, the growing rift between the U.S. and Netanyahu over the Palestinian Authority illustrates wariness among many Israelis over its viability as a partner for security. The authority was formed during a peace process in the 1990s to govern Gaza and parts of the West Bank on an interim basis, ahead of a long-term peace agreement that never materialized.

Some on Israel's far right have advocated re-establishing Jewish settlements in Gaza, known in Hebrew as Gush Katif, rather than allowing the Palestinian Authority to return. The Palestinian Authority governed Gaza until 2007,

when Hamas wrested control in a fight with the Palestinian faction Fatah, which dominates the Palestinian Authority. Israel withdrew from settlements in Gaza in 2005.

Other Israelis are skeptical of the idea. "There are voices saying let's go back and rule Gaza. I don't think this has broad public legitimacy," said lawmaker Ze'ev Elkin of the National Unity Party, currently in the government's wartime coalition. "These are voices from particular factions on the extreme Israeli right."

The head of the opposition, Yair Lapid, in an interview on Israel's public broadcaster last week, said the Palestinian Authority is the only body capable of ruling Gaza after the war. "The prime minister is not stating what is reasonable—that the Palestinian Authority will have to be brought back," he said. Netanyahu, he said, "is trapped by the extremists."

Yet some in the coalition

who are considered more moderate also dismiss the Palestinian Authority, saying it is unable to control the West Bank and so would be unable to control Gaza.

Likud lawmaker Yuli Edelstein said an international solution should be found for governing Gaza that includes Arab countries.

Ghassan Khatib, a lecturer at Birzeit University in the West Bank, said the Palestinian leader has few options other than to call for long-term peace negotiations. An arrangement in Gaza like Abbas currently oversees in the West Bank, where Israel manages security and controls roads, borders and parts of the economy, would make him even more unpopular, he said.

"If he would say yes, then he would be dragged into a situation in Gaza that is even worse than the situation he is in in the West Bank," Khatib said. "This is suicide."

JOURNAL
HOUSE

BY THE WALL STREET JOURNAL

JOURNAL HOUSE

AT COP28: CAN BUSINESSES DRIVE CLIMATE ACTION?

Join The Wall Street Journal at Journal House during COP28 to shape the dialogue on climate change, business, and society. Engage with WSJ editors and global leaders in business and politics as they explore topics like climate diplomacy, mitigation technology, food systems, and more.

Worldwide, our Journal Houses foster a community of global executives. Secure your invitation to connect, exchange ideas and engage in the conversation.



Request Invitation

DATES: December 1-2, 2023

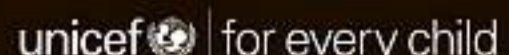
LOCATION: Vida Dubai Marina & Yacht Club

journalhouse.com/cop28

PRESENTING SPONSOR



SUPPORTING SPONSOR



WORLD NEWS

Ukraine War Slips Toward Stalemate

By JAMES MARSON AND DANIEL MICHAELS

Ukraine's 47th Mechanized Brigade was equipped with Western armored vehicles and trained for a lightning summer counteroffensive that was supposed to tip the war firmly in Kyiv's favor.

These days, after advancing only a few miles over several months in the south, the brigade is fighting to fend off a Russian attack on a small industrial city in eastern Ukraine.

"It's tough. Their advantage is in the quantity of people," one soldier in the brigade said. "They are coming nonstop."

The brigade's shift from offense to defense reflects a move to a new phase in the conflict as Ukraine's top commanders acknowledge that the counteroffensive didn't achieve the desired progress. Ukraine's top military officer, Gen. Valeriy Zaluzhnyi, described the war as a stalemate in an interview with the Economist, saying there would most likely be no significant breakthrough.

Russian officials have characterized the shift as a sign Moscow is gaining the upper hand and that its bet on the long game is paying off. Russian President Vladimir Putin has geared his country's econ-

omy to war and has more than 400,000 men deployed in Ukraine, Ukrainian officials said, while Kyiv depends on Western military and financial support, which is facing an uncertain future.

A growing number of Ukraine's backers in Europe and the U.S. said Kyiv likely would be in a stronger position today if the Biden administration had more quickly delivered valuable equipment such as tanks, long-range rockets and jet fighters. Protracted debates about the armaments, which have been provided or are being prepared for delivery to Ukraine, meant Kyiv lost valuable time early this year when it could have pressed gains achieved against Russia late last year.

"There is no silver bullet that will change the stalemate in the short run," said Douglas Lute, a retired U.S. Army lieutenant general and former ambassador to the North Atlantic Treaty Organization. "Our incremental approach to providing military assistance has assured that," he said of the impasse.

Administration officials say they are giving Ukraine weapons at an appropriate pace and in line with what can be offered.

Russia now controls around one-fifth of Ukraine's territory



Russian artillery shelled a private house in Ukraine's Kharkiv region in late October, as Kyiv's counteroffensive sputtered.

SEBASTIAN KODRZYNSKI FOR THE WALL STREET JOURNAL

and is seeking to advance in the northeast and east. Ukraine is still pressing in the south, where it had hoped to reach the Sea of Azov coast and split the Russian occupying forces in two. But exhaustion on both sides and the strength of defenses make large changes unlikely this winter.

"It's a trench deadlock," said a senior Ukrainian security official. "A general offensive is impossible for either side. Neither side can break through."

For now, Russia is concentrating on smaller cities such as Kupyansk in the northeast and Avdiivka in the east. The offensive on Avdiivka, a small industrial city near the occupied regional capital of Do-

netsk, has cost the Russians more than 100 armored vehicles and thousands of casualties since it was launched in October, the Ukrainian military said. Russian forces have made small gains in their efforts to surround the city, including seizing a railway line on the northwestern outskirts.

The Ukrainians are struggling, too. The soldier in the 47th said they were low on ammunition and manpower, meaning the crews of armored vehicles and drone pilots were sometimes deployed to frontline positions.

A senior NATO official said Russia likely lacks resources to mount a significant offensive this year and Ukrainian troops may hold an advantage

fighting in winter snow because they have shown greater mobility. "The Russians have shown limited ability to fight off-road and on foot."

The next phase of the war looks increasingly fraught for Ukraine. After fending off Russia's assault on Kyiv early last year, Ukrainian forces rolled back Russian troops in the northeast and south of the country, retaking half the territory that Moscow had occupied in the early weeks of its invasion.

But despite the West's having trained and equipped tens of thousands of troops for the counteroffensive, they were unable this year to achieve Ukraine's goal of breaking through Russian lines and

reaching the Azov coast.

While both sides say they want peace, talks are unlikely while Russia retains its initial goal of controlling Ukraine, and Ukraine wants to retake the rest of its territory. Ukrainian officials acknowledge that a long war likely favors Russia, which has shifted its economy to a war footing and can call on a population more than three times the size of its neighbor's.

Given the constraints on Ukraine's ability to seize the battlefield initiative against Russian forces, some outside observers say Kyiv's safest course of action is to shift to a defensive posture and force Russia to expend its troops and equipment seeking gains.

Path to Biden-Xi Summit Filled With Snubs, Slight

By CHARLES HUTZLER AND LINGLING WEI

With only weeks to go to prepare for a possible summit with President Biden, Chinese officials floated a plan: If Xi Jinping agrees to meet, he first wants to sit down for a banquet with American business leaders.

The White House said no. With a lengthy agenda of friction points to go over, Xi should see Biden before the CEOs, American officials told their Chinese counterparts in October, people briefed on the plans said. Beijing backed down and rescheduled the dinner for after the summit.

Biden and Xi are set to hold their first face-to-face meeting in a year in the San Francisco Bay Area on Wednesday, with both saying they want to mend a divisive, rivalrous U.S.-China relationship. To get to the table, both sides have resorted to maneuvers that

appear aimed at putting the other off-balance.

The path to the summit has been strewn with diplomatic slights and gamesmanship, according to interviews with current and former officials on both sides, foreign-affairs specialists and others briefed on summit discussions. There have been snubs, skipped meetings and the withholding of goodwill gestures.

"Every time we have a summit with China, both sides discuss who's in a stronger position," said Bonnie Glaser, who runs the Indo-Pacific program at the German Marshall Fund of the United States. "It's going on on both sides."

Xi, for example, declined for weeks to take a phone call from Biden, who said publicly that he wanted to talk to the Chinese leader after the U.S. shot down a suspected Chinese spy balloon. The two leaders haven't spoken since the balloon incident, which

derailed a planned visit to Beijing by Secretary of State Antony Blinken.

By the time Blinken traveled to Beijing in June, he managed to win an audience with Xi. But Chinese state media made him look like a supplicant, seated off to the side of a long table in the Great Hall of the People, rather than next to Xi, as Blinken's predecessor was.

Around the time of the Blinken trip, Chinese hackers breached the unclassified email accounts of top Blinken aides and Commerce Secretary Gina Raimondo, U.S. officials said.

The petty brush-offs and hardball tactics on display ahead of the high-stakes summit strain the goodwill needed to resolve global troubles and

seed the U.S.-China relationship with distrust. Wednesday's meeting isn't expected to change the adversarial trajectory Washington and Beijing are on as they vie to reshape the global order.

Domestic politics complicate any detente.

The Biden administration has engaged with Beijing while looking over its shoulder to avoid criticism from Republicans and other China skeptics in Congress, officials said. For Xi, being regarded as too eager for engagement would hurt the strongman image he has cultivated at home.

Both Biden and Xi have an interest in keeping the rivalry from careering into conflict. U.S. allies from Europe to Australia also want Washington to

manage tensions with Beijing.

The administration appears likely to achieve some substantive wins at the meeting. Both governments are moving closer to resuming contacts between their militaries, which Beijing suspended last year in anger over displays of U.S. support for Taiwan, according to U.S. officials. They have discussed cooperating on ending fentanyl trafficking. China is the source for chemicals that Mexican drug cartels use to produce the opioid.

Xi is looking for reassurances on Taiwan, with China urging the U.S. to rein in political leaders on the democratic island. A smooth summit might help Xi stave off, at least temporarily, more U.S. restrictions on technology transfers and shore up flagging foreign investor confidence in a struggling Chinese economy.

More broadly, Xi is looking to buy time to build up China's

economic and military resilience to ultimately prevail in the great-power competition. The Chinese leader was taken aback by the West's backlash to his alignment with Russia in the midst of its war on Ukraine and was surprised at how quickly the U.S. has strengthened alliances against Beijing. Now a tactical pause serves China's interest.

In recent commentary, the Communist Party's flagship People's Daily struck an unusually conciliatory tone, calling for the bilateral relationship to "stabilize and improve instead of sliding into conflict and confrontation."

"It's OK to be nice to the Americans now," said Evan Medeiros, a professor at Georgetown University. "But it's a cyclical warming-up amid structural deterioration in the relationship."

◆ Heard on the Street: Limits to China's Mideast clout... B11

Conflict Spawns Shift on Patriot Systems

By DOUG CAMERON

The U.S. military was set to display one of its prized Patriot missile-defense systems at the Dubai Airshow this week, part of the American showcase at one of the world's biggest arms fairs.

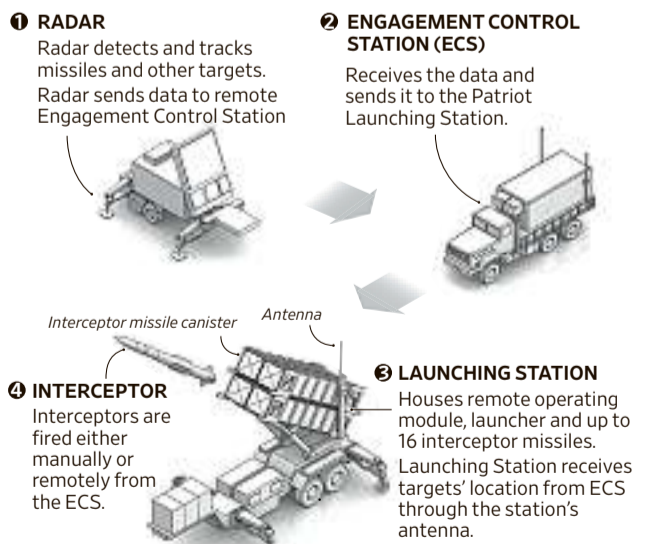
Then war broke out in the Middle East, and the \$1 billion battery, mounted on three trucks, was needed to defend U.S. troops based in the region from attack by Iran-backed militia groups—and the Pentagon dropped the plans for the show.

Army leaders have warned for years they lacked enough of the systems, which fire interceptors to shoot down aircraft, missiles and drones, to meet the myriad U.S. national-security challenges posed by strategic competition with China, war in Ukraine and fighting in the Middle East.

Some lawmakers have echoed the concerns. "I am concerned about our ability to provide air defense in other areas," said Rep. Doug Lamborn (R, Colo.), chairman of the House Armed Services subcommittee that handles missile defense. Lamborn said the threats to U.S. forces in the Middle East justified the deployments, but he has been pushing for the funding of more Patriots.

The Pentagon shipped one to Ukraine last spring, to help

How a Patriot Battery Tracks and Intercepts Targets



Note: Diagram isn't to scale. Source: Army Recognition. Jemal R. Brinson and Peter Champelli/THE WALL STREET JOURNAL

Kyiv's forces fend off Russian cruise missiles.

Now, following a series of drone and missile attacks on U.S. forces in Syria and Iraq that the Pentagon blames on militias backed by Iran, it has doubled the number of Patriot batteries in the region to at least 12, people familiar with the deployment said.

The shift of the U.S. Patriots over the past two weeks was a reversal from the trend in recent years in which the U.S. had been reallocating military hardware and personnel

from the Middle East to the Pacific to deter any potential challenge from China. It threatens to leave other regions of the world more exposed to cruise and ballistic missiles and other threats, especially in the Pacific.

The Patriot was introduced in 1980 to defend against aircraft and then cruise missiles from the former Soviet Union. After early testing problems and cost overruns that almost saw it canceled, Patriot has evolved into a key part of defenses against a rapidly evol-

ving global missile threat.

The Patriot's success in defending U.S. forces in the Middle East over the past 20 years has helped fuel demand from buyers including Saudi Arabia and the United Arab Emirates. Poland, Sweden and most recently Switzerland are among European buyers drawn by perceptions of an increased threat from Russia.

RTX, formerly known as Raytheon Technologies, is estimated by analysts to generate \$3.5 billion in annual sales from building the Patriot.

The biennial Dubai Airshow, which starts on Monday, features displays of military aircraft and equipment and attracts big defense companies including RTX, Lockheed Martin and Boeing, as well as government buyers from around the world.

Planes, missiles, drones and other equipment will line the tarmac and pavilions at the Al Maktoum International Airport, which features weapons made by Russia and China as well as the U.S. and its allies, and fast-growing exporters including South Korea and Turkey.

The Pentagon was to display a battery, which includes the launcher, radar truck and command station. On Oct. 25, it announced plans to send more air-defense resources to the Middle East.

—Michael R. Gordon contributed to this article.

Advertisement for Ranken Jordan Pediatric Bridge Hospital. Text: "Your next tax-deductible donation could give playful healing to children in the hospital." Includes logo for Ranken Jordan Pediatric Bridge Hospital, St. Louis, MO, and a photo of a smiling child.

FROM PAGE ONE

A Student Vanishes In Israel

Continued from Page One

corralled fellow workers to the safety of a nearby kitchen, then tried to rally the group to slip back out and rescue the grenade victims. Before they could move, though, the militants returned with reinforcements. The gunmen barged through the kitchen doors and grabbed Bipin and three Thai farmers hiding nearby. Bipin hasn't been heard from since.

Bipin Joshi's story is just one tiny piece of what is shaping up as the most complicated kidnapping crisis in modern history. By Israel's count, militants still hold 239 hostages taken during Hamas's Oct. 7 attack. Those captives, held in tunnels under the Gaza Strip, include 10 Americans.

There are also dozens of laborers from a half-dozen countries as far apart as East Africa and Southeast Asia. Among the known hostages are 23 Thai farmers, two Tanzanian dairy workers, and caregivers from Sri Lanka and the Philippines. The search to find them has become a crash course in hostage diplomacy for governments on the margins of global power.

While the U.S. has positioned two aircraft-carrier groups in the eastern Mediterranean, flown surveillance drones over Gaza and sent FBI agents and others to Israel to help identify and retrieve the kidnapped, Nepal, Thailand and Tanzania have faced a lonelier struggle.

Which of their nationals were taken? Who has them? And what could convince the hostage holders to release the ordinary farmworkers presumably stuck in tunnels, thousands of miles from home?

No master list

In this mass abduction, there has been no formal master list of hostages held, because Hamas and the other Palestinian groups holding captives haven't provided one. Proofs-of-life have emerged as a trickle, starting with Israeli or European captives. To solve the riddle of a single student farm worker's disappearance, a small number of Nepali diplomats, local volunteers and Bipin's friends have had to piece together fragments of evidence and contradictory clues from an overwhelmed Israeli bureaucracy.

The Israeli government, still in its first year, has struggled in the chaos of wartime Israel to answer the most basic question: Is Bipin alive?

"The last 30 days have felt like 30 years...it's the first time we've been involved in a crisis like this," said Kanta Rizal, Nepal's ambassador to Israel, who said she has been telling the same story to every official she's managed to meet: "Bipin is special because he's a hero. He saved his friends."

To understand how nations on the periphery of the Middle Eastern crisis are navigating a new age of hostage diplomacy, The Wall Street Journal spoke to ministers, diplomats, and local officials from Nepal, Thailand and Tanzania, as well as the U.S., Israel, Qatar, Egypt and humanitarians involved in managing hostage exchanges, including at the International Committee of the Red Cross.

'Barely surviving'

Reporters also reviewed survivors' video and social-media messages from the Oct. 7 abductions, spoke to forensic investigators in Israel scrutinizing human remains, and traveled to the rural far west of Nepal to meet Bipin's family.

"We are barely surviving, hanging on to a thread of hope," said Mahanand Joshi, father of Bipin, who has helped organize #BringBackBipin marches in his town in the Himalayan foothills. "Every passing moment without the news of where our son is, whether he is even alive, is pushing us to the brink."

When he left for Israel on Sept. 13, Bipin reassured his mother, a teacher. "I will see the world," he told her.

An agricultural student at Nepal's Far Western Univer-



Bipin Joshi, above, disappeared from a citrus farm near the Gaza Strip during the Oct. 7 attack by Hamas after saving his friends from a grenade. His father, Mahanand Joshi, below left, waits in his home in far-western Nepal for news. Above left, Wilart Tanna, father of Thai worker Pongsak Tanna, holds a photo of his son, who is one of the confirmed hostages taken by Hamas.

sity, he numbered among the inaugural group of 49 Nepalis sent by his college to Israeli farmsteads, including Alumim, a kibbutz perched hard against the Gaza border. The idea of the program, dubbed "Learn and Earn," was to gain insight into Israeli farming techniques while making many multiples of what they could at home.

At nights, the 24 Thais who had worked on the kibbutz for years, picking up Hebrew, would feast on spicy *som tam* papaya salad and whiskey flown in from home. The Nepalis stuck to cumin-spiced potatoes and Israeli beer. After a few drinks, the Thais would break into karaoke and entertain a group of curious Nepalis dropping in from a nearby mushroom farm. Bipin, who preferred 2Pac and Nas, had rapped about the hardships of Nepali farmers in his politically conscious song—"Prashna," meaning "Question"—over a gritty, Wu Tang-stylized beat. Every evening, after shifts nearing 10 hours, he would call home to wish his mom good night.

Cockfights

The Thais and Nepalis were among the tens of thousands of workers Israel had brought in to farm on kibbutzim that once relied on Palestinian labor. They included Pongsak Tanna, who would organize weekend cockfights for the other Thais. Korawit Kaeoekoed preferred to swim in the local pool after long weeks earning money for his two daughters and to develop a plot of land in eastern Thailand. The tattoo across his neck read: "Wealthy."

When occasional rockets flew overhead from Gaza, evading Israel's Iron Dome air defenses, Bipin would video call old university friends from his dormitory's kitchen bunker and describe vapor trails streaking the sky. He made his friends promise they wouldn't tell his parents—he didn't want them to worry.

"I'll send money, and you organize worship and prayers for me," he told his mom on Oct. 6. Soon, at a local temple of the Universal Mother Goddess Durga, she would offer prayers for Dashain, the biggest festival in the Hindu-majority Nepal, to mark her victory over demons to protect her children.

Almost as soon as Bipin awoke on Oct. 7 to the rumble of explosions, his phone began pinging with videos from other Nepali farmers of rockets streaking through the early morning sky.

"How frightening," one wrote on a group chat. "Be careful, guys," replied another.

Hearing the rockets and gunfire grow closer, Bipin realized this assault was different. The Nepalis and Thais split and scrambled to different bunkers. Kaeoekoed, who lived in the dorm next to Bipin, moved to the dairy farm, then eventually clambered up onto a hiding place above a refrigerator, texting his wife: "I won't be coming home."

Other Thais hid under wooden tables in a kitchen, next to crates of onions, and waited. As the nervous minutes ticked by, one farmer gestured to another to bring over a bottle of whiskey to pass the time. "Is that shooting? Is it soldiers?"

In the Nepali bunker, 17 workers had hunkered shoulder-to-shoulder, filling the small and windowless room. They posed for a selfie, with Bipin squatting in front, smiling at the camera. Several opened up a cellphone to play the board game Ludo, while Prabesh Bhandari, another farm worker, took a photo of Bipin, captioned on Facebook: "Bunker time."

Bipin looked up from the game to hear the gunfire drawing closer, then panicked screams. Bullets began crack-

ling through the walls of the dormitory.

Israeli laws requiring homes to maintain a secure safe room were enforced spotily, especially in the dwellings of farm hands, and it was easy for Hamas to burst in. One Nepali student taking videos near the door was shot dead, as was another who shouted, "we are Nepali." A pair of grenades tumbled into the room. The one that exploded left several people unconscious, while others writhed in pain.

The militants hurried on and soon the farmers could hear the voices of Israeli police officers telling those who could to gather in a nearby kitchen. As Nepalis and a handful of Thais retreated to hiding places, Bipin tried to rally the group to slip back out and help treat the Nepalis the grenade had wounded.

He hurriedly thumbed out a couple of texts to his cousin, Basu Dev, in English: "If something happen with me you have to take care of family."

"Be strong and always see future."

A rifle-clutching young militant burst into the kitchen, ordering Bipin and three Thais closest to the door out at gunpoint. Another assailant lifted up his phone to record the capture. It was the last time Bipin would be seen alive.

As the four farmers vanished, the Nepalis, still hiding, could hear one of the Thais, pleading to be exempt from the Middle East's most intractable conflict: "Thailand!"

"Are you Muslim?" a gunman asked.

In the kitchen, the Nepalis still hiding could hear the gunmen scream: "Run! Run!"

Nepal's ambassador was looking for answers nobody had.

Facebook pages and WhatsApp groups connecting Nepal

to Israel were piling up with pictures and messages of students caught in the attack and demanding ambulances or a flight home, a cloud of information, difficult to verify. Nepalis still in hiding were whispering horror stories into phone calls with Ambassador Rizal and the two other officials posted to her Tel Aviv embassy, who now needed to account for hundreds of their citizens in dozens of kibbutzim, lost in a country thrown into chaos.

Avocado farmer

Soldiers were clearing the borderlands near Gaza, and the governments of Thailand and Nepal were turning to an avocado farmer at Kibbutz Alumim, Gilad Honwald, to confirm their fears.

"We are waiting for your message to inform my government," read a text on his phone, from Nepal's embassy.

Honwald was scouring the twisted masonry and torched tin roofs of ransacked and ash-strewn barns to take an inventory of the dead and missing. He counted more than 20 bodies lying in the bunkers, the kitchen, or on the pavement. Three of the men taken hostage had been shot and discarded behind the dairy plant. Kaeoekoed, the Thai farmer, remained in his hiding place above the fridge, afraid to come out. Friends had to repeatedly reassure him over a WhatsApp group it was safe to climb down.

Bipin was nowhere to be seen.

The notification to the Nepali ambassador came in a texted photo of a roughhewn scrap of paper, from Honwald's notebook, scrawled in Hebrew. Six Nepali workers from Kibbutz Alumim were alive, listed alongside their registration numbers.

Only one of the Nepalis, worker number 1725, was annotated: "missing."

"All the rest are dead."

Was Bipin among those killed, his body lost or too

badly burned for recognition? Or had Hamas abducted him into its tunnels? His friends scoured videos being posted from Gaza, looking for his face or tall, familiar figure. The Joshi family, from their home near the Mahakali River that winds between India and Nepal, was texting and calling Bipin's phone to no avail.

"I lost all sense of the world," his father said.

Nepal's ambassador notified the Israeli Foreign Ministry of a missing citizen. The name slipped into a stack of the disappeared that was growing into the thousands, overwhelming the Israeli authorities combing firsthand reports and unidentified bodies.

Missed connection

Nepal's foreign minister flew to Tel Aviv, a chance to raise Bipin's case in person with Israel's foreign minister, who was supposed to meet him on arrival.

But Narayan Prakash Saud had to first fly commercial to Dubai, sidestepping Saudi Arabia's restrictions on Israel-bound flights, then transfer to a chartered jet. By the time he finally touched down, his Israeli counterpart had rushed off for an emergency security meeting.

Instead, a military officer and protocol officials escorted Saud toward the 254 Nepalis he had come to evacuate, some of their clothes creased from sleeping overnight on the airport floor. Workers from Kibbutz Alumim stepped forward with a question: Where is Bipin?

Qatar, Saud had learned, was the principal Middle Eastern government helping relay requests to the militants. But the tiny state's foreign minister, who also serves as prime minister, was inundated with calls and visits with the top diplomats of the U.S., Israel, France, Canada, Thailand, South Korea, Jordan, Liberia and Iran.

After several days, the Nepali foreign minister managed to reach the deputy to the Qatari foreign minister and asked him to deliver Hamas a message: Bipin Joshi was an innocent agricultural student who should be set free.

Qatar, rather than try to separately identify and negotiate the release of each disparate individual from so many countries, was encouraging Hamas to release all the civilians they had, from every nation. But Hamas wouldn't release its hostages until Israel stopped its airstrikes. And Israel wouldn't stop its airstrikes until Hamas released the hostages. Egyptian officials, complicating things, wanted to focus on negotiating humanitarian aid into Gaza first, then deal with the captives.

'Special attention'

In any event, Qatar didn't know whether Hamas held Bipin. Hamas wasn't providing a coherent list of hostages.

Nepal's ambassador tried other diplomatic avenues. When she met Israel's president, Isaac Herzog, she told him Bipin deserved "special attention" because his bravery had saved lives. But the presidency had no confirmation of his status, either.

She joined in seeking help from a group of Israeli volunteers in a makeshift office in Tel Aviv's Expo convention center, using facial-recognition software to painstakingly piece together what had happened to the missing.

The volunteers scrutinized hours of gruesome videos from Gaza, waking up at night disturbed—just as new texts came in from governments of Argentina, Thailand or Nepal. But Bipin didn't appear once.

Then, after weeks of pulling security camera footage from the farms along the Gaza border, and scrolling through hours of video, Honwald, the avocado farmer, sent them a 22-second stretch of four men being marched down a Kibbutz Alumim wall, two limping. Three of them looked Thai, their shoulders turned to the militant holding up his phone to record them. But the Nepalis couldn't agree on whether the fourth, bent over in a blue T-shirt and khaki shorts, was Bipin.

In recent days another piece of information has reached the Joshi family, after Israeli intelligence ran Bipin's phone number. The last place it had pinged from was Gaza.

—Anat Peled contributed to this article.



Korawit Kaeoekoed, a Thai worker who survived by hiding above a refrigerator, is now back home with his wife and daughter.



Be Your Own Good Luck Charm

Unlucky people skip over opportunities right in front of them. Make sure you don't miss out.



WORK & LIFE
RACHEL FEINTZEIG

Nir Zicherman was a mediocre law student having trouble landing a summer internship. On his way to an interview, he got in an elevator and made a joke to the woman next to him, who was holding a tray of coffee cups.

"You must really like coffee," he said. It changed his life. The woman, it turned out, was the hiring manager for the job he was going for in NASA's legal department. She loved the joke and gave him the internship. The summer stint inspired Zicherman to teach himself to code, scrap his law career for tech and eventually co-found a startup. He sold it to Spotify for millions in 2019.

"It's just, like, everything can be traced back to that one elevator ride," says Zicherman, now an entrepreneur and writer in New Jersey.

We like to think we will our success into existence with our own hard work. And yet, so many of us knock wood, consult tarot cards and read horoscopes, or repeat affirmations to manifest our way to happiness.

It feels like our fate often comes down to circumstance and

coincidence, maybe even a bit of magic. But we have more power than we think to make ourselves luckier.

You can create your own serendipity, says Richard Wiseman, a psychology professor at England's University of Hertfordshire and author of a seminal book on luck. He and his team studied hundreds of people who considered themselves especially lucky or unlucky. The former tended to be cheery, optimistic, open and resilient. The latter had their metaphorical heads down, unable to spot and seize opportunities.

"When you are stressed and worried and anxious, you gain a kind of tunnel vision," Wiseman says.

In one experiment, participants were told to count photographs in a newspaper. The self-described unlucky swept past half-page ads that revealed the answer to the task. Instead of quickly completing the assignment and collecting their cash prize, they just kept poring over the paper.

Change your mindset

Conjure a positive, expansive outlook by creating a "luck diary," Wiseman says. Record a good thing that happened that day, or something bad from the past that's not happening anymore. Since emotions are contagious, your good mood and sense of possibility can rub off on others, he says. Those people could make

things happen for you: funding your idea, making an exception in your favor or connecting you with the love of your life.

Next, try eating a new food, watching a movie you wouldn't normally watch or rearranging your furniture. You're showing yourself that you're a flexible person, Wiseman says. Unlucky people tend to see just one way forward. Lucky people set a goal but stay open to various ways of getting there.

The power of chance

Bad news for the try-hards: Intelligence and ability only get you so far.

"Luck matters as much as talent," says Alessio Emanuele Biondo, an associate professor at Italy's University of Catania who researches economic policy.

In a 2018 paper, he and co-authors created a computer simulation where 1,000 people were exposed to 1,000 random events over a 40-year-career. Half of the events were positive, represented by green dots. Half were negative, symbolized by red dots. Each individual was assigned a different level of in-



▲ Laura Knight took a chance and launched a mermaid-themed trading card game.

telligence, ability and effort.

The workers who reached the heights of success were hardly ever the ones with the most talent, the model found. Instead, the biggest winners had average talent but had been spurred by random luck, hitting more green dots. So many things beyond our control—where we're born, our family wealth—can set the trajectory of our lives, Biondo notes.

Laura Knight, a creative director who works in toy packaging, grew up the eldest child of a single immigrant mother. Obsessed

with reaching financial stability, she said no to opportunities that felt too risky. There was the entrepreneur who invited her to join what turned out to be a wildly successful startup, the film-industry executive who promised her a screenwriting gig after high school. Looking back, she regrets all the chances she didn't grab.

"I was scared," says the 43-year-old, who lives in San Antonio.

This summer, she got up the nerve to accomplish a longtime dream, launching her own mermaid-themed trading card game. She was shocked when orders immediately began pouring in. It turned out Netflix had premiered a show called "MerPeople" that coincided perfectly with her game. Taking a chance on herself had paid off.

Connect the dots

Serendipity is about connecting the dots between yourself and other people, says Christian Busch, an associate professor at the University of Southern California and author of the book, "The Serendipity Mindset."

Instead of introducing yourself with just your job when you meet a new person, throw out three information points that reveal your many facets, he recommends. You're intrigued by black holes, planning a canoe trip and figuring out how to parent your 2-year-old. The approach, which Busch calls the "hook strategy," increases your chances of establishing a deep connection with someone, or unearthing a coincidence.

If you're nervous to talk to someone new or pitch an idea, Busch suggests asking yourself: What's the worst that could happen if I don't do it?

Should a hurdle pop up while you're trying to make good on a goal, try flipping your thinking, he adds. We're often convinced things in our lives are terrible luck, only to realize later that the road-block propelled us down a new, wonderful path.

Years ago, planning a budget trip to Europe, I was crestfallen to find that my dream beachfront hostel in Barcelona was fully booked. Annoyed, I snagged a spot at another place.

I was right: The new hostel wasn't anything special. But in the common room, I started talking to a guy. It turned out we had both graduated from the same university a couple of weeks prior.

We are now happily married with two children. I still can't believe my luck.

A note to readers: After years of writing about work-life balance, I'm finally taking my own advice. This is my last column before a short sabbatical to recharge and enjoy some unhurried time with family. I'll see you in early 2024, and wish you all a wonderful holiday season.

Co-Working Spaces Take On a New Look and Feel

By Ray A. Smith

WeWork has filed for bankruptcy, but a second wave of co-working spaces is here to fill the void.

Millions of white-collar workers are going to their employers' offices a few days each month. When they work remotely, a significant number of them want a "third place" between work and home. This fresh crop of co-working spaces doesn't look much like WeWork, as workers choose day passes to fire up laptops from a coffee shop or private clubs with good Wi-Fi. Gyms are co-working spaces now, too, as they seize the business opportunity.

Co-working spaces located outside downtown areas appeal to workers who don't want to commute. Smaller local competitors to WeWork, which charge lower rates, have proliferated in residential and suburban areas of cities, as workers launch their own businesses and cling to the work-life balance they struck during the pandemic.

When Roslyn Bazzelle Mitchell, a 49-year-old attorney in Houston, started her own firm last year, she rented an office at SheSpace, a colorful co-working office in a shopping center on a busy freeway.

"I needed to have a space for clients to come and be able to do closings and things like that," she said.

SheSpace, which targets professional women, is fully booked with a waiting list, said co-founder Stephanie Tsuru. She is busy scoping out future locations across Texas.

The Houston location isn't in any of the city's major business districts. It is appealing to working women with homes in the upper middle-class neighborhoods the space is near. Members are "surrounded by the things and conveniences that women need in their daily lives," Tsuru said.

Kara Przybyl McIver, a commercial art consultant at New York-based consulting firm Indiewalls, negotiated for the company to foot her \$250-a-month bill at SheSpace when she took the job nearly two years ago. Working in isolation doesn't suit her. "If I work at home, I'm gonna be unloading the dishwasher or washing bottles," the 34-year-old mother of two said.

Other WeWork rivals, including IWG and Industrious, recently re-



New co-working spaces are learning from WeWork's mistakes.

ported strong earnings and revenue growth as demand for short-term office space continues to come from freelancers, entrepreneurs, tech-startup founders, and hybrid or fully-remote workers.

New co-working spaces are learning from WeWork's mistakes by offering cheaper prices, more premium or personalized experiences, and catering to specific demographics.

Even bigger players are leaving downtowns and going into neighborhoods. Before the pandemic, 30% of Industrious co-working space was outside business districts. Now 70% is. In a survey of JLL's commercial-real estate tenants, 40% of companies said they

would increase their flexible office space, including co-working arrangements.

To help keep overhead costs low for his virtual-tour real-estate startup CloudPano, Clayton Rothschild leases floating desks for \$200 a month for himself and three other employees at factory, a co-working space in Springfield, Mo., affiliated with Missouri State University.

"I am willing to do unorthodox ways of being in an office setting," he said. "It saves me a lot of money."

Independent coffee shops are hoping to get in on co-working, too. Bedford Studio opened in Manhattan's West Village in April as a place to comfortably work on a laptop for \$10 a day, \$30 a month or \$300 a year. The fee gives members access to power outlets and discounted coffee.

"There's very limited options on

◀ Soho House has expanded to nine co-working locations, including in Brooklyn, N.Y., left.

that in-between place where you could go for a couple of days a week or a couple hours and get some work done," said Bedford Studio founder Lawrence Helfant.

Soho House, a high-end social club long favored by creatives including fashion designers, media professionals and others in artistic fields, has expanded to nine co-working locations. Soho Works are located inside or close to Soho Houses in New York, Los Angeles and London.

Thousands are on the waiting list to become Soho House members, so the brand can tap a new audience for its co-working locations, said Thomas Allen, chief financial officer of Soho House. Members can access the co-working space for as little as \$100 a week, and nonmembers have access starting at \$525 a month.

Newer entrants to co-working are using their smaller size as a selling point.

The Malin is a membership-based co-working company with locations in New York's Soho and West Village neighborhoods, Williamsburg in Brooklyn and Wedgewood-Houston in Nashville, Tenn. Each location has between 200 and 300 members, which means staff can get to know them in a more personal way, said Ciaran McGuigan, who founded the Malin in 2021.

"You can take time to know who they are, write them a note, say 'hey, good morning,' get a cup of coffee, really exercise that hospitality component," McGuigan said.

PERSONAL JOURNAL.

By RACHEL WOLFE

Would-be home buyers are giving up on the housing market and finding other ways to use the money they had been saving.

With mortgage rates near 8% and average home prices hitting record highs, sales of existing homes were down 15.4% year-over-year in September, according to the National Association of Realtors.

Those thwarted by one of the worst-ever times to buy instead of rent are deferring their first house hunts not just for a few months, but for years. Others locked into low mortgages are realizing they're stuck in their starter homes indefinitely.

Some of these people are putting money that would have gone into a home into their relatives' futures. There was a 15% increase in the number of new 529 college savings accounts opened in the third quarter from a year ago, according to data firm ISS Market Intelligence.

Others are taking more expensive vacations and shelling out for extensive renovations and decorations for their current spaces. Homeowners spent \$489 billion on improvements and repairs over the 12 months ending in September, according to Harvard University's Joint Center for Housing Studies, a 5.4% gain over the previous period on top of a 17% gain the year before.

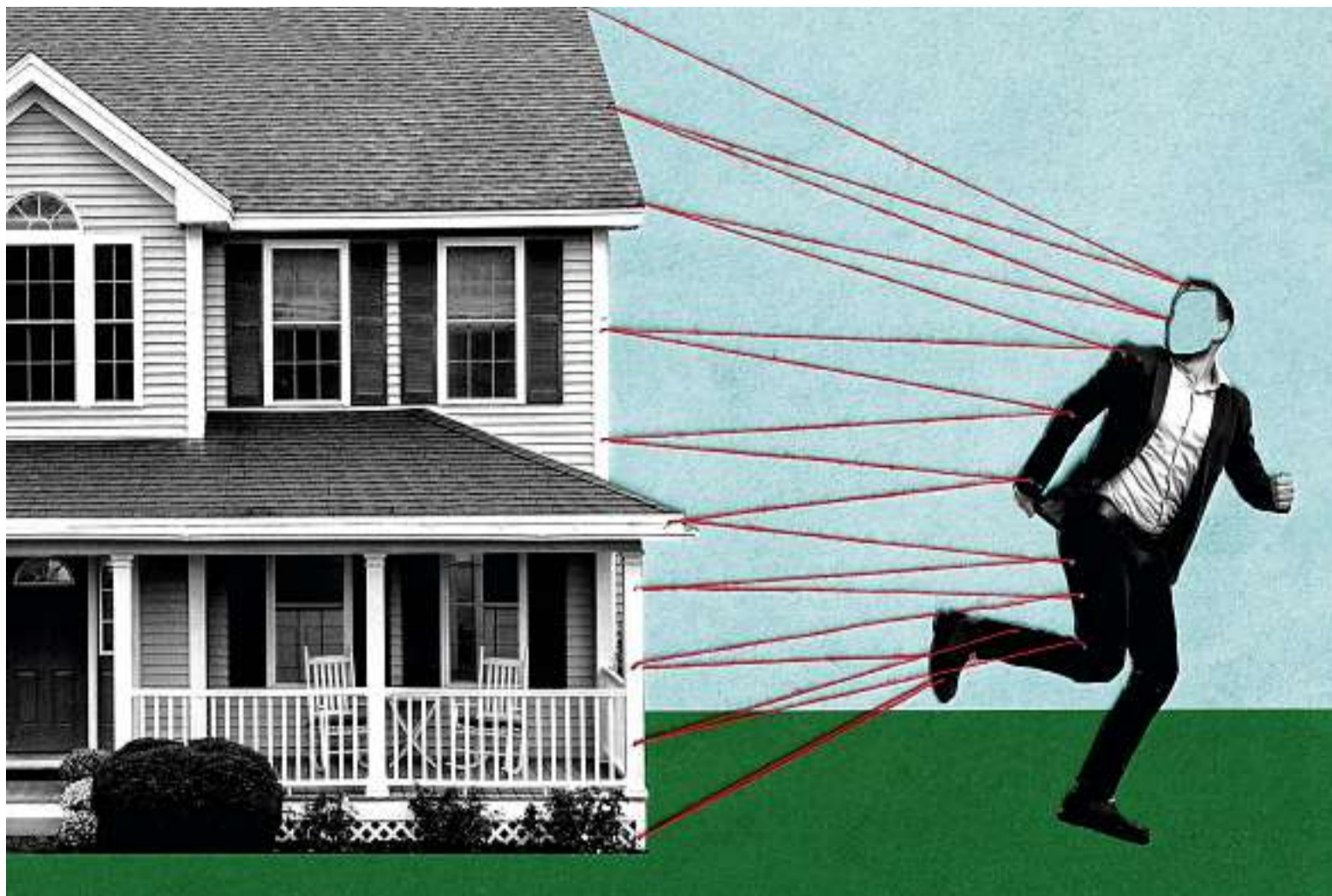
These consumers are helping fuel a spate of increased spending in the U.S. that has confounded economists who were predicting a recession less than a year ago.

"People are taking their frustrations out by using that money on vacations and enjoying life," says Jamie Battmer, the chief investment officer at wealth-management firm Creative Planning. Unlike the equity they could build through a mortgage, "that money is gone and it's never coming back," Battmer says.

Beth Michalec thought moving back in with her parents in 2020 would enable her to put the thousands she saved on rent toward a down payment on a first home. She's still renting.

"What would have been a sizable amount down in 2020 or 2021 now barely put the smallest dent on anything that one might consider decent," the 41-year-old Michalec says of her search.

Michalec, who works in higher education, recently sat down with a financial planner to map out what retirement could look like while renting instead of owning a home. In the meantime, she's investing more in what she finds meaningful, including a \$2,000



World-Be Home Buyers Move Money Elsewhere

Americans are postponing their housing searches by years, not months



Emilee and Kevin Hurtarte in Rome. Beth Michalec, right, at a Dolly Parton show.



trip to see Dolly Parton perform and contributions to college savings accounts for her two young nephews.

Definitions of success

Katie Burke, a consumer behavior researcher at Accenture, says the unaffordability of the housing market is leading people to readjust their definitions of success.

"We used to be able to work for a few years, save for a home

and get our independence," Burke says. "That mental model is shifting."

Karen Lindsey, 50, would know. She got married in her early 30s and bought a four-bedroom home with her then husband. Over the next 20 years, she got divorced, sold the home, went back to school to become an assistant professor at Elon University, and got stuck renting.

Lindsey says her only regret is

that homeownership no longer feels possible. She has dipped into her down payment fund repeatedly in recent years, first to finance a move to Burlington, N.C., for her job, and then to help pay off credit-card debt and cover restarted student loan payments.

"By your 40s or 50s, you're supposed to own a home, and I'm not there. So have I failed?" says Lindsey.

A market out of whack

The price of housing ordinarily goes down when mortgage rates increase, says Marco Giacoletti, a housing studies professor at the University of Southern California's Marshall School of Business. That hasn't happened.

The average monthly new-mortgage payment is now 52% higher than the average apartment rent, according to an analysis by commercial real-estate investor CBRE. That's worse than the lead-up to the 2008 housing market crash, when the premium peaked at 33%.

Though houses don't always shoot up in value over time, homeownership is a way of putting people on firmer financial footing over the long term. "We're eliminating one of the key savings vessels for a much wider swath of the

population," Battmer says.

Kevin and Emilee Hurtarte expected to spend the year after getting married this spring searching for a home of their own. After calculating that their \$2,500 monthly rent in Rockville, Md., would translate to paying over \$3,500 a month on a 30-year mortgage, the couple delayed their search.

"We started crunching the numbers and math doesn't lie," says Kevin, a 29-year-old architectural designer.

The Hurtartes have dipped into their new-house fund to pay for an upcoming road trip out West and to splurge a bit more than they planned on their honeymoon.

"We feel like we have all this money and have nothing to do with it," Emilee says.

Stuck in a starter

If Andria and Brad Rosell knew when they bought their Raleigh, N.C., home in 2017 that they would still be living there now, they would have chosen differently. "It's not a dream house," says Andria Rosell, a public relations consultant.

Still, they feel lucky to have it, especially after Brad got laid off. The three-bedroom they paid \$285,000 for has almost doubled in value. After an unsuccessful hunt for a bigger house, they decided to spend around \$50,000 renovating, including \$10,000 on a new bathroom, \$30,000 to update the kitchen and a few hundred to repurpose the playroom into a lounge space.

"We finally accepted that it's not going to be a year where the market is like this, it's going to be years," Andria says.

MY RIDE | BY A.J. BAIME

Rare Racer Runs Again Under Actress's Direction

Emelia Hartford, a car builder and an actress currently appearing in the film "Gran Turismo," who is based in the Los Angeles area, on her Cape Advanced Vehicles Ford GT40 replica, as told to A.J. Baime.

I lost my dad when I was young, so I didn't have that fatherly figure to help me figure out what to buy as my first car. I bought an Infiniti G35 with a manual transmission. I didn't even know how to drive stick, so I pretty much roasted the clutch getting the car home.

Living with my mom in Bloomington, Ind., I met a group of guys in the car community who took me under their wing and helped pull me out of a dark time. Instead of party-

ing on weekends, we were upgrading turbos and building engines. I started racing. I am so grateful for the car community, because wherever I go, I have family.

When I turned 18, I drove a Nissan across the country to Los Angeles to try to make it in film and television. The car needed a lot of work. At one point, my mom said, "You're doing all this work. You should film it and put it on YouTube." Moms are always right. I pulled out every penny I had to buy a camera.

My goal was to rebuild my Nissan as a drift car. I started doing three videos a week. I am still doing it, and I still have that Nissan. I have my own shop and now, a team that I work with that I consider my



family. A couple years ago, we built the world's fastest new-generation Corvette in the quarter mile. The record has since been broken, but it was a great milestone.

One of the things I love about cars is the opportunity to take an abandoned vehicle and bring it back to life. Trying to turn a negative into a positive. About three months ago, I brought this Cape Advanced Vehicles (CAV) GT40 home to my shop. When I found it, it had been sitting outside for almost 20 years, and I was told that it had never been driven. CAV is a South African company that makes replicas of the Ford GT40, a car that won the 24 Hours of Le Mans in 1966, as depicted in the movie "Ford v Ferrari." This car had been purchased in

2006. I trusted the owner, but when you have a car that has been sitting outside for a long time, you don't know: Has the engine seized? Will the brakes work? You have to go through everything. So the journey began.

The day after I parked this car in my shop, I noticed I had bug bites all over me. I looked into the car and saw fleas bouncing everywhere. So the first thing I had to do was bug bomb the car.

I love taking things apart and putting them back together—making something better than it was before. I started with fluid changes, replumbed the cooling system, fixed the shifter cables and replaced the tires. There is this feeling you get when you do the work and then the

Emelia Hartford with her Cape Advanced Vehicles GT40, a 17-year-old car she is rebuilding. It's a replica of the Ford racing car that won Le Mans in the '60s.

engine fires for the first time. The car has a beautifully built 427-cubic inch V-8. It is crazy to think that I was the first person to ever really drive it.

There is a lot of work left to do. The car is popping out of first gear, so I am going to pull out the transmission. I am going to put new wheels on the car, fresh paint and, ultimately, I will take it to the track. All cars are stories, and I love this one. There is something about getting to give a car a second chance at life.

ARTS IN REVIEW

EXHIBITION REVIEW

By EDWARD ROTHSTEIN

On the Borders of Belief

A show explores the roles of various religions and communities in the nation's westward expansion

There is something a bit dizzying about much of the New-York Historical Society's exhibition "Acts of Faith: Religion and the American West." And that turns out to be a good thing.

When we first hear the title, we think we are going to be on well-trod ground, exploring how a 19th-century religious view of the American future inspired the nation's westward expansion. We feel confident too that we are also going to be led down a parallel path demonstrating the delusions of Manifest Destiny, examining its costs, the resulting dispossessions, and tarnished ideals.

And these themes, which characterize the contemporary interpretation of the West, certainly make an appearance. In fact, a companion book for the exhibition—which was independently edited by Jessica Lauren Nelson, director of religion and cultural initiatives at the Eiteljorg Museum of American Indians and Western Art in Indianapolis (where the show is scheduled to travel after it closes in New York)—is largely focused on the consequences of "settler colonialism."

But something more unusual takes place in the exhibition, which was developed by the Historical Society's redoubtable Marci Reaven along with associate curator Lily Wong. It gathers some 60 artifacts, creating a series of explorations that show how religious views have shaped communities, determined identities, and altered public and private life. We encounter the history of Mormonism, the development of a united Cherokee culture, the missionary efforts of Protestantism and Catholicism, the beliefs of Chinese immigrants, the establishment of Jewish communities, and conflicts over religious practices and school curricula. Some examples may be familiar to many, some may be fresh to most, and all place familiar ideas in new contexts.

Even when the theme is "Confronting Colonialism"—as the first gallery is called—the material startles. This is because its focus is on the building of the Erie Canal and its impact on Native Americans—a subject that has only recently become the subject of scholarly examination.

For its creators, the canal was an immense project that opened the West to trade and remade the geography and economic power of the Northeast; we are shown surveying tools and maps and medals awarded for the enterprise. But the canal, completed in 1825, also required cutting through "the heart of Haudenosaunee lands" in upper New York state, which led to a series of religious revivals among the Native American tribes.

Protestant missionaries had long been active among them, and in this case an Episcopalian missionary of Mohawk descent, Eleazer Williams (1788-1858), reinterpreted the catastrophe as an opportunity to shape a new "Indian empire" in the West. Williams contributed hymns to a prayer book on

'Sagoyewatha, or "Red Jacket"' (1828), by Robert Walter Weir, below; 'Progress' (1935), by Ernest Smith, right



'Crossing the Mississippi on the Ice' (c. 1878), by C.C.A. Christensen, above; the Rev. Solomon Davis's 'A Prayer Book in the Language of the Six Nations of Indians' (1837), left

Jesus Christ of Latter-Day Saints in Utah, a narrative outlined in epic paintings by C.C.A. Christensen (1831-1912) seen in reproduction. Persecution and migration led to a vision of a new Zion.

And in yet another vignette, we encounter the Tract House, which opened near New York's City Hall in 1825, housing missionary societies proselytizing for Protestantism, creating a religious foundation for Western settlement. In four years, followers distributed 265,000 Bibles and 3,954,000 religious tracts, dispatched 330 ministers, and established 1,200 Sunday schools.

display here, written for speakers of Mohawk and Oneida; he led about half the Oneida to an area in present day Wisconsin. Another religious leader, Leopold Pokagon (c. 1775-1841), who guided Potawatomi life in the western Great Lakes region, converted his followers to Catholicism, which he believed would help protect their status in Michigan—a strategy that was only temporarily successful. We see less about how native religious beliefs altered, but we know from Western history how often religious practice is transformed by catastrophe and exile. Belief inspires action and experience transforms belief.

We also see these forces at work in a gallery that recounts the westward migrations that led to the establishment of the Church of

In other sections, we are asked to think about American constraints on religious practice—as in the Supreme Court's 1879 decision forbidding Mormon polygamy, or the U.S. banning the annual Sun Dance of the Lakota Nation beginning in the 1880s. And we get a sampling of controversies about the separation of church and state as played out in late 19th-century schools.

There are also less compelling episodes. Jewish settlement is illustrated with a somewhat kitschy scene showing a symbol-laden Rosh Hashana service above a grocery store in St. Louis—a display that misses the larger story of how Judaism evolved in response to the American experience. And a gallery devoted to Cherokee religious beliefs when segments of the tribe—forcibly relocated—were reunified in 1839 in

present-day Oklahoma falls prey to anodyne platitudes that don't really reveal much: "Community values" included "Visit one another with love" and "Think of one another in spiritual prayer."

There is more here than can be deeply explored by any single exhibition and some coherence is lost. But however dizzying, the result is effective. In how many national histories would such varied beliefs and convictions vie with one another and transform one another? And in how many other nations' experiences are there so many expectations that, despite injustices and flaws, something of importance was coming into being? In retrospect, we glimpse the evolution of one aspect of American exceptionalism.

Acts of Faith: Religion and the American West
New-York Historical Society, through Feb. 25, 2024

Mr. Rothstein is the Journal's Critic at Large.

We encounter a wide-ranging history of faith and conflict on the frontier.



SPORTS

Michigan Girds for Legal Battle

The school will get a hearing ahead of Saturday's game in its effort to overturn coach Jim Harbaugh's suspension

By Andrew Beaton
and Louise Radnofsky

The emotional aftermath of Michigan's key win over Penn State on Saturday turned into a celebration of the one person notably absent: Jim Harbaugh, the Wolverines' coach who had been suspended by the Big Ten over alleged sign-stealing.

Offensive coordinator Sherrone Moore, who filled in as acting head coach, gave a profanity-laced postgame interview thanking both God and his suspended boss. A player held up a white board with "FREE JIM" scrawled on it. Quarterback J.J. McCarthy pointed at a television camera and proclaimed: "Love you, coach."

But the even bigger battle for Harbaugh, the university and its No. 3-ranked football team comes on Friday. That's when a Michigan judge set a hearing for the school's efforts to block Harbaugh's ban in time for its next two games.

Michigan had rushed to get Harbaugh on the field after the Big Ten took a rare step by suspending him late Friday afternoon for the school's next three games. Up against a ticking clock for the game at No. 10 Penn State—and on the date the Veterans Day holiday is observed—lawyers for the school and the coach had sought a temporary restraining order to overturn the punishment. Harbaugh has denied any knowledge of the scheme that was allegedly orchestrated by a staffer who has since resigned.

Michigan wasn't shy about framing the stakes in its bid to block the suspension. Michigan's legal pushback against the Big Ten's action is the next phase of a controversy that may engulf the remainder of the college football season, one that could end with Harbaugh and the Wolverines winning the national championship.

The lawyers' complaint, brief, and motion arrived complete with carefully prepared affidavits and exhibits that ran to hundreds of pages, suggesting a meticulously



Michigan's acting head coach Sherrone Moore, right, and Blake Corum react after a win over Penn State.

prepared back-up plan that had been days in the making after weeks of controversy. Michigan's message was urgent: It needs Harbaugh to finish off a dream season.

While a judge declined to issue an emergency decision in time for Saturday's noon kickoff, the school's offensive is set to continue, with an eye to getting Harbaugh back coaching for a game next Saturday against Maryland—and then the regular-season finale against rival Ohio State.

Michigan portrayed the last three games—and Harbaugh—as crucial to its shot at the national championship, arguing that barring Harbaugh from doing his job would irreparably damage him, his players, and even the public, based on what it called a flimsy initial investigation by the Big Ten.

"It is undisputed that the team

is in contention for the National Championship," the complaint said. "Standing between the student athletes and a chance at this extraordinary opportunity are three Big Ten Conference games against Penn State, the University of Maryland, and Ohio State University."

Michigan's lawyers say that Harbaugh's suspension, rooted in the Big Ten's sportsmanship by-law, amounted to a breach of contract—and interfered with his employment contract. The Big Ten had violated the procedural requirements of its Handbook too, Michigan's lawyers said.

The filings also reiterated Harbaugh's position that he had no knowledge of the alleged scheme that violated NCAA rules—and claimed that Big Ten commissioner Tony Petitti reneged on

meeting with the coach before the punishment.

The Big Ten declined to comment.

Harbaugh also offered a detailed description of his game day role—in filings that also cited an academic study of the significance of coaches—and said that he considered his own legacy to be at stake too.

Harbaugh said that, despite communicating with the Big Ten's Petitti, he has never been questioned by the conference about the scandal. Harbaugh's affidavit says he called Petitti following a call with other Big Ten coaches, and that the commissioner later said he would be in Ann Arbor and would come by the football facility to see him.

"He never came by or texted to say he wouldn't be coming to meet

with me. To this day, nobody associated with the NCAA, or the Big Ten has asked me any questions about the alleged NCAA infractions," Harbaugh's affidavit says.

The frenzied developments add to an extraordinary drama that's running parallel to the Harbaugh-led Wolverines chasing a spot in the College Football Playoff. The school is waging war with its own conference over allegations that its recent success was fueled by impropriety—at a time when the Big Ten has emerged as a powerful force in the ongoing consolidation of college sports, with a rich new TV deal that binds the members together for years.

The saga that has gripped college football centers on a Michigan football staffer named Connor Stalions, who is accused of being the focal point of a scheme to steal opponents' signs. Stalions resigned last week.

When the Big Ten, facing pressure from other member schools to take action, announced the discipline for Harbaugh, it accused Michigan of "conducting an impermissible, in-person scouting operation over multiple years." While sign-stealing isn't prohibited, the in-person scouting of future opponents is banned and Stalions reportedly bought tickets to games featuring teams that Michigan was set to play.

Michigan officials quickly assailed the Big Ten's decision for being rash. Athletic director Warde Manuel called the move "completely unethical" because of the lack of due process. Michigan spokeswoman Kim Broekhuizen blamed the Commissioner for "issuing his indefensible position at the end of the day" on a government holiday.

But for one game at least, the Wolverines were forced to play without Harbaugh. In his absence, they beat Penn State 24-15. In a gutty performance against a ferocious defense, Michigan prevailed without attempting an official pass in the entire second half.

It was the type of win that would make Harbaugh beam.

The WSJ Daily Crossword | Edited by Mike Shenk

Crossword puzzle grid with numbers 1-65 and some pre-filled letters.

- 26 Lofgren of the E Street Band
- 27 Abandons the script
- 29 Capital of Saskatchewan
- 31 Org. that tracks eagles?
- 32 Stayed out of sight
- 33 Quaint place to stay
- 34 Enterprise mover
- 35 Singer DiFranco
- 36 Banned pesticide
- 38 Pints at pubs
- 39 Rodeo rope
- 43 Baking emissions
- 44 Major money maker?
- 45 Noodles made with kansui
- 46 Ticked off
- 47 Short sausages?
- 48 Microwave feature
- 50 Alternatives to foils and sabers
- 51 Valuable thing
- 54 Gymnast Korbut
- 57 No-no for Jack Sprat
- 58 "Selma" director DuVernay
- 59 Desire

NUCLEAR CORE | By Peter Silsbee

- Across
- 1 Campfire remnant
- 4 Corduroy features
- 10 Walking aid
- 14 Early auto
- 15 Avid fan
- 16 Alamo rival
- 17 Some cars at dealerships
- 19 Some relatives (not, strictly speaking, part of the puzzle's theme)
- 20 First-year law school student
- 21 "___ them eat cake"
- 22 Board featuring an alphabet
- 23 Inclined to cause a ruckus
- 25 July 1 observation
- 28 Drama with divas
- 30 Pastoral poem
- 31 The last two words of this clue, for example
- 33 Woes
- 34 Amorphous mass
- 37 Minnow's beaching site
- 40 Put two and two together
- 41 Potter's oven
- 42 What to do while you grin
- 43 Oscar winner Bancroft
- 44 Take the wrong way?
- 45 Hearty cuts of beef
- 49 Hit half of a single
- 52 Bolt from a crossbow
- 53 "According to me," online
- 55 Some Dada works
- 56 Palindromic honorific
- 57 Kinship, and what holds this puzzle's theme together
- 60 "At Last" singer James
- 61 Exact retribution for
- 62 Neckline shape
- 63 Famous Scottish loch
- 64 Kilt pattern
- 65 D.C. clock setting
- Down
- 1 Passion
- 2 "___ Evil" (1971 Mia Farrow movie)
- 3 Birthplace of science fiction?
- 4 Zodiac mammal
- 5 Reversed star
- 6 Tetra-: 4:: ___:12
- 7 Screen legend Garbo
- 8 Snaky fish

Previous Puzzle's Solution

Grid showing the solution to the previous puzzle with words highlighted in yellow.

The contest answer is STRIKE. For each of the six longest Across answers, if you remove the letters that appear twice in it, you get a new word (GLUM, OATH, URN, WIN, WALK, HOME). Taking these six words as a set, and removing the letters that appear twice, you get the contest answer.

As Tennis Season Wraps Up, Djokovic Remains Relentless

By Joshua Robinson

NOVAK DJOKOVIC isn't going anywhere.

A full two decades after turning professional as a skinny teenager in 2003, Djokovic appears set on finishing the year as world No. 1 for a record eighth season. His two great rivals, Roger Federer and Rafael Nadal, only managed five apiece. By all normal expectations, the 36-year-old Djokovic should be showing signs of wear by now. Or have a whole generation of players bidding to tear him down. But as he joked this season: "It ain't happening."

So Djokovic is at the ATP Finals in Turin this week still on top of the tennis world and keeping the competition at least a couple of racket lengths away. His longevity has only become more striking this year with the emergence of a 20-year-old rival, who figures to be Djokovic's prime opponent for the rest of his career. Carlos Alcaraz, the tennis prodigy from Spain, exploded onto the scene by winning the 2022 U.S. Open and then defeated Djokovic in a nearly five-hour epic final at Wimbledon.

Still, the other three Grand Slam titles of 2023 went to Djokovic. And after a brief absence from the top spot in the world rankings, he will this month ring up his 400th career week at No. 1, more than any player in men's or women's tennis. He surpassed Steffi Graf's all-time mark of 377 weeks earlier this year.

"I try to be a good student of the game and keep track with the numbers," Djokovic said after winning the Paris Masters tournament earlier this month. "But at the same time, I also want to be able to just direct my attention to the next challenge. As long as I'm an active player, I guess that's going to be the mentality I will nurture."

How much longer that



Novak Djokovic is at the ATP Finals this week on top of the tennis world and is set to end the year ranked No. 1.

will last is anyone's guess. Djokovic has focused his schedule on Grand Slams. (He didn't play a single grass-court tuneup before Wimbledon this year, for instance.) But he does pick and choose a few other spots to collect rankings points and guarantee favorable seeding at majors.

And while Djokovic often looks more gassed on court than he used to—he would crouch over his racket to catch his breath after long rallies at the U.S. Open—he remains the king of marathon matches.

Djokovic has lost only one five-setter since the spring of 2019—the Wimbledon final against Alcaraz. He is also 8-2 this season in best-of-three matches that went the distance.

In Paris, he played a trio of three-setters in 72 hours and won all of them despite a midweek stomach bug. "I really put a lot of effort into preparing myself for this last stretch of the season. Spent three, four weeks of really working on the tennis court and of course on my fitness," Djokovic said. "I'm feeling great in terms of my body. Of course there is always something that, you

know, tightens up here and there."

Alcaraz, despite his youth, hasn't exactly been able to say the same.

As he has ramped up his competition schedule and gone deeper into tournaments, Alcaraz has learned that managing his own body can be as challenging as any opponent. His semifinal showdown against Djokovic at the French Open in June ended early when he was overcome by full-body cramps—Alcaraz chalked them up to nerves and tension.

He then missed the chance to take on Djokovic in another major final in New York after losing a grueling four-set semifinal to Daniil Medvedev. When he returned to competition, his form dipped as he struggled with a foot injury. Alcaraz has lost three of his eight matches since the U.S. Open, including a surprise 3-6, 4-6 defeat in Paris to Roman Safiullin.

"The season has been so, so long. Probably that affected my game," Alcaraz said. "I have to figure out and I'll try to, the next years, to be better in this part of the year."

OPINION

REVIEW & OUTLOOK

The Day After Israeli Victory

While Israel focuses on winning the war against Hamas, the U.S. has been pressing for commitments on what will come next. Speaking in Tokyo last week, Secretary of State Antony Blinken laid out five “Nos”: “No forcible displacement of Palestinians from Gaza. . . . No use of Gaza as a platform for terrorism or other violent attacks. No reoccupation of Gaza after the conflict ends. No attempt to blockade or besiege Gaza. No reduction in the territory of Gaza.”

If only the Biden Administration had that many red lines for Iran. The Secretary of State might also recall that the postwar U.S. occupations of Japan and Germany continued into the 1950s and included territorial adjustments.

Mr. Blinken followed his five “Nos” with three “Musts”: the way forward to peace “must include the Palestinian people’s voices and aspirations at the center of postcrisis governance in Gaza. It must include Palestinian-led governance and Gaza unified with the West Bank under the Palestinian Authority. And it must include . . . a pathway to Israelis and Palestinians living side by side in states of their own, with equal measures of security, freedom, opportunity and dignity.”

It is sensible to think ahead but premature to give marching orders for the harmonious future. Israel still has intense urban fighting ahead. What happens after Hamas’s command center underneath al-Shifa Hospital falls? Will a terrorist insurgency persist in Northern Gaza? How will Israel root out Hamas from Gaza’s south, to which most civilians have fled?

The answers can’t help but affect how Gaza will be governed. “The reality,” Mr. Blinken acknowledged on questioning, “is that there may be a need for some transition period at the end of the conflict” in which Israel keeps some control. This is essentially what Israeli Prime Minister Benjamin Netanyahu had said earlier: “I think Israel will, for an indefinite period, have the overall security responsibility because we’ve seen what happens when we don’t have it.”

If Israel isn’t taking on the terrorists, who will? The rush to empower “the Palestinian people’s voices” after Israel left Gaza in 2005 saw Gazans elect Hamas in 2006. The Palestinian Authority hasn’t held another election in the West Bank, knowing Hamas could win there, too.

Could the PA even hold Gaza? Hamas overpowered it in 2007, throwing its members off

buildings. The PA has since decayed. Its hollow dictatorship can barely contain Hamas in the West Bank. Should Mahmoud Abbas, its 87-year-old ruler, pass away, the edifice may crumble.

The Soviet-trained Mr. Abbas, who blames the Holocaust on Jews, has been unwilling to clearly condemn the Oct. 7 massacres. A wing of his Fatah party even claims to have taken part. On Saturday and Sunday Mr. Netanyahu poured cold water on the idea of installing the PA in Gaza, but Mr. Abbas is already trying to dictate terms. He will only take over, he says, as part of a comprehensive solution including a Palestinian state.

Mr. Blinken also has a tendency to talk as if the peace process can soon return to regularly scheduled programming. After Oct. 7, it can’t. It matters that Palestinians elected an Iran-backed terrorist group that used the territory Israel had given up to commit a proto-genocide against Jews. Until there is substantive change among Palestinians, it is futile to demand that Israel empower them to do it all over again in central Israel.

“We don’t seek to conquer Gaza,” Mr. Netanyahu said Thursday. “We don’t seek to occupy Gaza. And we don’t seek to govern Gaza.” Though it was better for civilians on both sides when Israel was in charge, there is little appetite among Israelis to rule over a hostile people indoctrinated for a generation by Hamas. “We’ll have to find a civilian government that will be there,” added Mr. Netanyahu, but “we have to have a credible force that, if necessary, will enter Gaza and kill the killers.”

* * *

There should be no illusions that a United Nations force, rejected Friday by Mr. Netanyahu, could keep the peace. From Lebanon to the Sinai, that idea has failed every time. One speculative solution is a force from the Arab states that have recognized Israel. They may demur, but they have an interest in preventing destabilizing violence and defeating Iranian proxies.

“What we have to see,” Mr. Netanyahu said, “is Gaza demilitarized, deradicalized and rebuilt. All of that can be achieved.” While Biden Administration pessimism led it to withdraw from Afghanistan and surrender the territory, 6,000 miles away, to the Taliban, Israel doesn’t have that option. Gaza is next door. Ensuring “no use of Gaza as a platform for terrorism” will require a decisive Israeli victory and more flexibility than “Nos” and “Musts” allow.

School Choice Dies in Illinois

Sometimes the worst political scandals occur in plain sight, even if most of the press corps chooses not to notice. That’s what happened last week in Illinois, where the Democratic-union machine killed scholarships for 9,600 low-income children.

The state and national teachers union made a priority of blocking an extension of the Invest in Kids program that provided a 75% state tax credit for donations to help families afford private schools. The unions claim the credit drained money from public schools, but public funding has increased nearly \$2 billion since Invest in Kids began under former Gov. Bruce Rauner. Only 35% of Illinois children read at grade level, according to Wirepoints, so no wonder there are more than 20,000 children on the Invest in Kids waiting list.

Current Gov. J.B. Pritzker refused to help save the program, even for children currently benefiting from it. Those families will now have to find some other way to pay tuition. Empower Illinois, the state’s largest scholarship-granting

organization, says it will seek private donors to cover tuition. But the most common donation was \$1,000, and many of those smaller donors may disappear without the tax credit.

Gov. Pritzker is a billionaire, and his Pritzker Family Foundation could help. According to Crain’s Chicago Business Journal, the foundation has donated \$8.3 million to Milton Academy, the Massachusetts boarding school Mr. Pritzker attended. It has donated \$2.5 million to Duke University, according to Carolina Journal, and \$100 million to Northwestern Law School, which has renamed itself in his honor. Invest in Kids is a bargain by comparison, requiring about \$71 million for the coming year.

Illinois is now the first state to kill a major school-choice program. The scandal reflects the bloody-mindedness of the unions that want to snuff out even minor competition to retain their monopoly. And it reveals how little most Democrats care about the children they imprison in these failure factories.

The union machine kills scholarships for 9,600 poor children.

Trump University, Now With Tax Money

As if the federal bureaucracy didn’t have enough to do, Donald Trump says that in a second term he’d create a new tuition-free online university to “compete directly” for college students. It would award bachelor’s degree equivalents “that the U.S. government and all federal contractors will henceforth recognize.” Step right up to enroll in Trump University 2.0.

Mr. Trump unveiled the idea recently in a video on Truth Social, and the plan includes all of the careful policy thinking typical of a video on Truth Social. “Whether you want lectures on ancient histories, or an introduction to financial accounting, or training in a skilled trade,” Mr. Trump said, “the goal will be to deliver it and get it done properly, using study groups, mentors, industry partnerships, and the latest breakthrough in computing.”

The American Academy, as he called it, also would be nonpolitical: “There will be no woke-ness or jihadism allowed.” This is on target in that many people are appalled by the radicalism on college campuses, including recent episodes of anti-Semitism. But alumni and parents are already dropping donations, the federal government can enforce civil-rights protections, and state politicians are free to steer cultures at public schools by replacing weak leaders.

Why does Mr. Trump think a new federally backed online university could provide a better education than alternatives already available, including Hillsdale College or the University of

Florida under its new President Ben Sasse? If Mr. Trump’s answer is that his American Academy would be tuition-free, paid for by “taxing, fining and suing excessively large private university endowments,” then it amounts to a proposal to outcompete conservative colleges using state power.

More likely, this would end up as another government boondoggle. Prominent colleges have already dumped endless lecture videos on the internet, and a decade ago the hype was that MOOCs, or Massive Open Online Courses, would be a revolution in education. The Covid pandemic might have helped to prove the model, except students hated remote learning and couldn’t wait to get back to campus. Trying to impart worth to the American Academy’s degrees by ordering federal contractors to take them would devalue the imprimatur.

No wokeness might be Mr. Trump’s order, but what happens to the American Academy as soon as the next Democratic President takes office? Here’s a free history lecture: Republicans have usually argued since at least 1979, when Jimmy Carter set up the Education Department, that the feds should step back from schooling, which is properly a state, local and private function.

The exception was George W. Bush’s No Child Left Behind Act, and we know how that turned out. A federal online university is a bad idea at any time, but especially when government can’t manage what it’s already doing.

LETTERS TO THE EDITOR

Anti-Semitism at Yale Requires Moral Clarity

Regarding Sahar Tartak and Neta-nel Crispe’s op-ed “Jewish Students Meet Hostility at Yale” (Nov. 8): Last week I published an open letter that has already been signed by more than 100 university presidents from a range of institutions offering moral clarity in calling out Hamas as a terrorist organization and distinguishing it from the Palestinian people who suffer under its cruel rule in Gaza.

I believe three steps are crucial for any comprehensive plan to combat campus hate. First, university leaders must speak with moral clarity to help their pro-Palestinian students disentangle themselves from the evil of Hamas and foster more productive conversations on their campuses.

Second, policies against hate speech on campus must be applied consistently. Calls for the genocide of Jews must be anathema, as hate speech toward other groups is.

Third, student safety should become a factor in the college rankings of respected publications. The most effective way to keep students safe is to align a university’s stated intention to protect its students and its desire for a higher national ranking.

RABBI ARI BERMAN
President, Yeshiva University
New York

When I was a freshman at Yale in 1986, I joined a group called “Yale Women for Life.” We petitioned the Yale Women’s Center to use space

there for our meetings and were refused because “pro-life meant anti-woman.” Not only did the administration intervene on our behalf, but the student leaders at the Women’s Center agreed to a public debate.

Passionate disagreement in those days meant opportunity for rigorous application of logic and the free exchange of ideas. Decades of anti-intellectual progressivism has effectively transformed Yale into a bastion of unquestioning conformity. This posture provides covering for the pernicious poisons of anti-Semitism.

SHANNON VOWELL
Frisco, Texas

I had a chilling experience at Yale more than 60 years ago. Many of my classmates assumed that because I was from the South—Charlotte, N.C.—I was antiblack. One day, a group of classmates lectured me that I must treat the black students properly. As this group broke up, one student in a loud voice referred to “those god— Jews.”

I shook my head then and shake it again reading about Yale today. Obviously, not much has changed. If anything, the level of tolerance and respect at Yale and other so-called elite colleges has declined. While my annual gifts were minor, I no longer plan to contribute.

NICK GAEDE JR.
Mountain Brook, Ala.

Corporations Shouldn’t Fund Political Causes

In your editorial defending *Citizens United* (“Josh Hawley’s Unoriginal Constitution,” Nov. 7), which allows unlimited election spending by corporations and labor unions, you cite Justice Antonin Scalia’s principle that “the individual person’s right to speak includes the right to speak in association with other individual persons.” That principle, you argue, “is as true for a corporation as for a political party.”

That is a false equivalence. When individuals join a political party, they seek to promote its positions in association with the party’s other members. Joint political activity is the party’s essential purpose. By contrast, when individuals buy Apple or ExxonMobil stock, they seek a return on their investment; they are not

seeking to advance political positions “in association with” other shareholders. The essential purpose of these companies is to sell products and make a profit, not to engage in political activity.

When a corporation spends millions of dollars to fund politically contentious positions, it risks alienating large groups of dissenting investors and potential new ones. Why should U.S. corporations limit their access to capital in this way?

Corporate neutrality is the best business policy. If corporate directors and officers want to support political causes, they should reach into their own pockets, not those of their shareholders.

STUART ALTSCHULER
New York

Patrick Henry’s Principles Wilted on Slavery

David Stewart’s review of John Ragosta’s “For the People, for the Country” does an admirable job of highlighting Patrick Henry’s opposition to the Alien and Sedition Acts (“Patrick Henry’s Last Stand,” Book-

AI Assistants Could Take The Drudgery Out of Law

Bruce Pandolfini and Max Raskin correctly point out that AI may overtake significant aspects of lawyers’ and artists’ jobs (“AI Won’t Stop People From Playing Games,” op-ed, Nov. 2). But AI will likely make better lawyers, better artists and better humans.

As a lawyer, I see AI overtaking some of the drudgery of the legal profession, liberating me to do more creative and client-focused tasks. For artists, AI could act as an assistant in a master’s workshop, similar to how Raphael relied on secondary artists in his workshop. I hope that AI will help us spark new ideas, collaborations and conversations offline.

If AI can increase our creativity, compassion and cognitive awareness by acting as a helper, not an overlord, then a positive collaboration is possible.

MARIA T. CANNON
New York

What’s the GOP Attraction?

The GOP’s problem is one of substance (“Are Republicans Tired of All the Losing?” Review & Outlook, Nov. 9). Its leaders want to increase gun ownership, ban abortion, and defund the government. They corrode our democracy with election denial. What’s the attraction here?

ANDREW HESS
Ardmore, Pa.

I’d rather lose on the issue of abortion than support the intentional killing of an unborn baby, a procedure so barbaric that supporters never say or show what it is, but hide behind semantics with “reproductive care” and “pregnancy termination.” Abortion will eventually suffer the same defeat as slavery.

CYNTHIA MILLEN
Toledo, Ohio

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

Israeli Work Let Gazans Spy

In “Three Foreign-Policy Illusions” (op-ed, Nov. 2), Jakub Grygiel debunks the idea that trade improves ties with bad actors. Israel made the same tragic blunder, thinking that allowing Gazans to cross into Israel to work and take home higher pay would temper Hamas. Some Gazans used their time working in Israel to do reconnaissance for Hamas as it planned the slaughter of Israelis.

ARI WEITZNER
New York

Pepper ... And Salt

THE WALL STREET JOURNAL



“Openness and transparency are a big part of our corporate mythos.”



THE COLOR OF EXCELLENCE

This is our green seal. Since 2015, it is the new mark of our watchmaking excellence. There is nothing to distinguish it from any official seal, yet its inscriptions and color make it unique. Its green hue attests to the superlative standards of both quality and performance to which we hold every single element of any and all of our watches: precision, water-resistance, autonomy, reliability

and durability. For this simple seal bore witness to the epic journey each has undergone in our workshops, from initial sketch to final tests before shipping. Of all the components which compose our watches, this seal is not the hardest to manufacture but it is wholly our own and its value is immense. Because it carries the promise of our unwavering commitment.

#Perpetual



ROLEX

BUSINESS & FINANCE

© 2023 Dow Jones & Company. All Rights Reserved.

THE WALL STREET JOURNAL.

Monday, November 13, 2023 | **B1**

Last Week: **S&P** 4415.24 ▲ 1.31% **S&P FIN** ▲ 0.28% **S&P IT** ▲ 4.76% **DJTRANS** ▼ 0.59% **WSJ IDX** ▲ 0.83% **2-YR. TREAS.** yield 5.06% **NIKKEI** 32568.11 ▲ 1.93% [See more at WSJ.com/Markets](https://www.wsj.com/markets)

Investors Put Bonds Back in Play

High rates change equation in deciding whether to switch out of mutual funds

By HEATHER GILLERS

The new era of higher interest rates has reignited a long-smoldering Wall Street debate: Is it better for ordinary investors to buy individual bonds outright? Or shares of bond mutual funds?

During the yearslong period of near-zero interest rates, the answer seemed simple: Funds had low fees and were easy to buy and sell, and share values rose alongside bond prices. If any one bond defaulted, losses were minimal.

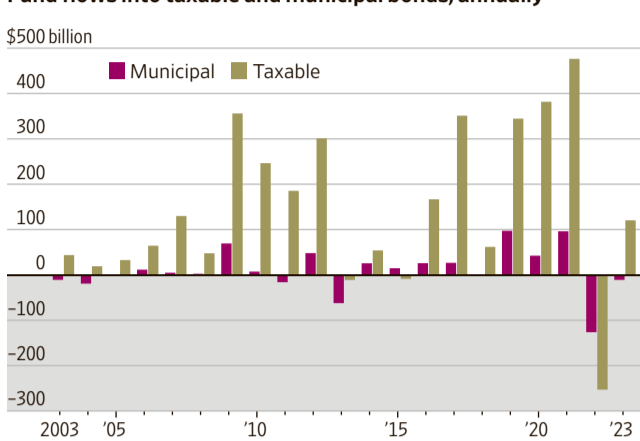
The historic declines suffered by major bond funds last year highlighted the risks of that approach. Rising rates crushed funds' share prices. That is because bond prices drop when new higher-yield-

ing bonds come on the market and make older, lower-yielding bonds less attractive. Because funds' share values are based on the market price of their bonds, someone who bought shares a few years ago could end up cashing out today with less money than they put in.

Many these days are considering buying individual bonds instead and holding them to maturity to lock in today's higher rates. But those come with their own downsides. Here's Wall Street's latest thinking on how to decide between bonds or funds:

Bond investors often share a sentiment credited to Mark Twain, that the return of their money is more important than the return on their money. For that reason, many prefer buying individual bonds and holding them until they mature. That way, it doesn't matter what happens to the price of the bond in the meantime—in-vestors can lock in today's rate and generally expect to

Fund flows into taxable and municipal bonds, annually



Note: Taxable bond funds include corporate debt, Treasuries and sovereign debt; 2023 figures through Oct. 31
Source: Refinitiv Lipper

get back what they put in. A bond is effectively an investor lending money to the federal, state or local government, or a company. The borrower makes interest payments, usually in twice-yearly fixed amounts, until the time the issuer pays back the prin-

cipal. Investors can buy corporate or municipal bonds through an online brokerage account. Treasuries are also available through brokers or online from the government through TreasuryDirect. The risk of buying them a la carte comes from concen-

tration. If a company runs into trouble and defaults on its debt, bondholders can suffer steep losses. Even local governments, generally safe, sometimes miss interest payments. Funds, in contrast, mitigate that threat. They hold thousands of bonds at the same time, so the occasional default isn't that big a deal. But the price of those funds rises and falls with rates—and getting your principal back requires selling the fund.

Consider how an investor who put \$10,000 in California municipal bond mutual funds in March 2022 would fare relative to someone who bought \$10,000 worth of one-year California state bonds on sale that month with a yield of 0.94%.

The bondholder would get back his \$10,000 plus payments of \$47 at the six-month and one-year marks, netting perhaps \$84 after brokerage *Please turn to page B2*

'Marvels' Opening Is A Letdown For Disney

By ROBBIE WHELAN

"The Marvels," Disney's latest superhero feature, landed with a thud at the box office only days after Chief Executive Bob Iger called for an overhaul of the entertainment company's studio business.

A sequel to 2019's hit "Captain Marvel" from Disney's Marvel Studios, the new movie features an all-female trio of stars in Brie Larson, Teyonah Parris and Iman Vellani. It sold \$47 million in tickets in North America over its opening weekend, making it the weakest debut performance of any movie in the Marvel Cinematic Universe.

The result, which was expected, appeared to illustrate a problem that Iger identified on Wednesday during Disney's quarterly earnings presentation: Disney is making too much content, on both the big and small screens, and not focusing enough on quality.

Marvel Studios has produced 33 films with interconnected and overlapping casts of characters that are known as the Marvel Cinematic Universe, grossing nearly \$30 billion over the past decade and a half, a hot streak unmatched in the history of Hollywood. Most of these films were distributed by Disney, after the company known for Mickey Mouse and the Little Mermaid acquired Marvel Entertainment for \$4 billion in 2009.

Before "The Marvels," the only movies in the franchise to open to less than \$60 million domestically have been 2008's "The Incredible Hulk" and 2015's "Ant-Man."

Tony Chambers, Disney's head of theatrical distribution, said that the opening-weekend performance of "The Marvels" was "definitely not what we expected and not what we've hoped for." He said that Marvel is still working to achieve the right balance between its theatrical releases and the pack of episodic series it produces for Disney+, the company's flagship streaming platform, both of which are costly to produce and market.

Part of the issue confronting Marvel is that some of its movies seem to require a lot of homework to recognize crucial characters and understand even basic plot twists. For example, audiences are more likely to understand what is going on in "The Marvels" if they have watched the Disney+ series "Ms. Marvel," "WandaVision" and "Secret Invasion" in addition to the prequel movie "Captain Marvel."

Please turn to page B2

The Path to Green Energy Is Getting Messier

By PHRED DVORAK

The energy transition is getting a dose of reality.

Offshore wind projects are being scrapped, and renewable-energy companies' share prices are tanking. In the U.S., automakers are reining in electric-vehicle plans as demand falters.

Meanwhile, the oil-and-gas industry is embarking on a round of megadeals enabled by soaring profits and is pushing more forcefully the idea that fossil fuels will be around for a long time. Climate-warming carbon emissions are expected to climb to a record this year, some researchers say.

"There will be no easy solution or quick fix to the energy transition," James Yardley, an executive at pipeline operator **TC Energy**, told an audience at an energy-transition conference in Houston recently. Energy-mix forecasts show natural gas, oil and renewables "all play significant roles out to 2050," he said.

The shift away from oil and gas is still happening. Solar and wind capacity is growing fast, governments are rolling out policies to support low-carbon technologies and billions of dollars are flowing into projects ranging from hydrogen production to electric-vehicle charging stations.

Investment giant **Brookfield Asset Management** last year collected \$15 billion in capital for an energy-transition fund and is raising a second fund that it expects to be even bigger.

But Brookfield is seeing increased amounts of money



An Engie Sun Valley Solar project in Hill County, Texas.

flowing into more traditional types of energy assets, such as liquefied-natural-gas facilities and natural-gas pipelines, which are included in its infrastructure business. The asset manager is raising its biggest-ever infrastructure fund and has already exceeded its target of \$25 billion.

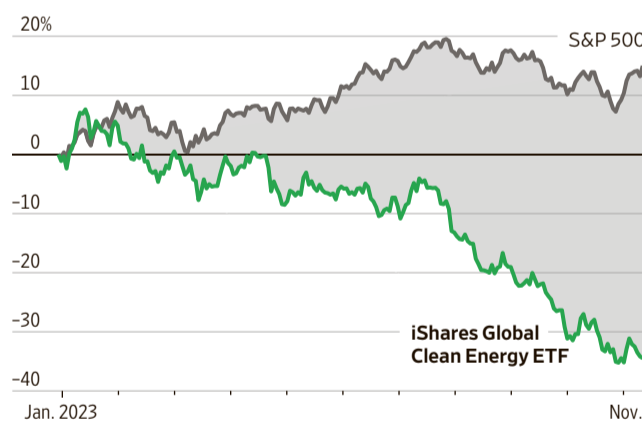
"The need for energy is not declining on a global basis," says Matthew Hutton, managing director responsible for energy investments in the infrastructure group at Brookfield. With headwinds ranging

from high interest rates and inflation to geopolitical tensions driving an increased focus on energy security, the path to a low-carbon future looks less straightforward, rockier and more expensive than it did a few years ago.

"I think the transition to a more ESG, solar, wind et cetera world is going to take a lot longer," said Jeffrey DiModica, president of **Starwood Prop**. *Please turn to page B10*

◆ China faces oversupply of solar components..... B10

Index and ETF performance, year to date



Source: FactSet

Former FTX Executives Plan Crypto Exchange

By ANGUS BERWICK AND PETER RUDEGEAR

A group of former FTX executives, including one who served as a key witness against Sam Bankman-Fried, are teaming up to build a new cryptocurrency exchange that aims to solve the problems that doomed their previous employer.

Trek Labs, a Dubai-based startup led by the former FTX general counsel Can Sun, received a license from the emirate's crypto regulator last month.

Another ex-FTX executive, Armani Ferrante, is chief executive of Trek's holding company in the British Virgin Islands and runs a partner firm, called Backpack, that designs and operates digital currency wallets. Sun's former legal deputy, who is Ferrante's wife, sits on Trek's executive team. The venture is looking to sell a 10% stake to investors at a valuation of over \$100 million.

Sun and Ferrante said they wanted to use the lessons they

learned from FTX's failure to protect user funds. Backpack Exchange, the name under which Trek Labs will do business, will use Backpack's technology to allow users to hold funds in their own "self-custody" crypto wallets that the exchange itself wouldn't be able to unilaterally access, they said.

Such wallets were designed using so-called multiparty computation techniques that require several parties to approve any transaction. Customers on Backpack Exchange, which plans to launch in beta later this month, would be able to verify their holdings at any time, they said.

It's unclear what sort of reception they will face from investors and users given their background working at FTX. Ferrante's name, not Sun's, appeared in a news release last month announcing the launch of Backpack Exchange.

"In a post-FTX world, you need trust and transparency to create a true alternative to the *Please turn to page B10*

INSIDE



RESTAURANTS Chipotle's founder returns to the industry with a concept that is light on meat. **B3**



HEARD ON THE STREET Microsoft gears up strategy that could upend videogames. **B11**

CBS Looks to Defy Franchise Fatigue as 'NCIS' Goes Global

By JOE FLINT

"Don't underestimate NCIS."

That dialogue from the 2003 series premiere of what was then called "Navy NCIS: Naval Criminal Investigative Service"—dubbed "that Navy show" by a CBS executive at the time—proved prophetic.

Flash-forward two decades, and that Navy show not only is still going, but also has spawned "NCIS: Los Angeles," "NCIS: New Orleans" and "NCIS: Hawaii." The latest iteration and first international installment, "NCIS: Sydney," will make its debut on CBS on Nov. 14.

Hollywood loves spinoffs and sequels, but studios are always conscious of the risk of franchise fatigue if they go to the well too many times—a complaint leveled at some superhero movies and shows.

"NCIS," a drama about a little-known agency that focuses on counterintelligence, counterterrorism and crimes involv-



'NCIS: Sydney,' with Olivia Swann and Todd Lasance.

ing the Navy and Marine Corps, has managed to avoid that trap despite going on. And on.

Nearly 1,000 "NCIS" episodes have been produced. Last year, more than 300 million people around the world watched some version of "NCIS," according to **Paramount**-owned CBS. David Stapf, president of CBS Studios, says the show is popular because it isn't just a crime and

action drama but also has a touch of humor and good vs. evil themes that have universal appeal.

While some critics deride the show as formulaic, that is a lazy and inaccurate assessment, according to Stapf. "The show has thrived as long as it has because of the inventiveness of the writers to find new and interesting story lines," he said. *Please turn to page B2*

BUSINESS NEWS

Australian Ports Open After Hack

Four terminals handling nearly 40% of country's imports had been offline

By STUART CONNIE

SYDNEY—Some of Australia's biggest ports restarted operations on Monday following a cyberattack that disrupted container traffic ahead of Christ-

mas and highlighted vulnerabilities in the nation's critical infrastructure.

Dubai-based logistics company DP World shut down its terminals in Sydney, Melbourne, Brisbane and Fremantle after detecting suspicious activity on its systems Friday. Operations at the four terminals, which handle almost 40% of goods in and out of the country, resumed Monday morning after it successfully

tested key systems.

Still, DP World said there could be more disruptions in coming days as it investigates the cyberattack.

"Importantly, the resumption of port operations does not mean that this incident has concluded," said DP World's Australian unit. "DP World Australia's investigation and ongoing remediation work are likely to continue for some time."

Earlier on Monday, Darren Goldie, Australia's national cybersecurity coordinator, said cargo yards were filling up because of the temporary closure of the ports.

Australia has grown more concerned around its infrastructure in recent years as its military alliance with the U.S. deepens. Officials have lamented past sales of infrastructure to foreign companies, including ports, power grids

and gas pipelines.

As an island nation with little local manufacturing, resource-rich Australia depends on its ports to sustain its economy. It imported more than 100 million metric tons of goods over the same period, more than 98% of which was through its ports.

Australia's ports-industry body said that the latest disruption was isolated to DP World terminals.

Fashion Mogul Guilty of Sex Assault

By VIPAL MONGA

TORONTO—Canadian fashion and retailing mogul Peter Nygard was found guilty in a Toronto court on Sunday of four counts of sexual assault.

A jury, which deliberated for more than three days, also found Nygard not guilty on one other count of sexual assault and not guilty on a count of forcible confinement.

The verdict concludes a six-week-long trial, which featured testimony from several of Nygard's accusers, who can't be identified under court orders. The women testified that Nygard lured them to his offices in Toronto, where he sexually assaulted them in a bedroom located on the top floor, in incidents that occurred over a span of almost 20 years.

The court will set a date for sentencing this month. Nygard's lawyer, Brian Greenspan, said he hasn't decided whether to appeal.

Nygard, who was arrested in Winnipeg, Manitoba, in 2020, faces charges in the U.S. for sex trafficking and racketeering. He also has been charged in the provinces of Quebec and Manitoba. He is expected to stand trial in each of those jurisdictions.

Nygard has denied the allegations.

In the U.S., prosecutors have accused Nygard of criminal conduct involving dozens of victims in the U.S., Canada and the Bahamas. According to the U.S. prosecutors, Nygard, who is 82 years old, lured women and girls in the U.S. and Canada to his home in the Bahamas and assaulted them.

Nygard, who was born in Finland and raised in Canada, was the founder of Nygard International, which was once Canada's largest women's clothing manufacturer.

Chipotle Founder Goes Meatless in New Venture

By HEATHER HADDON

Chipotle Mexican Grill founder Steve Ells built an empire on chicken and beef burritos made in assembly-line fashion. Now he is dropping the meat and is adding machines.

Ells early next year will open in Manhattan the first location of Kernel, serving meat-free sandwiches, salads and sides made to order. A skeleton crew will run the restaurants alongside robots, making faux chicken sandwiches and sides such as cucumbers with wild rice.

Customers' orders are beamed to the kitchen, where a robotic arm puts food-laden pans into the oven.

A programmed toaster flips a bun into the oven for warming, while conveyor belts move dishes through the kitchen. Workers finish off the dishes, package the food and slot it into cubbies for pickup.

"We've taken a lot of human interaction out of the process and left just enough," Ells said.

Kernel marks the 58-year-old entrepreneur's first return to the food stage since 2020, when he stepped down as Chipotle's executive chairman. Ells led the burrito chain for more than two decades since founding it in 1993, and he said he figured he would



Steve Ells, left, with chefs Andrew Black and Neil Stetz. Kernel's menu leans on legumes and vegetables.

spend his entire professional career there.

Then came a series of foodborne illness outbreaks tied to Chipotle's food. Beginning in

2015, hundreds of people were sickened by E. coli and norovirus, eventually prompting Ells's departure. Ells called his resignation a "bitter pill" but

the right one for the company to move forward.

He said he no longer eats Chipotle regularly.

After leaving, he designed

Kernel as a new kind of restaurant that would need fewer resources to run, envisioning a system that could help eateries generally operate better.



Stauer Impossible Price Entire Box For LESS THAN \$20

Survive Just About Anything for Under \$20

On any outdoor adventure, Mother Nature's job is to present you with challenges. The Stauer Survival Box is a near-guarantee you'll be up to the challenge. The stainless steel multitool offers wire cutters, knife, bottle opener, file, a set of screwdrivers, a pair of pliers and much more. The powerful flashlight has three different settings, and the tactical loop watch is a reliable, water-resistant timepiece that clips to your hip. Opening the Survival Box gives you instant access to nine different tools for JUST \$19.50.

Regularly sold for \$99, we're offering this collection of survival essentials to you for A FIFTH OF THE NORMAL PRICE! Why? Because we've had an incredible year and we feel like giving back to our valued customers. But we can only extend this offer while supplies last. Of our initial run, more than half have already sold.

Survival Box Specifications:

- Multitool: 3 1/4" x 1" folded
- Flashlight: 3 1/2" x 1", 260 lumens, takes AA batteries (not included), three LED light modes: strong, medium and caution flashing
- Watch: 2 3/4" x 1", battery type SR626SW (included)



Box includes flashlight, watch and multitool with wire cutters, knife, bottle opener, file, screwdrivers, pliers and more!

Survival Box \$99- \$19.50* + S+P Save \$79.50

*You must use Insider Offer Code: SVB165-01 to get this price.

California residents please call regarding Proposition 65 regulations before purchasing this product.

1-800-333-2045

Your Insider Offer Code: SVB165-01

Stauer, 14101 Southcross Drive W., Ste 155, Dept. SVB165-01, Burnsville, MN 55337 www.stauer.com

Stauer | AFFORD THE EXTRAORDINARY®

GIARA

CANCER RESEARCH NEEDS MORE FANS. BE ONE.

Today's cancer research is tomorrow's victory. 100% of your donation goes directly to game-changing cancer research. [Learn more at v.org](http://v.org)

30th FOUNDATION VICTORY OVER CANCER

11 consecutive Charity Navigator 4-star ratings, among top 2% of all charities

One Road to Affordable EVs Runs Through Outsourcing

Foxconn affiliate is looking to reshape the auto industry, starting in Asia

By RIVER DAVIS
AND YANG JIE

If Jack Cheng has his way, any company will be able to make its own car or truck, even if it doesn't have suppliers, blueprints or factories.

They could do it, he says, by outsourcing—the same business model that has been widely adopted in consumer electronics.

Companies including Sony and Apple realized decades ago that it was easier to hand production of PlayStations and iPhones over to contract-manufacturing giants such as Taiwan's **Foxconn Technology Group**.

Cheng leads a Foxconn affiliate that can take a similar approach with electric vehicles and bring down costs, he says. Price is the biggest difference between EVs in the U.S., where some expensive models are now sitting unsold on dealer lots, and in China, where EVs have taken a big chunk of the market and on average cost less than half as much as they do in the U.S., according to consumer-research group Jato Dynamics.

"The world is wasting too much time tooling the same parts and losing money. It doesn't make sense," Cheng said in an interview. "What I learned in China in the last 20 years—I can replicate that."

Many in the industry question whether automakers will be interested in a new business model since they have long been accustomed to creating their own proprietary designs and assembling vehicles themselves.

Automakers including General Motors, Volkswagen and



Jack Cheng of the MIH consortium shows off its MIH three-seater concept car in Tokyo.

Toyota are building their own modular EV platforms that they believe give them an edge over the competition. Toyota, for example, is working on designs to give its future EVs roomier cabins and longer driving range.

"In the car industry, there was a worry that EVs are on the road toward becoming commoditized," Toyota Chief Branding Officer Simon Humphries said at a recent event. Thanks to the in-house work, Toyota's EVs in the pipeline "are anything but commodity," he said.

For now, Cheng is focusing on Asia, where stirrings of the new approach are already being felt. He used it himself when he co-founded Chinese EV startup NIO, which designs its vehicles but works with another Chinese manufacturer to assemble them.

The 64-year-old Cheng, a Taiwan native, brings a lifetime of auto experience to the outsourcing push, including many years at Ford Motor in

China and a post at Fiat.

The Foxconn-led consortium Cheng now leads is called **Mobility in Harmony**, or MIH. At the recent Tokyo auto show, it showed off a three-seat concept car. Cheng said MIH was talking to a handful of companies and saw corporate clients in Southeast Asia as potential customers.

Compared with gas-powered vehicles, EVs require fewer parts and tend to rely more on software. As Cheng envisions it, MIH will offer customers a standardized package of EV parts and software that they can customize. If customers wish, MIH can introduce them to Foxconn or other companies to manufacture the cars.

What about the biggest potential customer of all, the one Chinese call the "fruit company"? Cheng said his door is open should Apple come knocking with an EV plan. "It's like with phones," he said. "Just tell me what you want to do." Apple didn't re-

spond to a request to comment.

Foxconn built itself into the world's largest contract manufacturer with hubs such as the sprawling "iPhone city" in central China that can churn out hundreds of thousands of devices a day. Frustrated with thin profit margins associated with assembling Apple products, the Taiwanese company says it hopes to build its EV business into a growth pillar.

While Foxconn has some business with U.S. carmakers, most of its auto footprint is in Asia, where it is already a supplier to Tesla.

Foxconn hasn't disclosed its total EV investment, but executives have said they are putting up to around \$600 million annually into new initiatives led by the EV push.

Foxconn is gearing up in India, where it plans to start EV-component projects next year, Chairman Young Liu said in August. Cheng said he would also like to have EVs assembled in India.

Amazon Takes New Tack To Pitch Its Software

By ISABELLE BOUSQUETTE

The traditional enterprise software sales process is hitting Manhattan's Fifth Avenue.

This fall, **Amazon.com's** cloud-computing business Amazon Web Services opened a New York City "Builder Studio," designed to showcase cloud-based technology and provide a space where companies can build prototypes alongside AWS engineers.

Chief information officers walking through the space can experience prototypes of technologies such as a digital twin—a virtual, real-time rendering of a sensor-studded physical space or other asset. It boasts a virtual try-on demo where visitors can see renderings of what some shoes sold on Amazon.com would look like on their feet and an advertising-mood-board creator fueled by generative AI.

The in-person aspect of the experience is critical for CIOs to really understand what they can do on the AWS cloud, said Shaown Nandi, director of technology, strategic industries, at AWS and a former CIO of Wall Street Journal publisher Dow Jones. "The tangible aspect makes everything go from seeming sort of theoretical and I read about it to like, 'Oh, this is real, and there are other customers doing it.'"

The studio, in Amazon's

new outpost at the Lord & Taylor building, is one of two studios AWS operates in the U.S., with a similar site located in Santa Clara, Calif.

The plan is for 80% of the demos to rotate every three to eight months, though they are somewhat geared around New York-centric industries, like financial services, media and retail. "It's almost like they're trying to deliver a Disney-like experience when you walk in there," said R "Ray" Wang, founder and principal analyst of IT consulting firm Constellation Research.

Systems integrators such as Capgemini and Infosys have operated similar prototyping labs for years, Wang said, but cloud providers are just starting to get in the game. That's because customers of companies like AWS are increasingly looking for specific solutions rather than just needing to put stuff in the cloud.

For startup Proto, which has teamed up with AWS to demo its hologram technology in the Builder Studio, the chance to get the tech face to face with customers is incredibly valuable.

"We have YouTube videos all over the place of people experiencing our products. It's just not the same as having a volumetric spatial computing experience in person," said Raffi Kryszek, Proto's head of AI & innovation.



Amazon's 'Builder Studio' in Manhattan.

DOW JONES
RISK &
COMPLIANCE

Track risk in real-time with our powerful screening and monitoring solution

Hone in on what matters with our new RiskCenter Advanced Screening and Monitoring solution. Enhanced search quality reduces false positives on negative news screening by up to 93% – making it easier than ever to optimize screening workflows without sacrificing valuable resources.



Scan the QR code to learn more or visit dowjones.com/asam

BUSINESS & FINANCE

Microsoft Executive Takes On Bringing AI to Main Street

Chris Young sees nontech customers as artificial intelligence's big untapped market; 'people want playbooks...there is a tremendous amount of demand for help'

By TOM DOTAN

Microsoft has spent most of this year touting the promise of artificial intelligence and how it can reshape society. The job for Chris Young, head of Microsoft's corporate strategy, is making sure that hype turns into purchases of Microsoft's AI tools.

Young leads a hundreds-strong team that works with outside partners like Facebook parent Meta Platforms to develop products made with technologies such as augmented reality and generative AI. Young oversees Microsoft's venture investment arm M12, which does early-stage startup investments.

BOSS TALK There is a lot riding on Microsoft's AI strategy. The company spent \$13 billion backing ChatGPT maker OpenAI, and analysts say it will likely spend billions more building and upgrading its cloud infrastructure for AI. Young says the new technology has caught on in some sports leagues and pharmaceutical companies, but the adoption of AI products needs to be as widespread as Microsoft's staple offerings like Windows and Excel to fulfill its promise.

There are positive early signs. In Microsoft's most recent earnings report, the Azure cloud-computing division was a standout business, thanks partly to the growth in customers' AI spending.

Young discussed the challenges and opportunities in a recent interview with The Wall Street Journal. Here are edited excerpts:

WSJ: You joined Microsoft when the hype around AI wasn't anywhere near where it is today. Why did you choose Microsoft at that point?

YOUNG: I spent a lot of my career in cybersecurity, and cybersecurity is great, but you tend to be a little bit more in your world and don't really see the tech landscape at quite the same level as you do when you're at Microsoft and in a job like this one. And here I am now three years later, and we're in the middle of everything happening with AI. I couldn't have predicted that this would be happening. But what is happening is exactly why I wanted to come and be at Microsoft.

WSJ: What is the next step in making a business out of AI for Microsoft?

YOUNG: Any software company, any technology company at this point is an AI company or they are trying to be an AI company. And even Main Street companies are pretty excited about what's going on, but no one's rolled anything out at scale at this point where they have really changed their customer-support operation. We're clearly at a place where now we've got to translate the excitement and the interest level into true adoption.

WSJ: Isn't there a risk that you make huge investments today and it takes much longer than anyone hoped for AI to become a real driver of revenue for Microsoft because of these issues you're highlighting?

YOUNG: I'm less worried about that. I think about this quote from Bill Gates, that

you always accomplish more than you think you will in 10 years and less than you think you will in one year. And I think it is hard to predict the time frame with which this will all play out. I think you have to take the long view. You can't go quarter by quarter.

My point of view is this is going to change how we live our lives, down to how you buy coffee in a coffee shop. I think it is going to be transformative and I think that is a long-arc problem now. What happens in year two or three in terms of the actual demand that comes through? I don't think anybody knows exactly.

WSJ: What are you doing now to make AI work for a broader set of businesses?



'Any technology company at this point is an AI company,' says Young. Microsoft's Bing search engine.

YOUNG: People want playbooks. Particularly in nontech companies, there is a tremendous amount of demand for help. People don't know what to do, they don't know where to go first. And so we are fanning out to have those dialogues.

WSJ: Who are some of the nontech early adopters of AI who are looking at it seriously?

YOUNG: Sports leagues. What a sports league is going to want in the long run is personalization for fans. I'm an avid sports fan, and I find myself in the middle of a game using Bing. Who is this person, what was their career? You're asking a lot of questions through the course of a game and so it'd be easier if I could just ask



Chris Young, head of Microsoft's corporate strategy.

an AI.

I do now—I'm asking Bing chat—but if you're the NFL or the NBA, having these

tools available, it increases fan engagement and makes it a lot more interesting for the fan base.

For Musk, Future of Humanity Will Mean Doing Less Work

By TIM HIGGINS

When it comes to the future, Elon Musk's best-case scenario for humanity sounds a lot like Sci-Fi Socialism.

The world's richest man, who for years warned about the dangers of artificial intelligence, lately has been painting a more utopian vision for what could occur when supersmart robots are able to replace everyday workers.

"We will be in an age of abundance," Musk said this month. He was speaking publicly with U.K. Prime Minister Rishi Sunak, who like many world leaders is trying to navigate the fast-developing technology's effect on work and life. Sunak said he believes the act of work gives meaning, and had some concerns about Musk's prediction.

"I think work is a good thing, it gives people purpose in their lives," Sunak told Musk. "And if you then remove a large chunk of that, what does that mean?"

That is the question.

So often when Musk talks about the threats of AI he is describing world-ending scenarios that seem straight from science fiction works where robots turn on their creators.

More recently, in talking about the technology positively, Musk likes to point to another work of sci-fi to describe how AI could change our world: a series of books by the late, self-described-socialist author Iain Banks that revolve around a post-scarcity society that includes superintelligent AI.

In a way, Musk is talking up his own book of business.

Part of the enthusiasm behind the sky-high valuation of Tesla, where he is chief executive, comes from his predictions for the auto company's abilities to develop humanoid robots—dubbed Optimus—that can be deployed for everything from personal assistants to factory workers. He also founded an AI startup, xAI, that he said aims to develop its own superhuman intelligence,



Tesla's Optimus at the World Artificial Intelligence Conference in Shanghai in July.

even as some are skeptical of that possibility.

"Digital super intelligence combined with robotics will essentially make goods and services close to free in the long term," Musk said at a conference in July.

Musk has cast his work to develop humanoid robots as an attempt to solve labor issues, saying there aren't enough workers and cautioning that low birthrates will be even more problematic.

"I wouldn't worry about...putting people out of a job," Musk said last year during a TED talk presentation. "We're actually going to have—and already do have—a massive shortage of labor. So, I think we will have not people out of work but actually still a shortage of labor—even in the future."

Instead, Musk predicts robots will be taking jobs that are uncomfortable, dangerous or tedious. "It's fun to cook food but it's not that fun to wash the dishes," Musk said this month. "The computer is perfectly happy to wash the dishes."

Musk isn't alone in predicting change is afoot after the surprise success of OpenAI's chatbot.

In the near term, Goldman Sachs in April estimated generative AI could boost the global gross domestic product by 7% during the next decade and that roughly two-thirds of U.S. occupations could be partially automated by AI.

That could be just the beginning. At The Wall Street Journal's Tech Live conference last month, Vinod Khosla, a prominent venture capitalist whose firm has invested in the technology, predicted within a decade AI will be able to do "80% of 80%" of all jobs today.

"I believe the need to work in society will disappear in 25 years for those countries that adapt these technologies," Khosla said. "I do think there's room for universal basic income assuring a minimum standard and people will be able to work on the things they want to work on."

In Musk's world, he foresees something more lush, where most things will be abundant except unique pieces of art and real estate.

"We won't have universal basic income, we'll have universal high income," Musk said this month. "In some sense, it'll be somewhat of a leveler or an equalizer because, really, I think everyone will have access to this magic genie."

All of which kind of sounds a lot like socialism—except it's unclear who controls the resources in this Muskism society. A few years ago, Musk declared himself a socialist of sorts. "Just not the kind that shifts resources from most productive to least productive, pretending to do good, while actually causing harm," he tweeted. "True socialism seeks greatest good for all."



CIGORA

Connect. Shop. Share.

FREE SHIPPING ON ALL ORDERS

Whether you're just starting off in the world of boutique cigars or you're a seasoned vet, this sampler is sure to bring you some early holiday joy. Featuring 10 top brands, you'll notice some new names and some long time favorite brands in this assortment.



92 RATED

93 RATED

91 RATED

90 RATED

90 RATED

93 RATED

92 RATED

\$59.99*
+FREE SHIPPING

BOUTIQUE STARTER SAMPLER

CIGORA.COM/BOUTIQUE

ENTER THE FULL WEB ADDRESS OR SEARCH KEYWORD BOUTIQUE
CALL 1.800.605.4451 | MENTION: BOUTIQUE

*Purchase may be subject to state, local, and excise taxes where applicable. We do not ship to Hawaii or Utah. Must be 21 or older to purchase. Valid through 12.15.23 or while supplies last.



@cigora_us



To the Federal Reserve: We are America's small businesses.

We are builders, manufacturers, service providers, restaurant owners, and more. We run coffee shops, cleaners, corner stores and child care centers. We are the diverse entrepreneurs of 10,000 Small Businesses Voices, and we never stop working to create jobs and strengthen our local economies. On behalf of our community of more than 14,000 small businesses in all 50 states, Puerto Rico and the District of Columbia, we respectfully submit this letter to express our serious concerns about your proposal to require U.S. banks to significantly increase the capital they must hold.

We rely on America's banks to operate and grow our businesses, support our employees, and strengthen our communities.

We are already struggling to access capital – according to a September 2023 survey of our community, 70% of us who have applied for a new loan in the past year have found it difficult to access capital. And we worry these new proposals will make getting access to capital even harder. Even those of us who rely on smaller and community banks will almost certainly experience a further tightening of credit conditions.

The proposed cumulative capital requirements for lending will make it more expensive for banks to loan to small businesses, and those added costs will no doubt be passed on to us.

Banks already treat small businesses as risky borrowers, and we are concerned that the new calculations in this proposal will make borrowing costs unaffordable and capital inaccessible.

The timing of this proposal couldn't be worse. In fact, the Federal Reserve acknowledged recently that the share of households reporting that it is harder to obtain credit today than one year ago hit a new high in August. According to our September 2023 survey,

- 84% of small businesses are concerned this proposal will negatively impact their ability to access capital in an already difficult market,
- 76% said not being able to access affordable capital has negatively impacted their business, and
- 73% said rising interest rates are having a negative impact on their business.

Entrepreneurial risk-taking is something we should always value and protect here in America.

We are asking the Federal Reserve to allow us to remain competitive and forward-leaning.

We ask you to consider the consequences this rule might have on our ability to access capital and our small businesses.

Signed, 3,000+ members of the 10,000 Small Businesses community, including:

Table listing names of 3,000+ members of the 10,000 Small Businesses community, including individuals and businesses from various states like Alaska, Alabama, Arizona, etc.



To the Federal Reserve: We are America's small businesses.

We are builders, manufacturers, service providers, restaurant owners, and more. We run coffee shops, cleaners, corner stores and child care centers. We are the diverse entrepreneurs of 10,000 Small Businesses Voices, and we never stop working to create jobs and strengthen our local economies. On behalf of our community of more than 14,000 small businesses in all 50 states, Puerto Rico and the District of Columbia, we respectfully submit this letter to express our serious concerns about your proposal to require U.S. banks to significantly increase the capital they must hold.

We rely on America's banks to operate and grow our businesses, support our employees, and strengthen our communities.

We are already struggling to access capital – according to a September 2023 survey of our community, 70% of us who have applied for a new loan in the past year have found it difficult to access capital. And we worry these new proposals will make getting access to capital even harder. Even those of us who rely on smaller and community banks will almost certainly experience a further tightening of credit conditions.

The proposed cumulative capital requirements for lending will make it more expensive for banks to loan to small businesses, and those added costs will no doubt be passed on to us.

Banks already treat small businesses as risky borrowers, and we are concerned that the new calculations in this proposal will make borrowing costs unaffordable and capital inaccessible.

The timing of this proposal couldn't be worse. In fact, the Federal Reserve acknowledged recently that the share of households reporting that it is harder to obtain credit today than one year ago hit a new high in August. According to our September 2023 survey,

- 84% of small businesses are concerned this proposal will negatively impact their ability to access capital in an already difficult market,
- 76% said not being able to access affordable capital has negatively impacted their business, and
- 73% said rising interest rates are having a negative impact on their business.

Entrepreneurial risk-taking is something we should always value and protect here in America.

We are asking the Federal Reserve to allow us to remain competitive and forward-leaning.

We ask you to consider the consequences this rule might have on our ability to access capital and our small businesses.

Signed, 3,000+ members of the 10,000 Small Businesses community, including:

Table listing names of 3,000+ members of the 10,000 Small Businesses community, including individuals and businesses from various states like Alaska, Alabama, Arizona, etc.

CLOSED-END FUNDS

Listed are the 300 largest closed-end funds as measured by assets. Closed-end funds sell a limited number of shares and invest the proceeds in securities.

Source: Lipper
Friday, November 10, 2023

Table with columns: Fund (SYM), NAV, Prem 12 Mo NAV Close/Disc, Ret, 52 wk Ttl Ret. Includes rows for General Equity Funds, Income & Preferred Stock Funds, World Equity Funds, etc.

Table with columns: Fund (SYM), NAV, Prem 12 Mo NAV Close/Disc, Ret, 52 wk Ttl Ret. Includes rows for Convertible Sec's Funds, World Income Funds, National Muni Bond Funds, etc.

Table with columns: Fund (SYM), NAV, Prem 12 Mo NAV Close/Disc, Ret, 52 wk Ttl Ret. Includes rows for Loan Participation Funds, High Yield Bond Funds, U.S. Mortgage Bond Funds, etc.

Table with columns: Fund (SYM), NAV, Prem 12 Mo NAV Close/Disc, Ret, 52 wk Ttl Ret. Includes rows for Single State Muni Bond, World Equity Funds, U.S. Mortgage Bond Funds, etc.

Table with columns: Fund (SYM), NAV, Prem 12 Mo NAV Close/Disc, Ret, 52 wk Ttl Ret. Includes rows for General Equity Funds, Specialized Equity Funds, High Yield Bond Funds, etc.

Table with columns: Fund (SYM), NAV, Prem 12 Mo NAV Close/Disc, Ret, 52 wk Ttl Ret. Includes rows for World Income Funds, National Muni Bond Funds, Single State Muni Bond, etc.

Table with columns: Fund (SYM), NAV, Prem 12 Mo NAV Close/Disc, Ret, 52 wk Ttl Ret. Includes rows for U.S. Mortgage Bond Funds, Investment Grade Bond Funds, National Muni Bond Funds, etc.

Table with columns: Fund (SYM), NAV, Prem 12 Mo NAV Close/Disc, Ret, 52 wk Ttl Ret. Includes rows for Income & Preferred Stock Funds, World Equity Funds, World Income Funds, etc.

Table with columns: Fund (SYM), NAV, Prem 12 Mo NAV Close/Disc, Ret, 52 wk Ttl Ret. Includes rows for Loan Participation Funds, High Yield Bond Funds, U.S. Mortgage Bond Funds, etc.

Table with columns: Fund (SYM), NAV, Prem 12 Mo NAV Close/Disc, Ret, 52 wk Ttl Ret. Includes rows for Single State Muni Bond, World Equity Funds, U.S. Mortgage Bond Funds, etc.

Table with columns: Fund (SYM), NAV, Prem 12 Mo NAV Close/Disc, Ret, 52 wk Ttl Ret. Includes rows for General Equity Funds, Specialized Equity Funds, High Yield Bond Funds, etc.

Table with columns: Fund (SYM), NAV, Prem 12 Mo NAV Close/Disc, Ret, 52 wk Ttl Ret. Includes rows for World Income Funds, National Muni Bond Funds, Single State Muni Bond, etc.

A Week in the Life of the DJIA

A look at how the Dow Jones Industrial Average component stocks did in the past week and how much each moved the index. The DJIA gained 221.78 points, or 0.65%, on the week.

The Week's Action

Table with columns: Pct. change, Stock price, Point chg, Company, Symbol, Close, \$1,000 Invested (year-end '22), % change. Lists major companies like Apple, Microsoft, Walt Disney, etc.

Currencies

Table with columns: Country/currency, Fri in US, YTD vs US, Country/currency, Fri in US, YTD vs US, Country/currency, Fri in US, YTD vs US. Lists various international currencies.

ADVERTISEMENT

The Marketplace

To advertise: 800-366-3975 or WSJ.com/classifieds

DEA

THE WALL STREET JOURNAL.

THE MARKETPLACE

ADVERTISE TODAY (800) 366-3975 For more information visit: wsj.com/classifieds

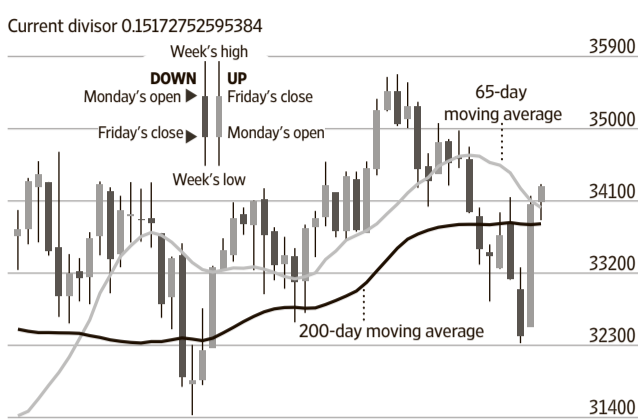
LEGAL NOTICE
DEA NOTICE OF FORFEITURE
WESTERN DISTRICT OF TEXAS

© 2023 Dow Jones & Company, Inc. All Rights Reserved.

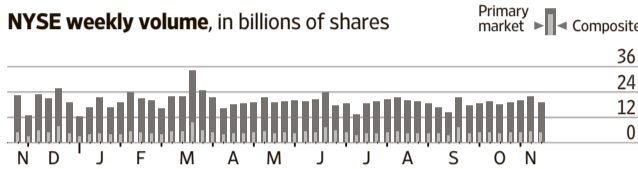
MARKETS DIGEST

Dow Jones Industrial Average

34283.10 ▲ 221.78, or 0.65% last week
Trailing P/E ratio 25.00 20.84
P/E estimate * 18.72 18.40
High, low, open and close for each of the past 52 weeks
Dividend yield 2.11 2.00
All-time high 36799.65, 01/04/22



Current divisor 0.15172752595384
Week's high, Week's low, Monday's open, Friday's close, 65-day moving average, 200-day moving average

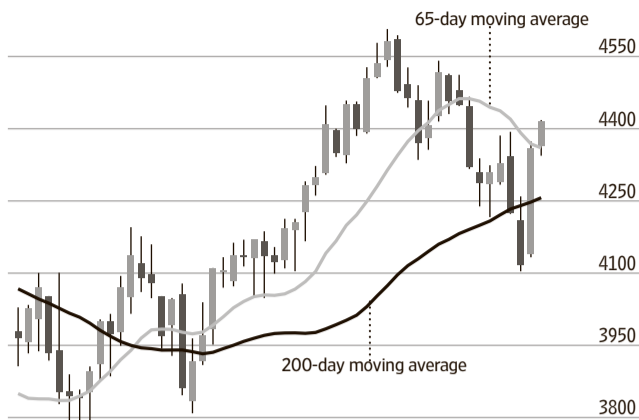


Major U.S. Stock-Market Indexes

Table with columns for Index Name, High, Low, Latest Week Close, Net chg, % chg, 52-Week Range, High, % chg, YTD % chg 3-yr. ann. Includes Dow Jones, Nasdaq Stock Market, S&P 500 Index, and Other Indexes.

S&P 500 Index

4415.24 ▲ 56.90, or 1.31% last week
Trailing P/E ratio * 19.37 19.35
P/E estimate * 19.72 17.72
High, low, open and close for each of the past 52 weeks
Dividend yield * 1.60 1.68
All-time high 4796.56, 01/03/22



Current divisor 0.15172752595384
Week's high, Week's low, Monday's open, Friday's close, 65-day moving average, 200-day moving average

QR code and text: Scan this code. Get real-time U.S. stock quotes and track most-active stocks, new highs/lows, mutual funds and ETFs. Available free at WSJMarkets.com

New to the Market

Public Offerings of Stock

IPOs in the U.S. Market

None expected this week

Lockup Expirations

Below, companies whose officers and other insiders will become eligible to sell shares in their newly public companies for the first time. Such sales can move the stock's price.

Table with columns: Lockup expiration, Issue date, Symbol, Offer price, Offer amt, Through Friday, Lockup provision. Includes CaliberCos, SRM Entertainment, Webyu Global Ltd.

IPO Scorecard

Performance of IPOs, most-recent listed first

Table with columns: Company, SYMBOL, Friday's close, % Chg From Offer price, 1st-day close, % Chg From Offer price. Includes CARGO Therapeutics, CRGX, Hamilton Insurance Group, etc.

Public and Private Borrowing

Treasuries

Monday, November 13 Thursday, November 16
Auction of 13 and 26 week bills; announced on November 9; settles on November 16 announced on November 14; settles on November 21
Wednesday, November 15
Auction of 17 week bill; announced on November 14; settles on November 21

Borrowing Benchmarks

wsj.com/market-data/bonds/benchmarks

Money Rates

November 10, 2023

Key annual interest rates paid to borrow or lend money in U.S. and international markets. Rates below are a guide to general levels but don't always represent actual transactions.

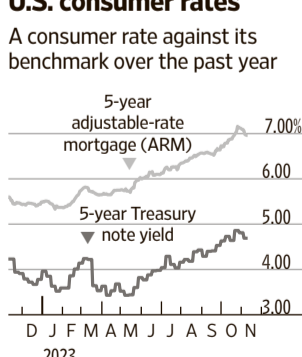
Table with sections: Inflation, U.S. consumer price index, International rates, Prime rates, Policy Rates, Overnight repurchase, U.S. government rates, Discount, Federal funds, Treasury bill auction.

International Stock Indexes

Table with columns: Region/Country, Index, Close, Latest Week % chg, Low, 52-Week Range, High, YTD % chg. Includes MSCI ACWI, Euro STOXX, Nikkei 225, etc.

Consumer Rates and Returns to Investor

U.S. consumer rates

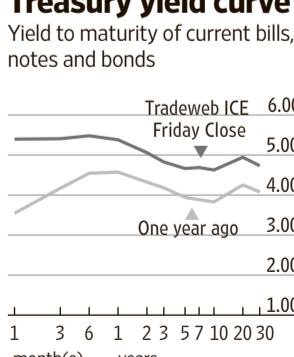


Selected rates

Table with columns: Rate Name, Rate, 52-Week Range, High, 3-yr chg (pct pts). Includes 5-year ARM, Treasury note, etc.

Benchmark Yields and Rates

Treasury yield curve



Forex Race



Corporate Borrowing Rates and Yields

Table with columns: Bond total return index, Yield (%), Spread +/- Treasury, Total Return 52-wk, 3-yr. Includes U.S. Treasury, Aggregate, etc.

Cash Prices

Friday, November 10, 2023

These prices reflect buying and selling of a variety of actual or "physical" commodities in the marketplace—separate from the futures price on an exchange, which reflects what the commodity might be worth in future months.

Table with sections: Energy, Metals, Gold, Silver, Battery/EV metals, Food, Fats and Oils, Fibers and Textiles. Lists various commodities and their prices.

KEY TO CODES: A=ask; B=bid; BP=country elevator bids to producers; C=corrected; D=CME; E=Manfra, Tordella & Brookes; H=American Commodities Brokerage Co. K=b=weekly; M=monthly; N=nominal; n.a.=not quoted or not available; P=Soiland Publishing; R=S&L Energy; S=Platts-TSI; T=Cotlook Limited; U=USDA; V=Benchmark Mineral Intelligence; W=weekly; Y=International Coffee Organization; Z=not quoted. *Data as of 11/9

HEARD ON THE STREET

FINANCIAL ANALYSIS & COMMENTARY

Microsoft Gears Up New Game Play

'Call of Duty' gives the company ammo to boost its subscription service—and could upend the industry's business model

Microsoft now owns some of the biggest videogames in the world. What it does with them could ripple across the entire industry—for good and bad.

The biggest of those games is in the spotlight this week, as Activision Blizzard's latest "Call of Duty" sequel went on sale Friday. Called "Modern Warfare III," the new game is notable for a couple of reasons. The first is that much of its development took place during a period in which Activision's future structure was uncertain, as the \$75 billion acquisition by Microsoft took nearly two years to close. Opposition from regulators made the deal far from a sure thing; it closed last month almost immediately after U.K. regulators ended their extended probe following concessions from Microsoft.

The second reason is that it could be the last installment of the franchise released on the industry's traditional business model, where such so-called triple-A games are typically sold as discs or digital downloads for \$70 each. Microsoft has been building a game subscription service called Xbox Game Pass since 2017 and has been launching a growing number of games on the service on the same day of their retail release.

That includes "Starfield," a sci-fi game released in early September by Microsoft's Bethesda Softworks. Microsoft said in its fiscal first-quarter earnings call last

month that the game drove a record number of new Game Pass subscriptions in a single day. It credited the title as the main driver for gaming revenue jumping 9% year over year, the biggest growth for that segment in two years, according to Visible Alpha.

"Call of Duty" is a much bigger force. Even in weak years, the franchise's annual release sells at least 24 million copies globally, according to Wedbush analyst Michael Pachter. It was ranked as the top-selling game in the U.S. market in eight of the past 10 years, according to data from market-research firm Circana. Analysts estimate the "Call of Duty" franchise, which includes a mobile game and an online free-to-play version that make money through microtransactions, generates more than \$3 billion in annual revenue, according to Visible Alpha.

The battle to close the merger cost Microsoft the ability to put "Modern Warfare III" on Game Pass on the day of its release, according to a post on the X social-media platform from Activision's main account last month. That might be just as well, as a reportedly rushed development cycle may have affected the game's quality. Early reviews of the game's single-player campaign from influential publications like IGN, GameSpot and GamesBeat have been underwhelming; IGN called the game "a pale imitation of the past." Ironically, the last "Call of Duty"



The 'Call of Duty: Modern Warfare III' launch in the U.K. on Thursday.

game to flop with critics was the 2021 release called "Vanguard," which helped weaken Activision's stock and created an opening for the Microsoft takeover.

But launching future "Call of Duty" sequels on Game Pass seems inevitable. And that could change the game for the industry, which has been reluctant to fully embrace subscription-based models for major games that can still garner premium a la carte prices.

"We strongly believe that an overall shift to a subscription model for the industry would negatively impact value creation at the publishers," TD Cowen analyst Doug Creutz wrote in his final report on Activision last month.

He added "but if publishers see diminished unit sales as a result of increased Game Pass consumption of other titles, they may have no choice but to submit."

Other media industries already

made this shift—or are in the process of doing so. It can be painful. The impact of subscription-based video streaming on cable fees and movie ticket sales was a major factor in the labor strikes that have roiled Hollywood for much of this year. The music industry is even further along; physical sales and digital downloads now account for just 14% of recorded music revenue in the U.S., according to data from the Recording Industry Association of America. The same formats accounted for more than three-quarters of the industry's revenue 10 years ago.

But the same trend also offers a hopeful note. Total recorded music industry revenue in the U.S. has surged 81% in that same time, even adjusted for inflation. Ownership of Activision puts Microsoft in a position to disproportionately benefit from a similar trend in games, given both its sizable gaming business and even larger cloud operation, which would be helped by more gameplay moving to a streaming setup that is still relatively nascent now. "If Xbox Game Pass shows increasing traction, this could have a substantial impact on the gaming industry," Bernstein analysts said in a Nov. 8 report.

Having spent more than a year's worth of free cash flow on Activision, disrupting the game business is the least Microsoft should hope for.

—Dan Gallagher

China's Middle East Clout Has Limits

For most of the past decade, China's story in the Middle East has been straightforward: endlessly rising investment, trade and influence. Having brokered a return to diplomatic relations between Saudi Arabia and Iran earlier this year and given its strong economic relationship with Israel, China has also found itself in the spotlight as the conflict in Gaza has boiled over.

But is the Middle East destined to keep becoming—economically, at least—less middle and more east?

Perhaps not—at least, not as rapidly as seemed likely just a few years ago. Two pillars of China's rising sway in the region, energy purchases and overseas investment, are in significant flux.

China's oil imports have lurched decisively toward Russia since the outbreak of the Ukraine war, to the point where it has become China's biggest supplier. Chinese imports of Russian crude in the third quarter of 2023 were 42% higher than in the third quarter 2021, according to figures from data provider CEIC. Imports from Iraq were up just 6%.

And imports from Saudi Arabia, previously China's top supplier, were down 11%.

In the short run, lack of Russian pipeline capacity might limit how much further that change can progress—but over the long run, the geopolitical logic of higher imports over land from Russia, rather than over sea from the Middle East, might be difficult to ignore. As long as tensions with the U.S. remain elevated, China will have a strong incentive to work with Russia to further expand pipeline capacity, especially since, in the event of any future conflict with the West, sea lanes would be vulnerable. China's own slowing growth, particularly in energy-hungry, construction-related heavy industrial sectors such as petrochemicals, could also weigh on its oil demand growth for years.

China's role as an endless font of investment capital for Middle Eastern economies also looks more uncertain than it did a couple of years ago. In 2021, the Middle East and North Africa became the top destination of new funding from the Belt and Road Initiative—China's tril-

lion-dollar overseas infrastructure program—receiving about 29% of the \$59 billion of total investment and BRI contracts that year, according to a report from the Green Finance and Development Center at Fudan University. But the ambition and scale of the BRI have taken a significant hit in recent years, owing in part to the pandemic and rising concerns over debt and project quality in China and abroad.

And outside official BRI projects, the foreign-investment picture looks even less rosy. China's net overseas direct investment in the eight largest Middle Eastern economies, excluding Israel and Iran, fell by about a third in 2021 from 2020 levels, according to CEIC data. China wasn't among the top 10 investors in Arab countries in 2022—in capital expenditure terms—for the first time since at least 2018, according to data from the Arab Investment and Credit Guarantee Corp., a multilateral credit insurer funded by Arab states and based in Kuwait.

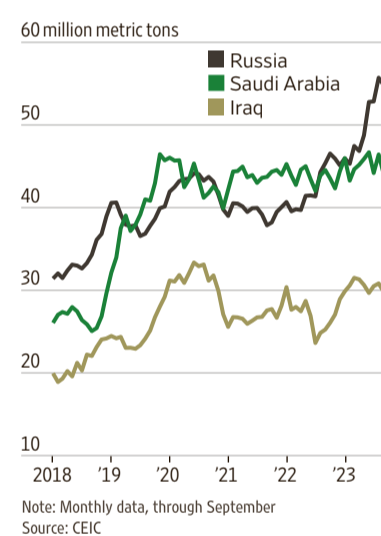
Investment will probably recover this year and next, now that China

has abandoned its Covid-19 controls and begun to re-engage with the world. Official Chinese data puts total outbound foreign direct investment, or FDI, up 6.7% year over year in the first three quarters of the year. Nonfinancial belt and road investment is up 50%.

But China's rising financial burdens at home—particularly the collateral damage to banks and state balance sheets from the continuing property and local government fiscal meltdown—will also probably mean it needs to be more parsimonious abroad in the years ahead. And as foreign investment in China from the West continues to evaporate, many Chinese firms might increasingly begin looking to dollar-rich Middle Eastern financiers for capital, rather than the other way around.

Finally, China's refusal to forthrightly condemn the attack from Hamas could limit its opportunities to invest further in Israel's high-tech sector in the future—although bilateral trade will probably remain large. China is currently Israel's second-largest trading partner.

Chinese crude oil imports by source, six month rolling sum



Note: Monthly data, through September
Source: CEIC

And China is the world's top energy consumer, which means it will have an enduring interest, and enormous influence, in the Middle East for a long time. But the events of the past three years have also upended global energy markets and assumptions about China's future growth. That will have an impact on the shifting sands of the Middle East, too.

—Nathaniel Taplin

MARKETS

Copper Slump Threatens Shift to Wind Power and EVs

BY BOB HENDERSON

A prolonged slide in copper prices is challenging the world's shift to renewable energy sources.

Mining firms will need to dig up gigantic amounts of new copper over the next several years to supply the transition to renewables. But demand is slumping right now from manufacturers and builders who use the metal in everything from electrical wire to roofing.

The result of that timing mismatch is what Wall Street analysts say is a temporary surplus that is keeping copper prices low and discouraging the investments necessary to meet the needs of the world's expanding population of wind farms, solar arrays and electric vehicles.

The dynamic leaves the market poised for a crunch that could lead to price increases and shortfalls, said Goldman Sachs metals strategist Nicholas Snowdon. "It's a matter of when, not if, the market goes into an extreme state of scarcity and the copper

Copper futures price



Note: Front-month contract
Source: FactSet

price spike plays out," he said.

Copper futures slid more than 15% in the past 10 months, to about \$3.60 a pound. One source of pressure has been a weaker than expected pandemic recovery in China, the world's largest copper consumer.

Other factors include a strengthening dollar, a slowing global manufacturing sector and the resolution of supply disruptions in Chile and Peru, two of the largest producers.



A temporary surplus that is keeping copper prices low.

Two copper mining firms said in recent earnings calls that they are waiting for higher prices before committing to big new investments. Kathleen Quirk, president of Freeport-McMoRan, cited higher capital costs to develop new mines.

Gary Nagle, CEO of Glencore, said he wants to deliver copper to the world when it is needed and not before. He said he would prefer prices reach at least \$4.50 a pound before opening a new mine in

Argentina that he expects to produce copper for three decades. "We want to make a lot of money for every one of the 30 years," Nagle said.

Builders of new energy sources, batteries and power lines are demanding more copper, but they account for less than 10% of global usage, said Max Layton, global head of commodities research at Citigroup. Layton estimates copper prices would be roughly 15% lower if not for the growing green market.

The powerhouse behind that market is China, which is making huge investments in renewable energy and EVs. The country's solar-related copper demand over the first three quarters of this year was more than 150% higher than during the same period in 2022, according to Goldman Sachs.

Analysts say investments are needed soon, because new mines take years to develop. McKinsey & Co. forecasts a copper shortfall of 6.5 million metric tons in 2031, based on its projection that annual supply will increase to 30.1 million tons, from about 25 million in 2022.

Goldman expects the growing supply gap to power its price to \$4.50 a pound in a year and to more than \$6.80 a pound in 2025.

But prices could flag in the coming months because of incoming new supplies and softness in the 90% of demand unrelated to the transition. The Eurozone is bracing for a recession. China's economy is showing fresh signs of slowing. The International Copper Study Group predicts production will outstrip demand by

467,000 tons next year.

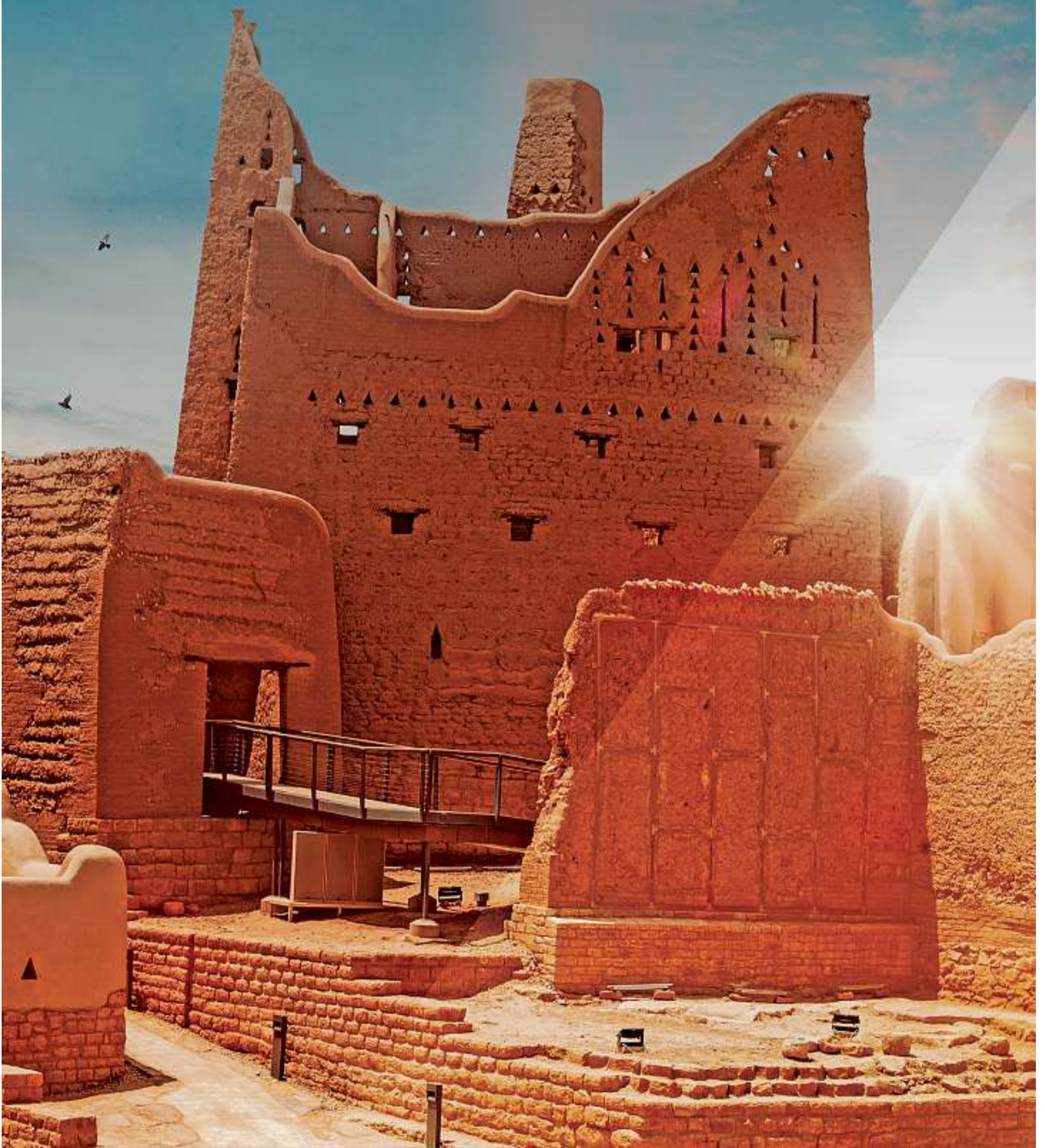
"In the very short term, there is a big concern in terms of how much lower prices could go," said Sudakshina Unnikrishnan, base-metals analyst at Standard Chartered Bank.

The project pipeline of French cable supplier Nexans tripled over the past five years, owing largely to clean energy projects, said Chief Executive Christopher Guérin. His company uses more than half a million tons of copper a year, and while he worries about future shortages, he limits the buying he does in advance to the amount his pipeline requires, to avoid speculation. "Governments potentially can do a strategic reserve like oil or whatever," said Guérin, "but companies cannot do anything."

Meanwhile, speculators' bearish bets outnumber bullish ones on the London Metal Exchange by the most in a decade, according to TD Securities. Many who expect prices to rise prefer buying shares of producers to holding copper futures, because they like the miners' prospects even if prices remain rangebound.

DIRIYAH

THE CITY OF EARTH



DIRIYAH.SA

